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## **SECTION 1**



June 7, 2011

City of Palm Coast  
Purchasing and Contracts Division  
160 Cypress Point Parkway, Suite B-106  
Palm Coast, FL 32164

Re: Cover Letter - RFI-CM-PCMD-11-01 Disposal of Solid Waste

Submittal from Waste Pro of Florida, Inc.

To: RFI Evaluation Personnel

Waste Pro began preliminary negotiations with the City of Palm Bay during the latter half of 2010 to extend the existing solid waste and recycling contract. The existing contract terms allow for the contract to be "...extended by mutual consent, under the same terms and conditions then existing or subsequent negotiated terms and conditions, for an additional five (5) year term..." Why go to the expense and time consuming process of bidding this service, not knowing who you are going to get, and a disruptive transition process when you existing contract anticipated a five (5) year renewal, your city officials are very happy with Waste Pro and Waste Pro has made a substantial investment and commitment in local infrastructure?

Waste Pro is desirous of extending the existing contract and is willing to negotiate new terms and conditions to reflect current market pricing as reflected with recent pricing proposals and new technologies to improve recycling participation. **CONTINUING WITH WASTE PRO IS THE ABSOLUTELY THE BEST SOLUTION BECAUSE:**

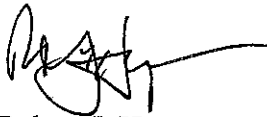
1. Waste Pro has the only local facility. The facility has, just this year; undergone a \$1.5 million dollar construction program resulting in a state-of-the-art waste and recycling collection facility (see enclosed photos). Overall Waste Pro has invested \$2.9 million in the local customer service facility.
2. Waste Pro will keep jobs in Palm Coast and Flagler County. Others will most likely operate from either St. Johns or Volusia County. Sixty local people would likely lose their jobs. Drivers will not travel out of town, come back to serve Palm Coast and then have to drive back home again from out of town.
3. Waste Pro spends locally. Annual spending with suppliers, including fuel, exceeds \$1,500,000. Local payroll exceeds \$2,800,000.

4. Waste Pro's local payroll and supplier spending has an economic extrapolated annual impact on you community of \$7,000,000.
5. Waste Pro has an extraordinary service history and reputation. Check our references. Check your own Solid Waste Department. You have the best why settle for less.
6. Waste Pro provides at no charge to the City of Palm Coast an online transparent customer service tracking system (TracEZ) which is above and beyond contract requirements.
7. Waste Pro has the most complete facility sites and infrastructure of any company to provide for total solid waste and recycling collection, processing, marketing and disposal for Municipal Solid Waste, Yard Waste, Construction and Demolition Debris and Recyclables.

We invite you to come and see what Waste Pro has committed to and invested in your community. We are ready to work with you and feel confident Waste Pro is the best solution for the City of Palm Coast's current and future solid waste and recycling needs. Waste Pro has the required infrastructure in place and remains ready to provide flexibility to adapt to futures changes. As the largest privately owned company in Florida, Waste Pro has the resources and flexibility, unlike other public companies, to make decisions and act quickly as needed.

Waste Pro respectfully requests direction to enter into negotiations with the City of Palm Coast staff to develop options to be used for the available contract extension.

Sincerely,



Robert J. Hyres  
Executive Vice President

## **SECTION 2**

## General Firm Information

### BUSINESS STRUCTURE

Waste Pro of Florida, Inc. is a wholly owned subsidiary of Waste Pro USA, Inc. Both are privately owned Florida corporations. Waste Pro is the only local Florida based company that has the capabilities, experience and reputation to provide the exceptionally high level of solid waste and recycling collection, disposal and processing services that the residents of the City of Palm Coast are accustomed to.

#### The only Local Service Facility

James Cinelli – Regional Vice President  
Waste Pro of Florida, Inc.  
Division #106 – Palm Coast  
401 South Bay Street  
Bunnell, FL 32110  
386-586-0800



#### Corporate Headquarters

Robert Hyres – Executive Vice President  
Waste Pro USA, Inc.  
2101 West S.R. 434, Suite 301  
Longwood, FL 32779  
407-869-8800

### AREA OF EXPERTISE

Waste Pro is headed by a team of Florida waste professionals with 30 and more years of Florida experience. Our management team is unparalleled in Florida. When people in our industry think of the leaders and innovators in Florida the names of John Jennings, Bob Hyres and Jim Cinelli most often come to the top. Mr. Jennings was just last month inducted into the National Hall of Fame by the National Solid Waste Management Association. The highest award granted by the waste industry's leading association. Bob Hyres was formerly honored as the National Member of the Year of the NSWMA. Mr. Cinelli's expertise in recycling goes back three generations in his family. The full resumes included in our submittal further detail the exceptional history of expertise of our team.

Waste Pro has been in existence now for over ten (10) very successful years. Waste Pro specializes in providing municipal solid waste and recycling services and now operates in seven states (Florida, Georgia, South Carolina, North Carolina, Alabama, Mississippi and Louisiana) from 58 locations servicing 113 exclusive city and county contracts. A full

listing of our municipal references is included and we welcome you to call all of them for a reference about our superior service level.

### FINANCIAL RESOURCES

Waste Pro is a well established financially profitable company. Waste Pro has been featured twice now in the American Executive Magazine and numerous times in Waste Age and Waste and Recycling News magazines (copies enclosed). Waste Pro has a phenomenal history of growth and success rising from one to over one thousand waste and recycling collection vehicles. Enclosed is a summary copy of Waste Pro's latest audited financial statement and a letter from Bank of America outlining the available capital resources of Waste Pro. Waste Pro has kept bank debt at a lower level than industry standards and provides a great deal of growth capital from its own internal positive cash flow.

### REFERENCES

Similar Florida references include:

<b>City of Port St. Lucie</b>	Residential Garbage Residential Yard Waste Residential Recycling Commercial Front Load Commercial Roll Off	Mary Ann Berillo Public Works Dir. Port St. Lucie 450 SW Thornhill Dr. Port St. Lucie, FL 33905 Ph. 772/344-4042 Fax 772/871-5248
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Email [deliam@cityofpsl.com](mailto:deliam@cityofpsl.com)

Commercial Container Count 1,042  
Residential Dwelling Count 61,270

Annual Bill \$20,056,000

<b>Putnam County</b>	Residential Garbage Residential Yard Waste Residential Recycling	Steve Nataline Sanitation Director Putnam County P.O. Box 2499 Palatka, FL 32178 Ph. 386/329-0395 Fax 386/329-0486
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Email [sanitation@putnam.fl.com](mailto:sanitation@putnam.fl.com)

Residential Dwelling Count 29,400

Annual Bill \$3,428,000

<b>City of Tallahassee</b>	Residential Garbage Residential Recycling Residential Yard Waste	Reginald Ofuani Solid Waste Manager City of Tallahassee
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300 S. Adams Street  
Tallahassee, FL 32301  
Ph. 850/891-5450  
Fax 850/891-8669

Residential Dwelling Count 47,000

Annual Bill \$5,077,000

**City of Daytona Beach**

Residential Garbage  
Residential Yard Waste  
Residential Recycling  
Commercial Front Load  
Commercial Roll Off

Ron McLemore  
Public Works Mgr.  
Daytona Beach  
P.O. Box 2451  
Daytona Beach, FL  
32115  
Ph. 386/671-8000  
Fax 386/671-8015

Commercial Container Count 1,200

Residential Dwelling Count 16,400

Annual Bill \$7,488,000

**City of Deltona**

Residential Garbage  
Residential Yard Waste  
Residential Recycling

Charlene Runge  
Code Enforcement  
City of Deltona  
2345 Providence  
Blvd.  
Deltona, FL 32725  
Ph. 386/490-5729  
Fax 386/878-8501

Residential Dwelling Count 33,804

Annual Bill \$3,801,600

**City of Hollywood**

Residential Garbage  
Residential Yard Trash  
Residential Recycling

Greg Turek  
Public Works Dir.  
City of Hollywood  
P.O. Box 229045  
Hollywood, FL  
33022  
Ph. 954/921-3211  
Fax 954/921-3233

Residential Dwelling Count 32,000

Annual Bill \$5,140,000

### TIMELINE OF WASTE PRO

Waste Pro USA, INC is a Florida corporation established October 31, 1986 and Waste Pro of Florida Inc. is a Florida Corporation established January 5, 2001. Waste Pro meets and exceeds all qualification requirements for any sized solid waste and recycling collection contract having been qualified and recommended for jurisdictions of up to 320,000 single family residences (Miami Dade County).

