



Greenlight New Day. New Way.

Jeff Washington
Lead Mechanic,
Maintenance Department




Meet DRP

Employee Highlight: Jeff Washington

Jeff Washington is a big advocate of Detroit and is proud to live and work here. "I enjoy barbecues in my backyard, spending time at Riverwalk, and producing power for Detroit," Jeff states. It is that philosophy that actually led Jeff to this facility in the mid-80s. Jeff graduated from Murray-Wright High School on West Warren Avenue as a certified mechanic and immediately came across Midtown to submit his resume while the facility was still being built. Over the past 26 years, he has worked from entry level up to Lead Mechanic of the Maintenance Department and Chief Steward of Detroit Renewable Power. Jeff is clear that through the opportunities to learn and grow at this facility, he has been able to provide a college education to his four children and continue to support and enjoy life in Detroit.

"I started with very little experience and they accepted me, taking me under their wing until

I was able to work independently as part of the team," Jeff shared. Proud of his journey, Jeff is pleased that he can now help others gain the experience and skills to succeed.



Jeff adds, "Now, I'm that person helping young mechanics to learn the basics in getting started and do well wherever they go." Jeff's story is not alone. DRP continues to be an employer of great opportunity. When employees do move

away, Jeff hears from them again saying that DRP provided them accountability, responsibility, and strong work skills to prepare them. "DRP has invested in its people and the facility, like a home-owner puts effort and money into their home," Jeff said. Investing in long-term goals is another way the plant is committed to Detroit.

Jeff wants to make sure the people of Detroit know the positive impact this facility has had for the community: from jobs and training for employees to the vendors, suppliers, and surrounding services that thrive due to DRP having a business in Midtown. •

Did you know?

As of 2010, the U.S. has decreased the workplace mortality rate to 12 workers each day and four working injuries and illnesses per 100 people. The energy-from-waste industry specifically has a total case rate of approximately one incident every 26 days. DRP's track record is 12 times better than the industry standard. Secretary of Labor Hilda Solis said,

"Every day in America, 12 people go to work and never come home. Every year in America, 3.3 million people suffer a workplace injury from which they may never recover. These are preventable tragedies that disable our workers, devastate our families, and damage our economy."

Inside this Issue

Meet DRP.....p. 1



A Note from John O'Sullivan.....p. 2



High Points.....p. 2



FAQ.....p. 3



Energy from Waste.....p. 3



Family Tree News.....p. 4





A Note from John O'Sullivan



Here at Detroit Renewable Power (DRP), we compare our successes to those in the energy-from-waste industry from around the world. We are constantly seeking best practices to learn and improve upon, which is a key element of our motto: New Day. New Way. Today, we can look at the facility processes

and procedures and see a positive impact on operations, production, morale, and safety.

With more than 30 years of power generation experience, I am very proud of the impact this management team has been able to make on the facility's safety record. I believe our safety record has a direct correlation to performance in other areas of the plant and the continued improvement of our environmental, production, and quality achievements. A great safety record is the first step on our path to excellence.

We accept all of Detroit's trash and we process the material in a safe, clean, and environmentally responsible manner. DRP provides skilled employees the training and support they need to provide reliable, renewable power back to the City.

Right here in Detroit, this facility has technology that other countries are just beginning to put in place. It truly is a new day, new way in Detroit. •

Best Regards,



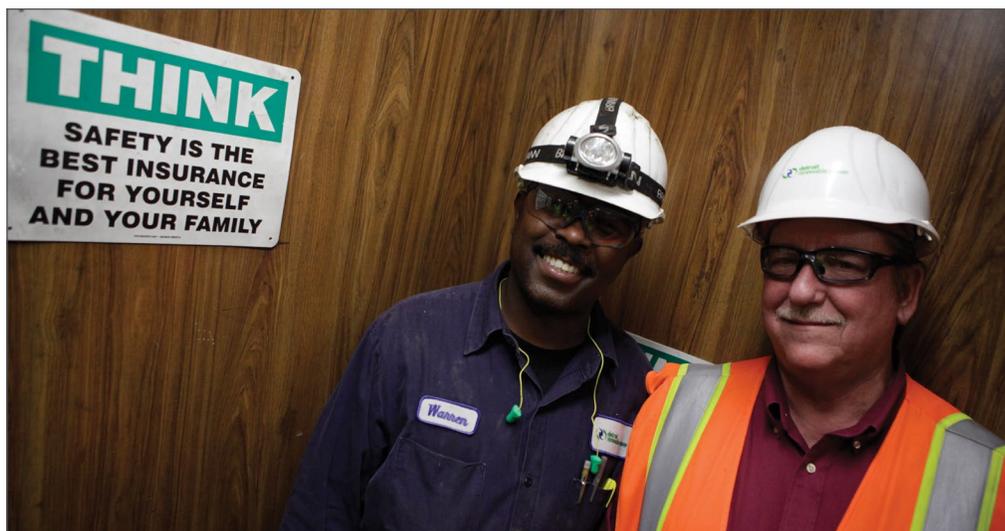
High Points Milestones.

