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GBB Works with Five Industry Award Winners

The Solid Waste Association of North America and the International District Energy Association announced the winners of awards recognizing outstanding organizations in their respective industries. GBB is proud to be associated with five of the winners:

Covanta Alexandria / Arlington, Inc., VA:

SWANA Bronze Waste-to-Energy Excellence Award

Metro Nashville, TN:

SWANA Bronze Special Waste Management Excellence Award

BFI Transfer Station in Nashville, TN:

SWANA Bronze Transfer Station Management Excellence Award

City of Plano, TX:

SWANA Silver Marketing Excellence Award

Metro Nashville District Energy System, TN:

IDEA Gold Award: Buildings Signed Up for Service
IDEA Silver Award: Square Footage Signed Up for Service

GBB Waste Outlook

Decreasing Costs While Increasing Services and Diversion Rates: Entirely Possible!

So a city comes to you and says, "We want to decrease our costs, yet increase our solid waste services and disposal diversion rates." Harvey Gershman, President of Gershman, Brickner & Bratton, Inc., just smiles and simply says, "It's entirely possible."

Gershman's understanding of the possibilities results from nearly 30 years of experience in the solid waste industry. After all, GBB is no stranger to strategic planning projects. Cities usually choose to conduct strategic reviews as a result of complaints about service, budget pressures, revenue shortfalls, changes in state laws, or time to consider major contract renewals. More recently, the cities of Chattanooga, TN, and Baton Rouge, LA have requested such reviews by GBB.

For Chattanooga, all aspects of their operations, from accounting and finance to collection operations to managing their landfill, were reviewed and compared to other similarly sized cities. A full cost management model was used, which gave the City an opportunity to actually see what all its costs were. The end result was a list of recommendations identifying opportunities where the City could consider making changes to save money and improve efficiency.

GBB is also assisting the City of Baton Rouge/Parish of East Baton Rouge in strategic planning. Larger than Chattanooga in terms of service, Baton Rouge is responsible for providing solid waste services to its 120,113 households within 472 square miles, as well as all multi-family properties and government buildings. Baton Rouge is nearing a major mile-

stone in its agreement with its solid waste contractor next spring, and wants to consider changes to the services provided and conduct a new procurement for the selected services, as well. There are many decisions to be made (about \$350 million worth over the 10 year period the service contracts could cover), and according to Gershman, it is also "an opportunity for a paradigm shift." He adds, "Solid waste services touch all the residents: single-family, multi-family, and some government buildings, as well. The decisions have long-term impacts, and Baton Rouge has the opportunity not just to procure new contractors but also to look at how they could do things differently, to divert more and, potentially, save some money."



The strategic review was presented to the Baton Rouge Council in August, and since services would need to be in place for March 2005 under the current schedule, Baton Rouge has tasked GBB to assist in managing the procurement process to assure there is good competition for the sought-after work.

"It's going to be interesting to see how both the elected officials and the citizenry react to the changes that are decided upon," says Gershman. "That's always interesting to see; we're looking forward to that."

GBB a Hit in Music City

As a result of GBB's comprehensive solid waste management analysis for the Metropolitan Government of Nashville and Davidson County (Metro), Metro selected the alternative of replacing its aging and inefficient waste-to-energy Nashville Thermal Transfer Corporation facility ("Thermal") with a new District Energy System in downtown Nashville. GBB was retained by Metro to manage the procurement process for selecting a contractor to design, build and operate the new Energy system. GBB prepared the Request for Proposals, assisted Metro in evaluating the proposers, negotiated a successful contract with the selected proposer, and managed the implementation of the project.

In April 2004, the Nashville Thermal Transfer Corporation formally turned over the 30-year-old Thermal Waste-to-Energy plant for complete demolition. One of the unique aspects of the "dismantling of Thermal", which is managed by GBB, was an auction process of Thermal's fixed and used mobile equipment and parts. Over 150 auction transactions for the resale and reuse of used equipment brought \$983,362 to the Metro Nashville government, reducing the overall cost to close Thermal.

The five-month project included the implosion of the large 200 foot concrete stack on July 26, 2004.