## **SECTION 3**

## **Overall Approach**

### **Role of the Respondent**

The project guarantor is the parent corporation, Waste Pro USA, Inc and would be further guaranteed with an appropriate performance bond. The City of Palm Coast would also be named as an additionally insured party on Waste Pro's Insurance certificate which meets or exceeds the City of Palm Coast's standards.

A key factor in staying with Waste Pro is that Waste Pro is by far best positioned to be a single source provider of all services for the City of Palm Coast:

1. Waste Pro not only collects the Recyclables but also transports them to its own Material Recovery Facility (MRF) in Palatka where the materials are sorted processed and marketed to various end users.
2. Waste Pro also collects Yard Waste and then Transports it to our own Transfer Station and from there to our own landfill and yard waste facility.
3. Waste Pro has the only existing Garbage (MSW) transfer station permit ready to develop at its own transfer station less than 20 miles north of Palm Coast. Waste Pro already transports Construction & Demolition Debris (C&D) from Palm Coast to this facility.
4. Waste Pro collects and processes Bulk Items it is the only company in the area that maintains its own full scale metals recovery facility.
5. Waste Pro also has the internal experience and capabilities to recycle and process Special Wastes. These would include, for example, Electronic Waste, Fluorescent Lamps, Liquid Wastes, Organic Food Waste and Household Hazardous Wastes.

### **Description of Components**

Solid Waste and Recycling Collection – Waste Pro is currently providing solid waste and recycling collection services per the existing City of Palm Coast contract requirements. Waste Pro provides municipal collection services to over 100 cities and counties in the southeastern U.S. The format of services varies per contract and Waste Pro has successful experience with all types and levels of service. These include, but are not limited to: dual and single stream recycling with bins or carts, recycling reward systems with on board truck scales, electronics recycling, once or twice per week garbage service with or without carts, bulk and yard waste pick up weekly, bi-weekly and monthly and pick up of tires, white goods and batteries.

Materials Recovery Facility – Waste Pro has been operating its own Modern MRF for the past six years in neighboring Putnam County. All of Palm Coast's recyclables are transported there. Jim Cinelli, Regional Vice President, for Waste Pro for the Palm Coast

area has a multiple generation of family experience in recycling. He designed and constructed several MRF's during his career including the Waste Pro facility. This facility can process all forms of recyclable materials and can be operated as either a dual stream or single stream operation.

Current Recycling Programs & Future Enhancements to be consider in achieving future State of Florida mandates -

Current programs:

We provide educational demonstrations in class or field trips to our MRF in Palatka to all Palm Coast and Flagler County Schools, Imagine Academy, and any group that wishes to do so. We attend city and county events (Arbor Day, Earth Day, etc.) to further promote and educate the residents of Palm Coast and Flagler County of the proper items to place out and the value of recycling to our environment. We have developed in conjunction with the City of Palm Coast and Imagine Academy DVD'S and radio spots that air locally again to educate residents on the importance of recycling. We provide promotional information and items with each recycling bin we deliver.



Future Enhancements:

Waste Pro is committed to GOING GREEN and not just as a saying, but because it's the right thing to do. We have the capability and the experienced professionals to provide any and all types of recycling programs that would meet and exceed your recycling goals. We are able to provide dual or single stream collection programs that can use either manual or automated collection. We have the nearby facility (Interlachen Landfill) to be able to offer yard waste recycling. We can offer a number of rewards programs for participation and start looking into possibly adding more items to what are currently being collected. We also feel, with our current infrastructure, we can offer these services with the most cost effective results to the residents of the City of Palm Coast.

Yard Waste Facility – Waste Pro now collects Yard Waste in Palm Coast and transports it to our transfer station and then, from there to our own processing facility. Waste Pro's

facility is located in nearby Interlachen and is a Florida Department of Environmental Protection (FDEP) permitted Source Separated Organics Processing Facility.

Garbage (MSW) – Waste Pro owns and operates an FDEP permitted transfer station in Elkton, just 20 miles north of Palm Coast. It is currently being used to transfer Yard Waste and C&D from Palm Coast and other surrounding communities. Waste Pro planned this site for future expansion as a Garbage (MSW) transfer station and already has the permits in place for this expansion. This would open up various disposal options for garbage (MSW) to several existing locations and future locations as they might be developed.

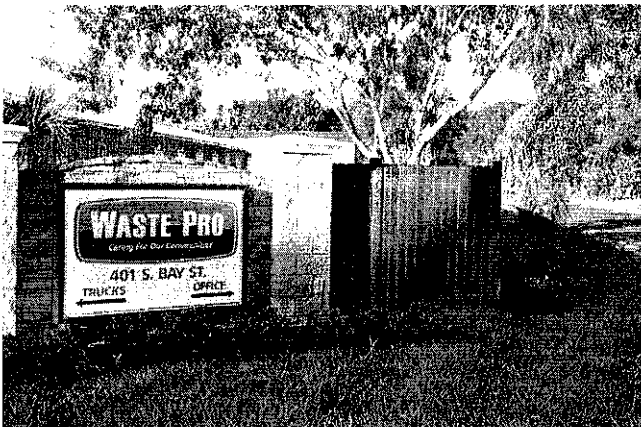
Bulk Items – Waste Pro owns and operates its own FDEP approved metals recycling and recovery facility in neighboring St. John's County. All metal "white goods" can be processed there for recovery. All other Bulk Items are being disposed of along with the Garbage (MSW) waste stream.

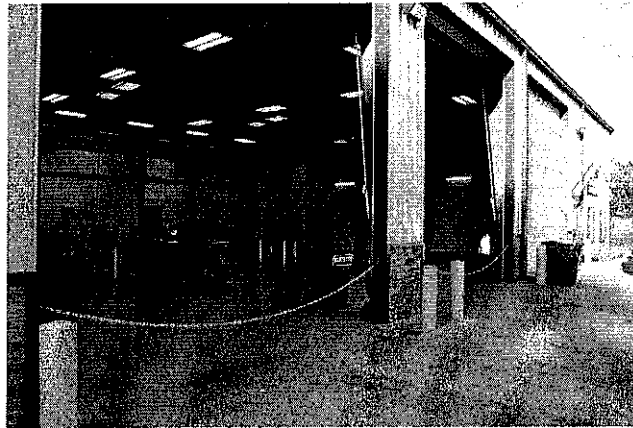
Special Wastes – Waste Pro can set aside space at our facility in Bunnell to store Electronic Waste and Fluorescent Lamps that would periodically be shipped to our sub contract processor. Waste Pro already provides this service in other areas in Florida. We have existing business relationships with firms that process Household Hazardous Wastes and could begin providing service as required. Waste Pro owns a subsidiary, Clean Pro that is a licensed contractor for municipal and industrial Liquid Wastes Disposal. Waste Pro also owns a company, Green Key that provides food waste digesters that convert food wastes into a liquid that can be disposed of through any standard sewer or septic tank system.