Detroit Renewable Power (DRP) has a clear goal of achieving world-class safety performance to create a strong and viable business in the community. From the tipping floors to the offices, workplace safety is integrated into every department and every position.

Both employees and outside contractors alike are introduced to the DRP safety culture with a Health and Safety Briefing on their first day at the plant, where they first receive detailed training on the processes and procedures at the facility, proper safety protocol, known hazards, and customized personal protection equipment.

"Most accidents are avoidable," DRP's full-time Health and Safety Manager Jerry Alexie said about **Occupational Health and Safety Administration (OSHA)** recordable incidents. "It's bad when one person is injured; however, short cuts hurt more than the individual that makes them; they hurt co-workers, the facility, and the families of employees."

DRP has constructed a systemic approach to safety training that is part of a larger, more holistic philosophy in which information is shared to support and further personal performance. Employees are empowered with not just their departments' responsibilities, but with a systems management perspective. With insight into productivity, quality, output, and goals of the organization, DRP employees are able to identify



and address areas of concern quickly and further the plant safety conversation.

Each day at DRP starts with a whole facility Plan of the Day Meeting to help align short-term goals and initiatives. Department foremen host weekly "Tailgate Meetings" that address upcoming projects, near misses, and housekeeping issues with the goal of keeping everyone accident-free. Every DRP employee receives monthly training to reinforce the safety model and provide continued learning.

Jerry and the Safety Committee, staffed to represent a wide range of work streams from both the union and management, meet and evaluate each department in turn as part of the company's

continuous improvement program.

DRP has been proactive on safety since first taking ownership, with workplace risk identification conducted by third-party inspectors. In 2012, DRP plans to continue improving on the plant's safety program through partnerships with the Michigan Department of Environmental Quality and OSHA's Voluntary Protection Program further down the road.

As of May 16, DRP has gone 354 days without an OSHA-recordable incident, which speaks volumes about its commitment to employees, their work, and the community. Maintaining a safe environment is the culture at DRP and a key part of its commitment to employees and the community. •



FAQ The Tip Floor.

Addressing the issues that matter most to our community is a priority at DRP and we strive to provide in-depth, well-educated responses to the inquiries we receive. In this section, we highlight some of the most frequently asked questions posted to our website. To submit a question to Detroit Renewable Power, please visit our website at www.detroitrenewablepower.com.

Q Does the energy-from-waste process cause asthma?

A No, the energy-from-waste industry has strict guidelines for all emission components and DRP is highly confident that its renewable energy operations in Detroit do not contribute negatively to local asthma rates. In fact, the prevalence and

severity of asthma in Michigan and across the United States actually have increased over recent decades while ambient air quality has steadily improved.

Q How does garbage make energy?

A Energy-from-waste facilities designed like DRP take municipal solid waste, remove

unwanted and/or hazardous materials, and process the trash into uniformly sized material, or refuse-derived fuel (RDF). The RDF is then burned, releasing heat that converts water into steam. This high-pressure steam spins turbines, producing electricity for regional grid customers. Low-pressure steam can be used, as in Detroit, for cost effective district heating supply.



Energy from Waste

In-Depth

The energy-from-waste process is not simply about waste to watts. It is a technology-driven industry, and improvements abound. One

example is the American Chemistry Council (ACC) finding that the waste gasification process saves, on average, 9.75 million Btu per ton and 0.45 carbon emission tons compared to landfill disposal. Vice President of Plastics for the ACC Steve Russell stated, "This study is the latest in a growing body of information showing that many of the things we've viewed

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Based upon U.S. EPA statistics, energy-from-waste facilities recycle more than 86,000 tons of metals each year through their process, saving approximately \$82.8 million each year. As an industry, energy-from-waste facilities are looking not only to improve the quantity of ferrous and non-ferrous metals recovered, but also the quality of those metals' market value.

