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WASTE OUTLOOK

Gershman, Brickner & Bratton, Inc. • SUMMER 2017

GBB Assists Public-Sector Organizations with Management, Monitoring, and Planning for Waste-to-Energy Facilities

GBB is known to be an industry thought leader for matters related to waste-to-energy (WTE) facilities, technologies, and development because of our extensive experience on over 200 assignments for utilization of waste for its energy content and tracking more than 475 alternative conversion technology companies. In the past year, GBB's knowledge in this area was further expanded with the acquisition of RRC Power & Energy, LLC's Energy Facilities Group. This enabled GBB to widen its WTE services to include studies, facility audits / assessments, owners engineer services, project management, engineering design, construction support commissioning / acceptance testing, and operations monitoring.

In addition to this knowledge base, another level of expertise has been added to the GBB team. Former Covanta Energy Corporation senior executive and energy from waste expert, Seth Myones, joined GBB as Special Principal Associate - Financial Advisory Services. This has further strengthened the firm's ability to provide visioning, strategy development,

execution, and operations consulting services.

Consequently, GBB was recently selected by several public-sector organizations with WTE facilities to provide consulting and engineering services to manage and monitor these facilities and to provide long-term strategic planning advice:

Dutchess County Resource Recovery Agency, NY



GBB is providing professional services to support the Agency to manage its Resource Recovery Facility, which opened in 1989. The facility, which combusts most of the garbage collected in the

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Fort Wayne's Collection Services Procurement Results in Additional Savings, Innovative Revenue Sharing System

In 2010, GBB assisted the City of Fort Wayne, IN with a procurement process for solid waste collection / disposal services and recyclables collection as well as processing/marketing services that ultimately improved services, lowered costs, and increased recycling. In 2016, as the agreements with the selected contractor were nearing their completion, the City tasked GBB with the review of the current garbage and recycling collection programs and the evaluation of the feasibility of adding yard waste and organics. The assignment also included benchmarking program costs against comparable municipalities, and providing recommendations and alternatives for

the future. As part of the stakeholders' outreach process, the GBB Project Team mediated focus groups to get feedback from residents on both current and potential future services.



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GBB Expands

GBB is pleased to welcome three professionals with diverse backgrounds and areas of expertise who recently joined the firm, creating synergies with the current multi-disciplined team:

**Energy from Waste Expert
Seth Myones - Special
Principal Associate,
Financial Advisory Services**



Mr. Myones has over 30 years of experience in the waste and environmental services, industrial services, and waste-to-energy / renewable energy spaces with in-depth strategic, commercial, operational, and technical expertise.

Previously employed by Covanta Energy Corporation for more than 25 years in P&L leadership roles and a member of the Senior Executive team for over 15 years, he brings to GBB his impressive track record as an industry leader, his industry knowledge and leadership abilities.

He will provide greater financial and business acumen depth to GBB's team providing visioning, strategy development, execution, and operations consulting services.

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GBB Assists Public-Sector Organizations with Management, Monitoring, and Planning for Waste-to-Energy Facilities

County, has a processing capacity of 164,000 tons of post-recycled waste per year and has a 7 MW turbine that converts the waste into energy. Services provided by GBB include facility site reviews; annual reconciliation and reporting; regulatory compliance reporting review; assistance with capital improvement projects; and a recently completed bond refunding report. GBB's efforts have resulted in the Agency's ability to lower its overall costs associated with facility operation and financing.

Marion County, OR

Along with subcontractors J.R. Miller & Associates and Sanger Law PC, GBB was selected to provide solid waste and energy consulting services for the Energy from Waste Facility (EfWF), which combusts 185,000 tons per year of municipal solid waste while generating about 13 megawatts of electricity. Services include a comprehensive analysis of the County's solid waste management system; monitoring state and regional policy considerations that might impact the County's system; analyzing and advising the County regarding current and future markets for power and other trends impacting the EfWF; and providing advice and support during negotiations with the EfWF operator.



GBB has initiated this effort with a review of historical solid waste trends and previous projections to better understand the volatile quantity of waste generated through the recession into recent years which show significant increases. Important current elements of the Marion County system includes the negotiation of a new power purchase agreement between the facility operator and Utility along with an upcoming negotiation of the agreement between the County and the EfWF operator. GBB is working to ensure a successful outcome for Marion County and a system that will strive to achieve the highest recovery rate in Oregon.