(Continued on page 4)

Speaker's Corner

At SWANA's 2004 Collection Symposium held in San Diego, Kevin Callen (VP of Product Management of WasteBid.com, GBB's technology partner) presented a paper entitled:

"Using Routing Software for Analyzing Residential Collection Costs, Defining Procurement Areas and Routes"

Route optimization software is a sophisticated analytical tool for not only creating routes for collection vehicles, but also for analyzing collection costs and facilitating procurements for contract collection services. The traditional approach to analyzing collection costs and defining districts or procurement areas has been to use industry rules of thumbs, such as an average number of stops for a route per day. However, these industry thumb rules are typically not accurate on an individual route basis, as the number of stops and mileage can vary greatly based on the population density and distance from the depot and disposal facilities to the route. Routing software accurately defines individual routes, number of trucks required, and the mileage and labor required to service an area.

The paper reviews the experiences of using FleetRoute™ route optimization software for use in analyzing residential waste collection costs and planning procurements for contract collection services. Case studies include Nashville, Tennessee and an undisclosed county in the Mid-Atlantic. These projects were conducted by WasteBid.com, Inc. under sub-contract with Gershman, Brickner & Bratton, Inc.

To learn more: Contact GBB or register to attend SWANA's E-Session on Routing Software: November 3, 2004 1:45 to 3:00 pm Speaker: Kevin Callen

Next Generation Business Recycling Promotion Tool SWACO: Early Adopter of SmartEngine™

Three years ago, the Solid Waste Authority of Central Ohio (SWACO) selected GBB to assist in expanding commercial recycling and diversion through the use of the innovative Internet-based SmartEngine™ system. SWACO's goal has been to reduce the amount of recyclables, including mixed office paper from the largest businesses in the community deposited in central Ohio landfills. In one year, the SmartEngine™, "online waste audit and business recycling promotions" technology, was created and available for implementation. As Bob Brickner, Senior Vice President of GBB, describes it, "In techie terms, they were our public sector Beta-tester."

So, what exactly is the patented SmartEngine™? It is an Internet online waste auditing technology that public solid waste agencies can have on their Web sites to both promote increased recycling as well as conduct an online audit of a property's solid waste practices and service changes. A unique report is generated for each business, typically indicating quantities of recyclables and cost savings, all geared to help increase recycling. The theory is that the SmartEngine™ will cost less than people physically conducting on-site waste audits, whether those people are part of the public sector staff or whether they are hired consultants. "The old adage of 'man versus machine' comes to mind," says Brickner with a chuckle.

"The current focus of the SmartEngine™ is to increase diversion of mixed office paper (MOP). We have completely automated and integrated a portion of the SWACO website to allow businesses to come to the website, enter their current business criteria and waste and recycling activities, and get back suggestions of ways to improve their MOP recycling opportunities, including reducing the cost of trash collection services and the possibility of smaller containers with less servicing," says Brickner.

And why MOP, of all recyclables? "For most commercial businesses, MOP is the largest per-

centage of their overall waste stream," explains Brickner. The idea was that many business owners want to take on recycling as a challenge for their staff. Yet, if they cannot get that staff to recycle MOP, then attempting to recycle other less-plentiful commodities will not likely be met with great success. "We went for the ripest apple on the tree," says Brickner, "and MOP is the one."



"...SWACO selected GBB to assist in expanding commercial recycling and diversion through the use of the innovative Internet-based SmartEngine™"

Thus, SWACO has been the platform upon which the SmartEngine™ has been developed, field tested, and its functionality expanded. But, according to Brickner, "We've only recently begun moving the SmartEngine™ out of the box. Many communities are not yet receptive to having an Internet-based waste and recycling auditing system. This is a significant paradigm shift."

Jurisdictions typically find that commercial waste accounts for at least half of the total

waste stream, and with growing concerns about shrinking landfill space and increasing disposal costs, the usefulness of an automated tool to help businesses recycle becomes apparent.

So, what does the future have in store for the SmartEngine™? The SmartEngine™ software will be offered as a Web tool to promote business recycling, and GBB, as an established, experienced solid waste management consulting firm, will also offer various additional services to help prospective clients set up and/or

implement the tool to ensure the desired results. In a nutshell, local governments can buy the software and, in addition, have the option of GBB being involved as much or as little as desired in setting up and using the SmartEngine™.

Reflecting on the SmartEngine™ approach to promoting business recycling, Brickner smiles. "We like to think that in this case, with regard to 'man versus machine,' the machine will be able

to do a faster and less expensive job than people, and we then move recycling reviews from the Stone and Iron Ages into the Internet Age."