Up-Close

Across the U.S., communities with energy-from-waste facilities have at least a five percent higher recycling rate than the national average. Detroit has made great strides in the last seven years, with recycling reaching more than 25,000 school age students and investments of more than \$4 million ensuring the success of local recycling efforts in the community and schools. •

Where U.S. Trash Goes



Safety Spotlight

Detroit Renewable Energy believes that safety principles are fundamental to the companies' success by developing shared values, increasing productivity, and building a foundation for continuous improvement. In addition, safety is another way that DRP is accountable to the local community.

- As of May 16, DRP has gone **354 days without an OSHA-recordable incident**, which speaks volumes for such an industrial setting. DRP is performing at **12 times better than the industry standard**.

Terms Defined

highlighted in this issue of the *Greenlight*:

Refuse Derived Fuel

n. RDF – municipal solid waste that is screened, shredded, and refined through separation to create an overall uniform end product that will feed the burners in a safe and consistent manner.

Occupational Health and Safety Administration

n. OSHA – a federal agency that is responsible for the primary enforcement of health and safety legislation passed by Congress.

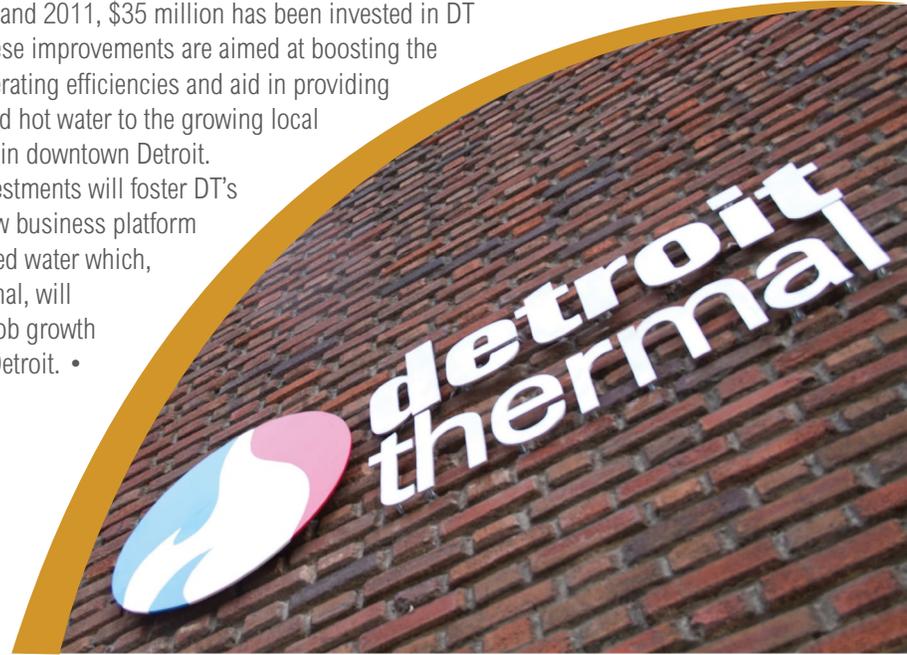


Family Tree News A Sister Company of DRP.

Detroit Thermal, the district energy steam system and sister company to Detroit Renewable Power in the Detroit Renewable Energy family, has recently received approval from the Michigan Public Service Commission to add Woodward Gardens, a mixed-use area, to the steam loop.

Construction will begin in the summer on this, the third residential project that Detroit Thermal (DT) has added to its system in the last six months, including Cadillac Square Apartments and Park Avenue House. Located on Woodward between Mack and Warren, Woodward Gardens contributes to the integral efforts revitalizing the important Midtown area. The project also affirms the DRE companies' dedication to investments in infrastructure, the environment, employment, and economic development.

Between 2003 and 2011, \$35 million has been invested in DT processes. These improvements are aimed at boosting the company's operating efficiencies and aid in providing district heat and hot water to the growing local business base in downtown Detroit. Additional investments will foster DT's developing new business platform involving chilled water which, when operational, will further boost job growth in downtown Detroit. •



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