Components and Portion of Waste to be Handled – With the exception of sewage Waste Pro can effectively manage virtually 100 % of the City of Palm Coast's waste and recyclable streams by using its own equipment and local facilities. Waste Pro has made a very large financial and personal commitment to the Palm Coast area.

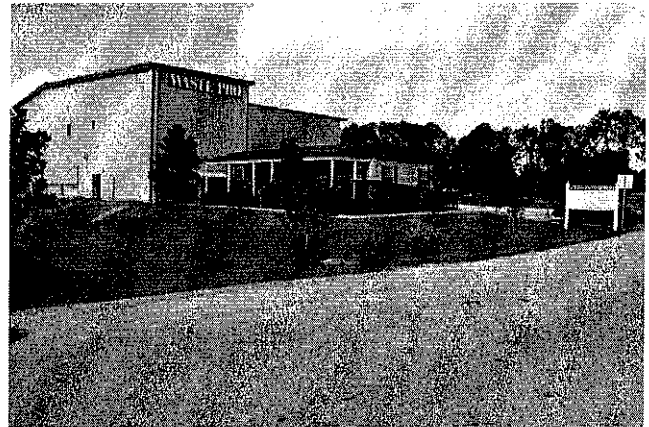
Facilities Owned by Waste Pro Currently in Operation – Waste Pro has significantly more local facilities than any other similar company. These include:

1. Waste Pro's brand new local Customer Service, Truck Terminal and Maintenance Facility is the only one centrally located in Flagler County. Waste Pro has made a long term commitment to the community and we encourage you to visit us.





2. Waste Pro has our own existing attractive looking FDEP permitted transfer station that is already handling Palm Coast's Yard Waste, C&D and is already permitted to handle its Garbage (MSW) opening up the possibility of getting disposal rates from multiple locations.



3. Waste Pro has an existing material recycling Facility (MRF) that is currently processing and marketing the recyclable that Waste Pro collects from Palm Coast's residents and businesses.



4. Waste Pro already owns and operates an FDEP permitted Source Separated Organics Processing Facility in nearby Interlachen Florida. Waste Pro currently transports all of Palm Coast's Yard Waste to this facility.



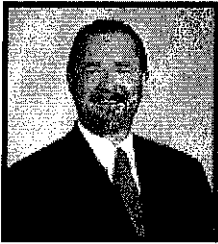
5. Waste Pro owns and operates our own metals recovery and recycling facility in neighboring St. Johns County.



New facilities Envisioned for Palm Coast – As mentioned above Waste Pro is the only company that already has in place a permit for a Garbage (MSW) transfer station. When Waste Pro constructed its existing Yard Waste and C&D Transfer Station, thinking ahead, Waste Pro went to the extra expense and effort to also permit this site to be expanded to include garbage (MSW). Enclosed are details of this planned expansion.

#### Financial Resources and Professional Ability

Waste Pro Senior Management Team:



John Jennings – President & CEO, Waste Pro USA

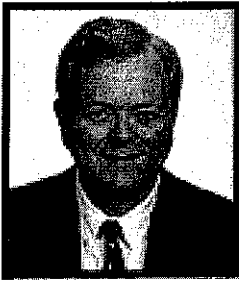
From 1992 to 1996 John was CEO of Jennings Environmental Services, the largest private waste disposal company in Central Florida. In 1996, the company merged with USA Waste Services, Inc. now Waste Management, Inc. and John Jennings was named Regional Vice President for the combined operations in Florida and the Caribbean. During that period Mr. Jennings and his management team (key members are currently with Waste Pro) had direct management responsibility for over 160 municipal contracts that served 1.8 million residences and over 20,000 businesses. He has Thirty (30) years experience in the solid waste and recycling business. Mr. Jennings is a leader in the industry and has been actively involved as a company owner or in an executive management position in Florida. The reference letters submitted by Waste Pro indicate a superior level of service that has consistently been provided by Mr. Jennings companies. Education level – Masters of Business Administration.



Jim Cinelli – Regional Vice President, Northeast Florida

Jim Cinelli began his career in the solid waste and recycling business thirty (30) years ago as a route truck driver. He is familiar with every aspect of our industry. Since 1979

Mr. Cinelli has become the owner of three (3) different solid waste and recycling businesses that operated in the Volusia, Flagler, Putnam, Duval, Clay and St. Johns Counties. In 1997, after selling his business, Jim was the District Manager for USA Waste Services of Volusia County. Jim and his Brother John Cinelli also built, owned and operated a couple of Material Recovery Facilities (MRF's). He brings a great amount of recycling processing experience to Waste Pro. Most recently, prior to joining the Waste Pro management team, Jim owned and operated American Disposal Services, Inc. in St. Augustine, Florida. This company operated in St. Johns County and the surrounding area for five (5) years before being acquired by Waste Pro. Mr. Cinelli attended St. Johns University in New York majoring in management.



Bob Hyres – Executive Vice President / Corporate Secretary Waste Pro USA

Bob Hyres has over twenty (20) years experience in the solid waste and recycling industry. Mr. Hyres is a recognized expert in the industry. He has worked in all phases including general management of large multiple operations, municipal marketing and government affairs. He has developed and held responsibility for over 160 municipal contracts for both collection and landfill disposal services. These contracts provided service to 1.8 million households and over 20,000 businesses and represented more than \$600,000,000 in annual revenues. He is actively involved in leadership roles in local, statewide and national environmental organizations. He is the past Chairman of the Advisory Board for the Florida Center for Solid and Hazardous Waste Management (a Florida University System Study Center) and the Florida Chapter of the National Solid Wastes Management Association (NSWMA). He currently serves on the National Government Affairs Committee for the NSWMA. He was recognized for his statewide leadership role in Florida and was awarded the 2002 NSWMA National Distinguished Service Award in Las Vegas. Education Level – Masters of Science in Management.



### Don Phillips – C.F.O., Waste Pro USA

Don has over thirty (30) years of financial and operations experience in a variety of industries. He has over twenty (20) years of corporate experience with two (2) Fortune 500 Companies and a leading packaging company in positions ranging from Division Controller to Vice President and Group Executive. He successfully owned a temporary and permanent staffing company specializing in accounting for ten (10) years until its sale in 1999. For the two (2) years, prior to joining Waste Pro, Don worked for Vestal & Wiler CPA's as Director of Business Development. He has a Bachelors and Masters Degree in Business Management and is a graduate of the General Electric Companies Finance Program. Mr. Phillips spearheads the entire finance function for the Waste Pro group of companies and has implemented several state-of-the-art systems that allow us to report results in a more timely fashion than the larger public companies.

S2L, Incorporated (S2Li) provides solid waste engineering services in support of Waste Pro. The firm, headquartered in Maitland, Florida, was founded by President Sam Levin, P.E., in 1997, whose 35+ years of solid waste engineering experience has been earned, for the most part, within the State of Florida. The permitting and design of the Waste Pro Transfer Facility in Elkton is among the services provided by S2Li to Waste Pro, including permitting of the expansion in 2008 to manage Class I materials (MSW).