Wasatch Integrated Waste Management District, UT

Over the years, GBB and the former RRC Energy Facilities Group have assisted the District with strategic solidwaste management planning and engineering services for the Davis Energy



Recovery Facility. This included a facility audit, plant improvement planning and execution, and a steam turbine generator study.

Since losing its main energy customer, the District has determined that closing the facility is in its best interest. GBB will assist the District in developing a long-term strategy for its waste stream and the energy recovery site.

Kent County, MI

GBB has advised the County for solid waste management strategic planning for its entire system which includes the 190,000 ton per year Waste-to-Energy facility. In addition to this,



GBB will monitor the operation, maintenance, repairs, and renewal of the facility to ensure that its contractor meets the obligations of their contract.

GBB Developing Master Plan for Resource Park as Part of Kent County, MI's Sustainable Materials Management System

GBB has been selected by the Kent County, MI Department of Public Works (DPW) to develop a Master Plan for 200+ acres of property to convert waste materials into marketable products. As part of its long-term vision to implement Sustainable Materials Management (SMM) strategies, the DPW is pursuing the development of the Resource Park as a key component of its SMM system, to house facilities to recover discarded materials, to reuse and recycle the recovered material, and to convert non-recyclable material into intermediate products or to recover the energy value of those discards. Joining GBB for this key assignment are Fishbeck, Thompson, Carr & Huber, Inc., a local Grand Rapids-based Engineering, Environmental Sciences, Architecture, and Construction Management firm, and Stern Brothers & Co., an independent investment banking firm who provides various public and private infrastructure finance opportunities. Stern Brothers is one of the nation's largest certified 100% woman-owned business enterprise investment bank.

The long-term goal for the Resource Park is to displace landfill use for disposal of waste materials as much as possible by attracting new business ventures that will not only recover waste materials, but also convert them into new, domestically manufactured, products through innovative technologies. As part of the assignment, the GBB Project Team will conduct stakeholders' meetings; perform waste stream and market analyses; evaluate technologies; develop a Master Plan for the design and construction of necessary public infrastructure; research funding sources; and evaluate how the services provided by the Resource Park tenants might interact with Kent County's existing waste management infrastructure. 

GBB Assisting the City of Tampa, FL with Solid Waste Management Master Plan Development

The City of Tampa, FL selected Tetra Tech, Inc., with GBB and Vistra Communications as subcontractors, to develop a Solid Waste Management Master Plan for a horizon of 15 years for the Department of Solid Waste and Environmental Program Management. As part of the important assignment, the Project Team will identify sustainable alternatives to maximize resources, and reduce expenses, including minimizing overtime currently required to provide core collection services. The team will also evaluate the financial impact of out-of-service vehicles and review available technologies to improve and expand the services provided by the department. As the City relies on an aging waste-to-energy facility as a key feature of the system, the Project Team will assess the plant, evaluate vulnerabilities and develop an improvement plan and approach to manage / mitigate the risk. Alternative programs, services and assets will also be identified to increase efficiency and provide enhanced services while being fiscally responsible and minimizing risk.

An integral part of the plan development will be a benchmark review with large Florida cities and cities nationwide with systems and services similar to those of Tampa. A public outreach, public relations, and communications task will also be key to inform the public, stakeholder groups, and internal City managers about the project and proposed scenarios to provide input to the Department as it makes decisions about future services and operations. Tetra Tech and GBB have previously worked seamlessly together for Orange County and Rockland County, NY and are also currently teaming up in Lee County, FL, which has many of the same elements and challenges as the City of Tampa. 



"In 2016, we set a roadmap to achieve 20% reduction in landfilled waste by 2020, and 90% by 2030, to bring Kent County closer to a circular economy system. A key component of that strategy is the successful establishment of the Resource Park.

The GBB Project Team has proven that it's up to the challenge with the combination of a clear understanding of our vision, a sensible project approach, past success stories, strength of the project team, and recent projects performed for the County."