"...to allow businesses to come to the website ... and get back suggestions of ways to improve their MOP recycling opportunities, including reducing the cost of trash collection services..."

Collection Routing Software Ready for Primetime Cities of All Sizes Adopt FleetRoute™ for Increased Efficiencies and Cost Savings

"I'm cynical," Kevin Callen, a Principal Associate with GBB, candidly admits. He explains, "Unlike many other industries, the waste industry has been slow to adopt routing technology and seek to optimize collection routes. And it's so important, considering that collection usually accounts for two thirds of a community's solid waste budget, with disposal accounting for the other third. So for something that drives so much cost, it's amazing that using transportation logistics software isn't commonplace."

Yet a silver lining graces the edge of the impending clouds. Adoption of routing software is starting to come into "primetime" for the waste industry. "Some places have been real leaders in the adoption of routing software," Callen pauses and grins. "Most of GBB's clients, of course."

Take the City of Edmond, OK, population 70,000. Small cities are not always at the forefront of things, but Edmond breaks the mold. "Edmond is really a cutting-edge small city, and it shows that even if you're a small city, this software can still be cost-effective," says Callen.

The City wanted to develop and maintain new garbage collection routes. There was just one catch, though. A new transfer station was scheduled to open and the deadline for the initial routes was five weeks. "They had an emergency rush, which we met," says Callen proudly. To meet the deadline, Edmond opted to use the FleetRoute™ Service Bureau in lieu of having City personnel prepare the data and learn FleetRoute™. "They just wanted to focus on implementing the routes and leave the technology component to us," notes Callen.

Frank Bernheisel, Vice President of GBB, further explains. "In one case, you can buy the FleetRoute™ software, and then in order to make it work, you must buy a computer system that's large enough to run FleetRoute™ and the underlying Geographic Information System-type database. Additionally, you must have and train someone to run the routes. So, if you're a small city, to make an investment in all the capability may not be a feasible approach. Thus, the other alternative is to hire GBB as a Service Bureau, where we have the software system, computers, and trained personnel. We get the basic data from the City, check it for errors and once those errors are corrected, we run draft routes, which are also corrected as needed. The finished product is route maps and driving instructions. Essentially, they get the

product they need without the hassle."

The City of Edmond went from eight collection trucks to six after implementing FleetRoute™, along with other changes in their system, and their number of routes was reduced from 40 to 30.

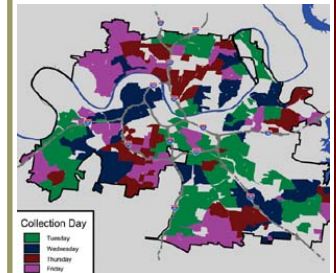
When asked if there is anything about the Edmond project of which he is particularly proud, Bernheisel simply says, "The fact that we got it done on the schedule that they wanted, and that the client is happy with the outcome, that's the main thing."

The City of Nashville is another, larger, city for which GBB has provided routing services and consulting for the past four years. For the Metropolitan Government of Nashville and Davidson County, GBB routed Nashville's Curby Recycling Service.

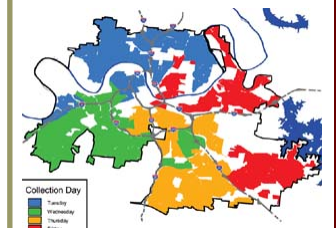
"Where Edmond had an existing program for which we were changing the routes," says Bernheisel, "Nashville initiated a new recycling program, where containers were only collected once a month. And having only 12 collections a year is unique, as is the way citizens keep track of their collection days. Citizens can request on the City Website, or by phone, an e-mail or voicemail reminder telling them a day in advance of their collection. After all, it's an entire month between collections, and the reminder to put your cart out is a nice touch."

For the new recycling program, each residence needed a wheeled cart, so routing was used initially to distribute carts to residents, and later to optimize collection of their recyclables. The time from when City Council approved the program and budget until the last person in Nashville had recycling collection was only 11 months.

The story just keeps getting better for Nashville. "This City was interesting because they did a total system revamp, changing the way they disposed of their waste. They went from a polluting and cost-inefficient system to one that achieves a lot of recycling, for which they have won national awards. Nashville went from a decrepit system that wasn't getting attention to a cutting edge system that is cost-effective, saving the City millions of dollars in the process. Now, the City is diverting a substantial waste quantity to reuse/recycling, saving money, and realizing good public relations because of this greatly improved system," says Callen.