S2Li serves both private industry and public clients in addressing solid waste management and engineering requirements. Services provided by S2Li include:

Transfer Station and MRF permitting, design, construction services

- Landfill permitting, design, construction services
- Landfill horizontal and vertical expansions
- Landfill closure/park development
- Landfill gas management services
- Household hazardous waste collection centers
- Solid waste convenience center design and implementation
- Solid waste management planning
- Assessment of solid waste disposal impacts
- Solid waste facility operational assistance
- Liner CQA Services
- Procurement document preparation
- Capital projects planning
- Site master planning
- Preparation of water quality monitoring reports
- Forensic studies
- Third party engineering reviews
- Cost estimating and scheduling

Please visit the [S2Li.com](http://S2Li.com) website for additional information

## How Waste will Involve the Public

Waste Pro has a long-standing reputation of facilitating a smooth transition for residents when service levels and technologies change. Partnerships with Palm Coast officials are essential when determining which methods of communication are the most effective for conveying clear and concise service information to each resident. Waste Pro will partner with Palm Coast and their communication specialist to provide links to City pages on our home website page, for ease of reference. Additionally, Waste Pro will provide a formal introduction of services via direct mailers to each household and business in the service area to ensure accuracy of service and customer information. These mailers can be returned to our office or completed online via our website. Specialized Community/Customer Information pages will be created to assist Palm Coast with disseminating new service information, including local contact information, service schedules, along with answers to commonly asked questions (see example below).

The screenshot displays the Waste Pro website. The header features the Waste Pro logo with the tagline "Caring For Our Communities." and a banner stating "Now Proudly Serving Miramar & West Park, Florida". The navigation menu includes links for About Us, Services, News, Locations, Employment, Partners, Going Green, and Photo Gallery. The main content area is divided into several sections: a large image of a Waste Pro truck with a "LEARN MORE" button; a "Santa Rosa Sign Up" section with a "Click here for more information" link; a "News" section featuring a "TrashTalk" newsletter preview and a list of recent news items including "John Jennings was Elected to Hall of Fame", "WastePro Man big hit at Waste Expo", and "T. Boone Pickens visits Waste Pro". A circular "Click here for Customer Information" button is also present. The footer includes a "News Archives" link.

**WASTE PRO**  
Caring For Our Communities.

Now Proudly Serving Miramar & West Park, Florida

About Us Services News Locations Employment Partners Going Green Photo Gallery

Residential  
Commercial  
Roll-Off  
Recycling

LEARN MORE

**Santa Rosa Sign Up**  
Click here for more information

**News**

TrashTalk: Volume 2, Issue 1  
A newsletter connecting Waste Pro and the municipal sector we serve.  
Read More Newsletter Archives

**John Jennings was Elected to Hall of Fame**  
May 31, 2011  
John Jennings was Elected to Hall of Fame at the Waste Expo 2011

**WastePro Man big hit at Waste Expo**  
May 31, 2011  
Waste Pro Man and seven new trucks scattered around the floor of the Dallas Convention Center were a big hit at Waste Expo WP

**T. Boone Pickens visits Waste Pro**  
May 31, 2011  
T. Boone Pickens visited the Waste Pro booth at Waste Expo in Dallas on May 11th. Waste Pro sponsored Pickens during the

News Archives

To further demonstrate our commitment to the communities we serve, Waste Pro commits personal touch in a way not commonly seen in today's technologically advanced environment. Waste Pro fully believes in a zero automation communication system, meaning every time Palm Coast customers call our offices, they will speak directly with a local dedicated service representative, ready to assist them with any issues or questions they may have.

Waste Pro will also proactively partner with area Home Owners Associations, Schools, Community Service Organizations and the Chamber of Commerce to arrange for public speaking engagements designed to further familiarize Palm Coast residents with our services and commitment to excellence.

Using systems such as TracEZ, problems and concerns that do arise will be adequately documented, addressed, and resolved in a timely and efficient manner. Waste Pro put TracEZ in place in Palm Coast at the very beginning of our current contract at no extra cost to the City of Palm Coast. A CD is enclosed that further explains TracEZ.

#### Waste Pro in Your Community

Waste Pro cares about the communities we serve and our responsibility to give back to the community, in the Flagler County/Palm Coast area and throughout each of the 113 exclusive municipal contract areas. Waste Pro spends in excess of \$1 million dollars annually for community organizations and events for the elderly, youth, education, health, sports, veterans, disaster recovery and more. This wide range of organizations includes but is not limited to:

- Business organizations
- Mutual benefit nonprofit corporations
- Non-profit organizations
- Public benefit nonprofit corporations

Each of our local facilities, including our brand new complex in Bunnell, has full decision making to support local not for profits. Additionally, Waste Pro corporately formed PC's For Wounded Veterans, a program that supplies wounded soldiers with lap top computers through Veteran's Administration Hospitals. This community wide support is in addition to the substantial emphasis Waste Pro places on educating the communities with regards to environmental issues and the importance of continually cultivating an attitude of eco-minded citizens.

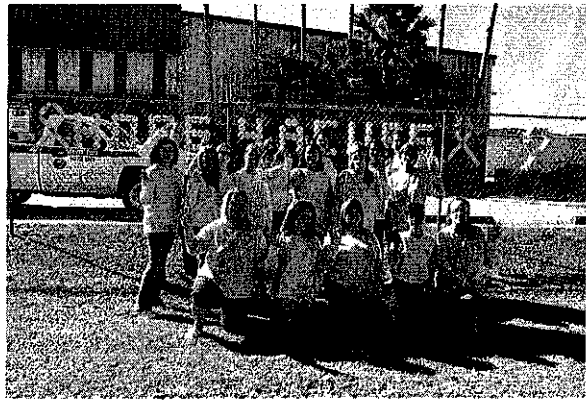
#### Some of those organizations include:

American Red Cross  
American Heart Association  
Boys & Girls Clubs  
American Cancer Society  
Chambers of Commerce  
Veterans  
Marine Corps  
League Gator Division



**Waste Pro Laptops for Disabled Veterans**

Charity Challenge  
 Big Brothers Big Sisters  
 Kiwanis and Rotary Clubs  
 St Johns County Education Foundation  
 Jacksonville Jaguars  
 Coalition for the Homeless  
 Habitat for Humanity  
 Recycling Education at Elementary Schools  
 Pocket Sized Declaration of Independence for Elementary Schools  
 Municipal and County Recycling Days and Programs  
 Scouts of America  
 Slow Down to Get Around Safety Programs  
 Girl Scouts of America  
 Cub Scouts  
 P.A.W.S  
 Humane Society  
 Central Florida Zoo  
 Earth Day  
 Junior League  
 University of Florida  
 University of Miami  
 University of North Florida  
 University of Central Florida  
 University of Georgia  
 University of Alabama  
 University of Southern Mississippi  
 Seminole State College  
 Florida State University  
 American Society for the Prevention of Cruelty to Animals  
 Coastal Clean-Up  
 Local Disaster Recovery Programs



## **SECTION 4**

## **Technical Issues**

### **Issue 1 Solutions**

Transfer, Haul, Process, Dispose – As previously discussed, Waste Pro is uniquely positioned to serve the City with fully integrated transfer, haul, processing and disposal facilities. A major advantage of these existing facilities is that all are within or in close proximity to Palm Coast, and can be made available for use by the City very quickly, cost-effectively, and without any impediments.

Relative to disposal, Waste Pro's existing facilities are prepared to take full advantage of technologies as they become available and economically attractive in the future.