-- Dar Baas, Director
Kent County
Department of Public Works

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GBB Expands

Sustainability Leader
Jennifer Porter - Senior Project Manager



A sustainable development leader, Ms. Porter has more than 15 years of experience on government and private sector sustainability initiatives. Her wide range of diverse skills, and extensive, valuable hands-on experience with recycling and waste management programs include over 6 years as Conservation Program Coordinator with the City of Portland's (Oregon) Office of Sustainable Development. 

Recent Graduate William Cooper - GBB Consultant I



A recent Boston University graduate with a focus on energy and environmental analysis, Mr. Cooper's key extracurricular activity was his involvement with the Massachusetts Institute of Technology (MIT) Waste Alliance, a community of MIT and Boston-area students, industry experts, professionals, researchers, entrepreneurs, and policy-makers, with a passion for waste management. 

**Lori Scozzafava
Promoted to
GBB Senior VP,
Operations Officer;
Joins Ownership
Group**



A passionate advocate for environmental issues including sustainability, waste reduction, recycling, composting and integrated waste management, Lori Scozzafava has joined GBB's ownership group and been promoted to Senior Vice President, Operations Officer.

She has nearly 30 years of solid waste management industry experience, including 15 years in high profile leadership roles with national industry associations where she influenced regional and national policy in multiple environmental areas.

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New Guam Landfill Built Under GBB Receivership Cited as Positive Example in EPA Report

The U.S. Environmental Protection Agency (US EPA), through its Office of Research and Development, released a research report providing technical assistance on solid waste management for remote, economically challenged communities in the Commonwealth of Northern Mariana Islands (CNMI) and American Samoa in the US Pacific territories. While the U.S. Territory of Guam was not a focus of the study, site visits were made to obtain an overview of Guam's solid waste management system. As part of its report, the US EPA states that: "*Guam is a positive example of how a territory which once only had a large unlined landfill as the sole option for MSW disposal can design, construct, and operate a state-of-the-art MSWLF.*"



In 2008, the Chief Judge of the United States District Court of Guam appointed GBB as Receiver to achieve the Guam Government's compliance with the Clean Water Act as set forth in a 2004 Consent Decree. The Decree, signed between the Government of Guam and the US EPA, ordered the Government of Guam to close the Ordot Dump, cease all leachate discharges into the Lonfit River, and open a new municipal solid waste landfill facility.

To develop the turnaround plan, GBB assembled a multi-disciplinary team of solid waste, procurement, landfill engineering, financial, and communication experts who presented the Court with a roadmap for accomplishing the Consent Decree projects and reforming Guam's solid waste management system. GBB, working with public works, financial departments, the military, private waste haulers, and other stakeholders in Guam, has closed the Ordot Dump, opened a new landfill and is on a path to comply with all the terms of the Consent Decree in the most cost-effective and expeditious manner possible. This has been accomplished under the guidance of the Court and in consultation with the US EPA and the Guam Environmental Protection Agency.

- *The US EPA report entitled "Sustainable Approaches for Materials Management in Remote, Economically Challenged Areas of the Pacific" can be downloaded (PDF file) at: www.tinyurl.com/epa-guam*
- *Information about the receivership is available at www.GuamSolidWasteReceiver.org and www.GuamSolidWasteAuthority.com.*

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Fort Wayne's Collection Services Procurement Results in Additional Savings, Innovative Revenue Sharing System

Based on the approved recommendations from its review, GBB assisted the City with the procurement process by issuing a multi-option Invitation to Bid (ITB) structured to evaluate price impacts of adding separate yard waste collection for data-driven decision-making. The ITB was distributed to both local and regional haulers, including firms operating in the Midwest but not currently active in Fort Wayne, to maximize competition and encourage diverse bids.

As a result, a competitive bid by a hauler new to the market led to cost savings for the City versus the next-lowest prices. The new agreement includes recyclables revenue sharing of 75% which provides more benefit and less risk to the City, and further incentivizes proper participation

from residents in order to maximize revenues. Furthermore, a dedicated funding source for public outreach will provide opportunities to improve the customer service experience and the efficiency of the program. New, flexible enforcement and liquidated damages provisions in collection contract were also set to create a more dynamic relationship between the City and the hauler.

With another strategic approach to the procurement process, the City of Fort Wayne seized a great opportunity to expand the level and quality of service it provides its residents while conserving landfill space, reducing environmental impacts, and returning resources to the natural environment and manufacturing systems.