Nashville before route optimization



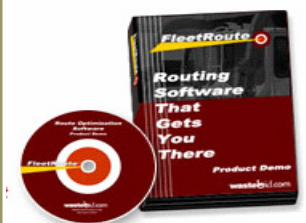
Nashville after route optimization

"The City of Edmond went from eight collection trucks to six after implementing FleetRoute™..."

"...saving the City [Nashville] millions of dollars in the process."

FleetRoute™ Route Optimization Software

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Conventions and Tradeshows:

GBB will be present at the following industry events. We look forward to seeing you there!

- **SWANA Collection and Transfer Symposium**
West Palm Beach, FL (Feb. 7-12, 2005)
Bob Brickner & Kevin Callen, Speakers
- **National Demolition Association Conference**
Las Vegas, NV (Mar. 6-9, 2005)
- **WasteExpo 2005**
Las Vegas, NV (May 3-5, 2005)
- **New York Federation of Solid Waste Associations**
Bolton Landing, NY (May 15-18, 2005)
Steve Stein, Speaker
- **SWANA Trends and Challenges Conference**
Boulder, CO (June 6-10, 2005)
Harvey Gershman, Speaker
- **International District Energy Association Conference**
St. Paul, MN (June 26-29, 2005)
- **WASTECON 2005**
Austin, TX (Sept. 27-29, 2005)
Visit the conference / tradeshow section of our website on a regular basis for an updated list!

Collection Routing Software Ready for Primetime

(Continued from p.3)

Miami-Dade County, FL, is a highly populated jurisdiction, with its residential curbside recycling program serving nearly 300,000 homes. "Miami-Dade had been using a competitor's software for nearly 10 years, and they switched to FleetRoute™ last year," reports Callen. "Because it's so much better," he adds with a grin.

Like the City of Edmond, Miami-Dade chose to implement the FleetRoute™ software through the Service Bureau. But for Miami-Dade, the concern was not necessarily that of finances or time, but of focus. Dade County was implementing a new automated waste collection program, and rather than spending time and manpower to do the routes themselves, they chose to hire the Service Bureau so the County

could focus on implementation, rather than routing.

"Miami-Dade has been pleased with our work," Callen says. "We're getting extensions to do more of it."

When asked if routing a larger jurisdiction is noticeably more difficult than a smaller jurisdiction, Bernheisel replies, "The most difficult part in routing any community is making sure that the database on which FleetRoute™ runs is accurate. You have to make sure there aren't any missing pieces of streets or places where it looks like a street crosses a creek, for example, but no one ever built the bridge. That wouldn't do at all."

GBB a Hit in Music City

(Continued from p.1)

GBB continues to serve as Metro's Project Administrator, overseeing all phases of the project, including adding new customers and the transition and closing of Thermal.

In the past few years, GBB has worked closely with Metro on:

- Solid waste management long-term strategic plan
- Full cost accounting to identify savings
- Procurements for transfer & disposal, yard waste & refuse collection and trucks and carts for new curbside

recycling program

- Route optimization for 130,000 stops
- District energy study and implementation
- Procurement of demolition services for new district energy system
- Demolition of Nashville thermal waste-to-energy plant
- District energy system public information program
- Long term contracting for disposal that saved 65%
- Roll-out of new "Curby" curbside recycling program

More info can be found on our Website.

GBB Soon to Complete Visible Litter Survey in New Jersey

GBB will soon complete a visible litter survey for the New Jersey Clean Communities Council. The primary objective of the survey is to determine the extent, rate, composition and probable origin of litter along New Jersey's streets, highways and other locales, using a unique stratified random sampling model. This model accounts for factors that influence litter, such as roadway type and adjacent land use, traffic volume, weather, income, county population size, distance to the nearest city, and the type and duration of litter control program effort.

This methodology has been utilized by members of the GBB Project Team, which included the Institute for Applied Research, in 73 major litter surveys. Most recently, the GBB Project Team conducted similar litter surveys in the states of Mississippi and North Carolina.

Based on the results of the survey, GBB will identify the sources of litter and recommend strategies that will help ensure a successful media campaign to reduce litter in New Jersey.