Waste-to-Energy – The final disposal for the portion of the City's waste that is not currently recovered for recycling is land filling. Waste-to-energy represents a currently available, viable technical option, but is not being used for management of the City's waste due to cost considerations. Florida leads the nation in waste-to-energy facilities, but these are found in locations like Tampa, Palm Beach and Miami, because a large urban population is a prerequisite for cost-effective waste-to-energy facility operations. Additionally, the residue from waste-to-energy facilities for the most part ends up in a landfill.

Landfill Disposal – Today's lined facilities are protective of the environment, and represent the low-cost alternative in the solid waste marketplace. With no Class I disposal facility in Flagler County, use of landfill disposal includes use of a transfer facility to cost-effectively transport the portion of the waste stream that is not recycled, and Waste Pro just happens to have an existing transfer station in close proximity to the City.

Thermal Conversion – A differing form of waste-to-energy, thermal conversion involves heating the waste at temperatures much higher than "classic" incineration, with the intent of recovering energy laden "syngas", and leaving behind an inert residue. This technology has been utilized at a small scale in Europe and Japan, but cost considerations have impeded its advance in the U.S. There are currently no thermal conversion plants operating in the U.S. at tonnages similar to those generated by the City. If and when thermal conversion becomes cost-effective and in close proximity (or reasonable transfer distance) to Palm Coast, Waste Pro's approach would be to clearly identify benefits and drawbacks associated with its utilization, with the promise of sharing any benefits of its use with the City.

Biological Conversion – Biological conversion is most often practiced in Florida for the management of yard waste. Its application for MSW on a commercial scale has been unsuccessful within the State, primarily as a result of odor and cost issues. Closed (in-vessel) composting systems address the odor issue and for some applications represents a viable, partial solution, particularly for commercial establishments, as implemented by Waste Pro through Green Key. Biological conversion other than composting represents another emerging technology, where waste is processed and a portion of the waste stream

is treated biologically with the aim of producing ethanol. Indian River County is currently pursuing this technology, with its vendor aided by a large Department of Energy grant. Its plan is to begin processing yard waste to produce ethanol, transitioning into MSW-to-ethanol at some point in the future. Like waste-to-energy, composting is a proven technology, with potential application for a portion of the City's solid waste stream. MSW-to-ethanol represents an unproven but emerging technology. Waste Pro is not "married" to any particular processing or disposal option, and would be most pleased to work with the City in the utilization of biological conversion if and when it is demonstrated to be commercially viable and in reasonable proximity to the City. With a 30-year time frame to consider, flexibility in keeping the City's options open is key.

Chemical Conversion – One may differentiate chemical conversion from biological conversion by looking at the agent or agents responsible for the conversion. For biological conversion, live microorganisms are responsible for the conversion, while chemical conversion is accomplished by chemicals. One example of chemical conversion is the catalytic cracking of plastics, where high temperatures and pressures are used to convert waste plastics into fuels, similar to how oil is converted to gasoline. The use of chemical conversion for mixed MSW is another emerging technology in which Waste Pro is assuming an equity position. As in the case of thermal conversion, Waste Pro's approach would be to clearly identify benefits and drawbacks associated with its utilization, sharing any benefits of its use with the City.

Recyclable Material Recovery and Marketing, and Recovered Material Beneficiation – noted earlier, Waste Pro is currently providing this service to the City using its MRF in Palatka.

Just as importantly, what Waste Pro *is not obligated to any* MSW processing and disposal facility (Landfill). This allows Waste Pro to shop for the most effective and cost-effective solutions for the City's MSW waste stream, particularly as new and innovative emerging technologies become available.

## **Issue 2 Innovative Technologies**

Waste Pro shares the City's enthusiasm for new and innovative technologies, and is constantly examining improvements that may be implemented to benefit its clients. This has meant taking equity positions with firms developing both biological and chemical conversion technologies, which may provide partial or complete solutions for consideration by Palm Coast in the coming 30-year period, but not today. Waste Pro also shares the City's concerns relative to adopting an emerging technology before it has been proven to be both technically viable and cost-effective on a commercial scale. As noted above, Waste Pro will be most pleased to share with the City any savings that may be realized through the adoption of new technologies in the future.

## **Issue 3 Flagler County Facilities**

Please refer to the Overall Approach portion of this submittal for a discussion relative to Flagler County facilities.

## **SECTION 5**

## **EXHIBITS**

Bank of America



June 1, 2011

City of Palm Coast  
Purchasing and Contracts Division  
160 Cypress Point Parkway, Suite B-106  
Palm Coast, FL 32164

RE: RFI-CM-PCMD-11-01 Disposal of Solid Waste  
Waste Pro USA, Inc.

To Whom it may concern:

We have been advised that Waste Pro USA, Inc. (the "Company") has submitted a response to the RFI-CM-PCMD-11-01 Disposal of Solid Waste for the City of Palm Coast, FL. We understand that you require a letter which addresses the Company's Financial Capability for your approval process. Please use this letter for that purpose, noting however that, as customary in letters of this nature, no other parties can rely on this letter.

In that respect, we hereby advise you that, Waste Pro USA, Inc. has been a customer in good standing of our Bank since 2009. Bank of America, NA currently serves as Administrative Agent Bank for the Company's \$275.0 million senior credit facility, of which approximately \$123 million is available to be utilized for direct borrowing and issuance of standby letters of credit subject to certain conditions. Direct borrowings can be used to finance the following: (i) permitted acquisitions; (ii) capital expenditures; (iii) working capital; and, (iv) other general corporate purposes.

Should you have any questions, or require additional information on our relationship with Waste Pro USA, Inc. please do not hesitate to contact me at: Tel: 617-434-5751, or email: [maria.f.maia@bamf.com](mailto:maria.f.maia@bamf.com).

Thank you for your time and consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Maria F. Maia".

Maria F. Maia  
Managing Director  
Bank of America, NA  
100 Federal Street  
Boston, MA 02110

**WASTE PRO OF FLORIDA, INC.**  
**(a Wholly-Owned Subsidiary of Waste Pro USA, Inc.)**

**FINANCIAL STATEMENTS**  
**WITH INDEPENDENT AUDITOR'S REPORT**

**December 31, 2010**



## INDEPENDENT AUDITOR'S REPORT

Waste Pro of Florida, Inc.  
(a Wholly-Owned Subsidiary of Waste Pro USA, Inc.)  
Longwood, Florida

We have audited the accompanying balance sheets of Waste Pro of Florida, Inc., a wholly-owned subsidiary of Waste Pro USA, Inc., as of December 31, 2010 and 2009, and the related statements of operations, changes in stockholder's equity and cash flows for the years then ended. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Company as of December 31, 2010 and 2009, and the results of its operations and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

A handwritten signature in black ink, appearing to read "Vestal &amp; Wiler".

Certified Public Accountants

April 27, 2011

**WASTE PRO OF FLORIDA, INC.**  
**(a Wholly-Owned Subsidiary of Waste Pro USA, Inc.)**

**BALANCE SHEETS**

December 31, 2010 and 2009

**ASSETS**

	2010	2009
<b>CURRENT ASSETS:</b>		
Cash	\$ 5,200	\$ 3,200
Accounts receivable - net of allowance for doubtful accounts of \$569,268 and \$288,320	19,019,296	17,145,181
Other current assets	1,751,098	1,530,245
Deferred tax assets	217,000	109,000
<b>TOTAL CURRENT ASSETS</b>	<b>20,992,594</b>	<b>18,787,626</b>
<b>PROPERTY AND EQUIPMENT:</b>		
Vehicles	119,969,922	101,229,811
Containers	43,155,230	31,266,078
Equipment	4,087,123	2,957,953
Land and buildings	14,196,078	14,011,062
Leasehold improvements	1,929,885	1,839,026
Furniture and fixtures	1,754,571	1,360,323
Construction in process	3,942,377	111,546
	189,035,186	152,775,799
Less accumulated depreciation and amortization	62,831,475	45,852,976
<b>PROPERTY AND EQUIPMENT - Net</b>	<b>126,203,711</b>	<b>106,922,823</b>
<b>OTHER ASSETS:</b>		
Goodwill	11,137,471	559,055
Loan costs	113,200	-
<b>TOTAL OTHER ASSETS</b>	<b>11,250,671</b>	<b>559,055</b>
	<b>\$ 158,446,976</b>	<b>\$ 126,269,504</b>

## LIABILITIES AND STOCKHOLDER'S EQUITY

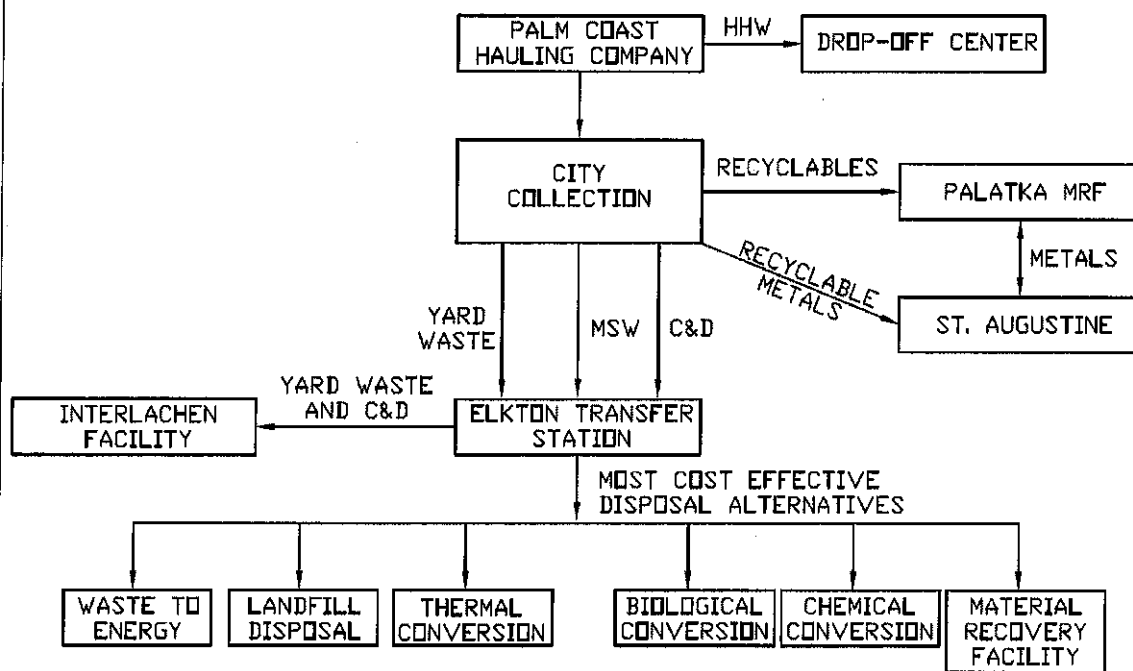
	2010	2009
<b>CURRENT LIABILITIES:</b>		
Current maturities of long-term debt	\$ 1,711,186	\$ 101,844
Accounts payable	8,940,498	6,056,219
Accrued liabilities	4,233,036	2,366,846
Deferred revenue	6,272,823	6,486,959
<b>TOTAL CURRENT LIABILITIES</b>	<b>21,157,543</b>	<b>15,011,868</b>
<b>OTHER LIABILITIES:</b>		
Due to parent	22,480,908	28,536,596
Long-term debt	7,840,391	11,562
Deferred tax liabilities	24,267,000	21,290,000
Accrued capping, closure and post-closure costs	902,199	884,199
<b>TOTAL OTHER LIABILITIES</b>	<b>55,490,498</b>	<b>50,722,357</b>
<b>COMMITMENTS AND CONTINGENCIES</b>		
<b>STOCKHOLDER'S EQUITY:</b>		
Common stock - \$0.01 par value; 10,000,000 shares authorized; 1,000 shares issued and outstanding	10	10
Additional paid-in capital	5,191,843	5,191,843
Retained earnings	76,607,082	55,343,426
<b>TOTAL STOCKHOLDER'S EQUITY</b>	<b>81,798,935</b>	<b>60,535,279</b>
	<b>\$ 158,446,976</b>	<b>\$ 126,269,504</b>

**WASTE PRO OF FLORIDA, INC.**  
**(a Wholly-Owned Subsidiary of Waste Pro USA, Inc.)**

**STATEMENTS OF OPERATIONS**

For the Years Ended December 31, 2010 and 2009

	<u>2010</u>	<u>2009</u>
REVENUES	<u>\$ 209,108,522</u>	<u>\$ 189,437,084</u>
COSTS AND EXPENSES:		
Operating	134,987,209	119,490,597
General and administrative	20,898,286	16,752,833
Depreciation and amortization	<u>16,789,275</u>	<u>14,873,078</u>
TOTAL COSTS AND EXPENSES	<u>172,674,770</u>	<u>151,116,508</u>
INCOME FROM OPERATIONS	<u>36,433,752</u>	<u>38,320,576</u>
OTHER INCOME (EXPENSE):		
Other income (expense) - net	(47,794)	19,089
Interest expense	(2,054,426)	(4,337,972)
Loss on disposal of property and equipment	<u>(92,137)</u>	<u>(117,739)</u>
OTHER EXPENSE - Net	<u>(2,194,357)</u>	<u>(4,436,622)</u>
INCOME BEFORE PROVISION FOR INCOME TAXES	34,239,395	33,883,954
PROVISION FOR INCOME TAXES	<u>12,975,739</u>	<u>12,974,934</u>
NET INCOME	<u>\$ 21,263,656</u>	<u>\$ 20,909,020</u>



**WASTE DISPOSAL OPTIONS**  
**WASTE PRO PALM COAST DIVISION**  
**JUNE 2011**



## **SECTION 6**



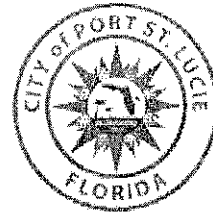
## Reputation of Excellence in Service & Community Partnerships



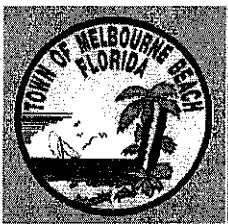
"The City looks much cleaner with the new containers and the increased recycling is a tangible benefit for the citizens and the environment. I was impressed with how the Waste Pro staff worked with the outgoing provider to ensure that our 2,600 commercial customers had continuous service at the beginning of our busy season. ..I want to again congratulate the entire Waste Pro professional team for its outstanding dedication in ensuring that all that they promised they would do; they truly did."

- Mark Thiele, Procurement Manager, City of Cape Coral

"...The level of service Waste Pro has brought forth to the City of Port St. Lucie has been exceptional... Waste Pro services over 65,000 residents and 500+ businesses in Port St. Lucie with a very low volume of complaints from both residents and businesses. Our records indicate a significant difference in this area compared to any other refuse company the City had utilized in the past."



- Jerry Bentrott, City Manager, Port St. Lucie



"We were promised that Waste Pro carts would be delivered faster than our old hauler could pick up their carts. This guarantee was fulfilled. Our yard waste issues appear to have evaporated. No longer are residents looking at large brown piles for days, wondering if the hauler will pick them up or not. In my opinion, Waste Pro appears to have set the standard in this area."

- James Bursick, Town Manager, Town of Melbourne Beach

"In just one short month of service by Waste Pro, the City has never looked better. The transition team reacted professionally and expediently to the many calls for transitional changes. The level of customer service rendered was exemplary to both City staff and most importantly, the residents of the City of Cape Canaveral."



CITY OF  
**CAPE CANAVERAL**

- Walter Bandish, Public Works Director, City of Cape Canaveral



### 58 OPERATING LOCATIONS

Archer, FL    Asheville, NC    Athens, GA    Atlanta, GA    Bessemer, AL    Blountstown, FL  
 Bunnell, FL    Bradenton/Sarasota, FL    Ball Ground, GA    Birmingham, AL    Citrus County, FL  
 Clearwater, FL    Cocoa, FL    Columbia, SC    Concord, NC    Crestview, FL (2)  
 Daytona Beach, FL    East Point, FL    Elkton, FL    Elberton, GA    Ft. Lauderdale, FL    Ft. Myers, FL  
 Freeport, FL    Ft. Pierce, FL    Fanning Springs, FL    Gainesville, FL    Hardeeville, SC    Gautier, MS  
 Hattiesburg, MS    Hilton Head, SC    Hollywood, FL    Interlachen, FL    Kemper City, MS    Lynn Haven, FL  
 Jacksonville, FL    Jackson, MS    Lake City, FL    Louisville, MS    Meridian MS    Miami, FL  
 Milton, FL    Mobile, AL    New Orleans, LA    New Smyrna Beach, FL    Ocala, FL  
 Orlando, FL (2)    Palatka, FL    Panama City, FL    Panama City beach, FL    Quincy, FL    Sanford, FL  
 St. Augustine, FL    Southport, FL    West Palm Beach, FL    Tallahassee, FL    West Bay, FL

### 113 EXCLUSIVE MUNICIPAL CONTRACTS

Apalachicola, FL	Arcade, GA	Archer, FL
Alachua, FL	Alto, GA	Beaufort, SC
Bellevue, FL	Bradenton Beach, FL	Bristol, FL
Bowman, GA	Branford, FL	Bronson, FL
Brooker, FL	Buncombe County, NC	Casselberry, FL
Carl, GA	Carthage MS	Cape Canaveral, FL
Cape Coral, FL	Chiefland, FL	Cedar Key, FL
Columbia County, FL	Crescent City, FL	Crestview, FL
Cross City, FL	Daytona Beach, FL	Daytona Beach Shores, FL
Danielsville, GA	Decatur, MS	Debary, FL
Deltona, FL	Flagler County, FL	Foley, AL
Fort Pierce, FL	Fort White, FL	Gautier, MS
Greensboro, FL	Gwinnett County, GA	Hardeeville, SC

Havana, FL	Hawthorne, FL	Hollywood, FL
Hinds County, MS	Interlachen, FL	Ila, GA
Inglis, FL	Jasper, FL	Jefferson, GA
Jemison, AL	Jackson County, MS	Jacksonville, FL
LaCrosse, FL	Lake Helen, FL	Laurel Hill, FL
Leake County, MS	Liberty County, FL	Longwood, FL
Loganville, GA	Loxahatchee Groves, FL	Louisville, MS
Lee County, FL	Manatee County, FL	Maysville, GA
Melbourne Beach, FL	Melbourne Village, FL	Meridian, MS
Micanopy, FL	Minneola, FL	Miramar, FL
Montverde, FL	Moss Point, MS	Neptune Beach, FL
Newberry, FL	New Smyrna Beach, FL	Nicholson, GA
Noxapater, MS	Oak Hill, FL	Ocean Breeze, FL
Ocean Springs, MS	Otter Creek, FL	Orange County, FL
Orchid, FL	Palatka, FL	Palm Beach County, FL
Palm Coast, FL	Palm Shores, FL	Putnam County, FL
Pascagoula, MS	Philadelphia, MS	Perry, FL
Port Royal, SC	Port St. Joe, FL	Port St. Lucie, FL
Quincy, FL	Ridgeland, SC	Sanford, FL
St. Lucie County, FL	St. George Island, FL	St. Marks, FL
Santa Rosa County, FL	Seminole County, FL	South Daytona, FL
Tallahassee, FL	Taylor County, FL	Thunderbolt, GA
Trenton, FL	Tybee Island, GA	West Park, FL
Windermere, FL	White Springs, FL	Winter Park, FL
Winter Springs, FL	Yankeetown, FL	



## CITY of HOLLYWOOD, FLORIDA

### Department of Public Works Environmental Services Division

1600 South Park Road • P.O. Box 229045 • Hollywood, Florida 33022-9045  
Phone (954) 967-4200 • (954) 967-4334

May 21, 2010

City of Tamarac  
Purchasing and Contracts Division  
7525 NW 88<sup>th</sup> Avenue, Room 108  
Tamarac, FL 33321

To Whom It May Concern:

It is with great pleasure that I recommend Waste Pro of Florida, Inc. to your governmental agency. Waste Pro was awarded a contract for twice (2) weekly solid waste collection and once (1) monthly commingled (brush and hard junk) collection service for the City of Hollywood, effective February 1, 2009. Most recently, Waste Pro was also awarded a contract for every other week recycling collection, effective February 1, 2010.

The permanent population of the City of Hollywood is estimated at 141,942 with the season peak approaching 200,000, of which, Waste Pro currently services approximately 32,000 single-family, duplex, and triplex residences. Waste Pro came into the City of Hollywood, privatizing an otherwise reliable solid waste and commingled collection service. With impending threats of rising disposal costs, fuel costs, personnel costs, city's liability for the operation, and capital outlay costs; privatizing these services was necessary to be able to provide our residents with the quality service they had become accustomed to.

During the transition of solid waste and commingled service from City staff to Waste Pro, there have been some obstacles. Waste Pro has been a solid partner of the City of Hollywood at many times, going beyond the requirements of their contract attempting to make the transition as smooth as possible. Additionally, Waste Pro has provided our residents and staff with a web-based complaint tracking program that enables both to enter and track complaints from inception to completion.

Waste Pro has also worked very well with the transition of our traditional recycling services from Waste Management. This was another tough challenge because the recycling service itself changed due to a partnership with RecycleBank, a component which rewards our residents with points for recycled material that can be redeemed for discounts on goods and services. Waste Pro



**Our Mission:** We are dedicated to providing municipal services for our diverse community in an atmosphere of cooperation, courtesy and respect. We do this by ensuring all who live, work and play in the City of Hollywood enjoy a high quality of life.

**"An Equal Opportunity and Service Provider Agency"**

has provided excellent customer service staff and stepped up to the challenge again as we have experienced great success with this new program.

Waste Pro has been very responsive in addressing issues promptly and making the necessary corrections in a timely fashion. I am pleased to offer this letter of recommendation of Waste Pro to your governmental agency. If you should have any questions or require any additional information, please do not hesitate to contact me at 954-967-4320.

Sincerely,

A handwritten signature in black ink, appearing to read "Wade L. Sanders", with a long horizontal flourish extending to the right.

Wade L. Sanders, Assistant Director  
City of Hollywood, Public Works



PUBLIC WORKS

May 15, 2007

Joanne Flick, CPPO, CPPB  
Purchasing Agent  
City of Daytona Beach  
P.O. Box 2451  
Daytona Beach, FL 32115

Re: Waste Pro Contract Startup and Service


Dear Ms. Flick:

I have dealt with the management team at Waste Pro for over fifteen (15) years, previously as Volusia County's Solid Waste Director and now as the Public Works Director of Palm Coast. They have consistently been known for providing top quality service year after year.

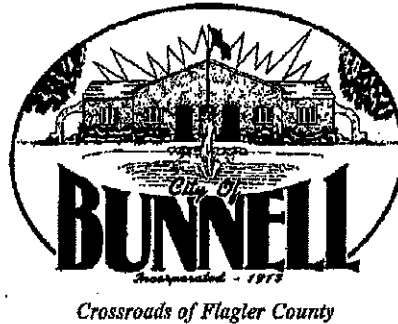
At the beginning of this year Waste Pro accomplished the transition of service from Waste Management to Waste Pro. The change was completed with very minimal inconvenience and service is proceeding at the high quality level Waste Pro is known for.

Waste Pro's managers are quick to respond and correct any concern that does occur. They are readily available, when called upon, from the corporate staff to the route supervisor level. I would recommend Waste Pro to any city or county seeking waste collection services.

Sincerely,

  
Bill Gilley  
Public Works Director  
City of Palm Coast, Florida

JOANN B. KING  
MAYOR  
CATHERINE D. ROBINSON  
VICE-MAYOR



COMMISSIONERS:  
DAISY M. HENRY  
JAMES E. FLYNT, SR.  
PAUL R. FELL

August 8, 2006

To Whom It May Concern:

Waste Pro of Florida, Inc. has been providing Solid Waste Services to the City of Bunnell since April 1, 2006. In this short time period, Waste Pro professionally transitioned the City from the previous franchise company, cleaned up the numerous yard trash/mixed piles and established an excellent rapport with City staff and citizens. Waste Pro handles any questions/concerns and promptly deals with any service issues that the City/citizens may have.

Additionally, the new "Garbage Trucks" are excellent and truly impress the citizenry with the cleanliness! I highly recommend Waste Pro of Florida, Inc. They are a remarkable and conscientious company. The City is proud to have them as our Solid Waste Services Franchise Company.

Respectfully,

Ronya D. Johnson  
City Clerk



## PUTNAM COUNTY

P.O. BOX 2499

PALATKA, FLORIDA 32178-2499

PHONE: (386) 329-0395

SUNCOM: 860-0395

FAX: (386) 329-0486

### SANITATION DEPARTMENT

LANDFILL OPERATIONS  
RECYCLING & EDUCATION  
SOLID WASTE COLLECTION  
MOSQUITO CONTROL

Ken Whitehead, P.E.  
Sanitation Director

May 13, 2004

To Whom It May Concern:

Waste Pro of Florida, Inc. (Waste Pro) has been providing residential garbage, yard trash, and recyclables collection to Putnam County since April 1, 2004. Waste Pro acquired the Putnam County contract from Waste Management, Inc. after approval by the Putnam County Board of County Commissioners. Putnam County agreed to this contract assignment largely because of the prior experience we had with Waste Pro personnel several years ago, as well as the very competitive rate they have offered. Mr. John Jennings, Mr. Fred Wood, and Mr. Dave Danford provided superior customer service to Putnam County. They are a remarkably responsive and conscientious group of people. In our current contract, Waste Pro appears to be on track to provide the same superior service we have seen in the past. I highly recommend Waste Pro to provide curbside residential collection service for your County or your City.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ken Whitehead".  
Ken Whitehead, P. E.  
Sanitation Director

LKW:njj

xc: file

♻️ "Printed on recycled paper"



Robert L. Corley  
Superintendent of Schools  
Michael D. Chiumento  
School Attorney

## ***School District of Flagler County***

*P.O. Box 755 • 3039 Highway 100 East • Bunnell, Florida 32110  
Telephone (386) 437-7526 • SUNCOM 370-7526  
Fax (386) 437-7577*

### **BOARD OF EDUCATION**

Eddie Herron, Jr., Chairman  
District 3  
Susan Dickinson, Vice-Chairman  
District 4  
James T. Guinas  
District 1  
Colleen Conklin  
District 2  
Evelyn Shellenberger  
District 5

April 22, 2003

Waste Pro  
PO Box 9665  
Daytona Beach, FL 32120

To Whom It May Concern:

Waste Pro has serviced our district from July 2002 and they have bent over backwards to take care of us and they are doing a wonderful job. Whatever we asked of them they do in a timely manner.

Joe Wilson, our sales rep from Waste Pro is a real go getter and he handles everything we ask of him. I can't say enough about Joe and Waste Pro.

Sincerely,

Dottie Colletta  
District Custodial Supervisor

DC:cb

*Equal Opportunity Employer*

**BOARD OF  
COUNTY  
COMMISSIONERS**



**SOLID WASTE  
DEPARTMENT**

October 26, 2010

To Whom It May Concern:

Waste Pro has been providing residential solid waste and recycling services under contract for St. Lucie County since October of 2004. Additionally, Waste Pro was awarded a new contract in 2009 for five years with a five year extension. I have known the senior management team of Waste Pro for over 15 years. I have always found them to be responsive and committed to providing quality service.

Waste Pro maintains clean trucks and has a professional looking shop with a customer service facility located on Selvitz Road in Fort Pierce. Their commitment to providing a professional image and attitude is evident and shows through in their ability to provide exemplary service.

Waste Pro has always put forth the extra effort when we have requested their assistance for customers with special needs. No matter how much, or how often, our residents put waste out at the curb, Waste Pro makes sure it is all collected on the scheduled collection day and disposed of properly.

Waste Pro performs at a level above and beyond any of our previous waste collection contracts. I would recommend them to any city or county seeking a waste and recycling collection contractor.

Sincerely,

  
Ron Roberts  
Assistant Solid Waste Director

RR:dls

CHRIS DZADOVSKY, District No. 1 • DOUG COWARD, District No. 2 • PAULA A. LEWIS, District No. 3 • CHARLES GRANDE, District No. 4 • CHRIS CRAFT, District No. 5  
County Administrator - Faye W. Outlaw, MPA

2300 Virginia Avenue • Fort Pierce, FL 34982  
Phone (772) 462-1768 • FAX (772) 462-6987  
[www.stlucieco.org](http://www.stlucieco.org)



April 22, 2011

Bob Wolk  
Waste Pro  
925 S Clyde Morris Blvd  
Daytona Beach, FL 32114

Dear Bob:

Thanks to all of our sponsors, volunteers, donations and fund raising activities, we had an outstanding tournament and with your continued support as a "Platinum Sponsor", it can only get better! I am very pleased with the results from the "Mayor's Challenge Golf Tournament": the golf, the weather, the competition and the companionship...it was a great day for all with the best seats in the house for the Air Show!

The City of New Smyrna Beach is committed to the youth of our area and we stand prepared to help them and their families with the responsibility of keeping them involved in positive activities. Your involvement is an indication of how dedicated our community is in helping us meet that commitment. We have been able to assist over three hundred children with registrations, fees and expenses. What a team we make!

The success of this tournament was a team effort and together we all can make a difference!

Sincerely,

Adam Barringer, Mayor  
City of New Smyrna Beach



One Daytona Blvd.  
Daytona Beach, FL 32114

Phone: 386-265-6332  
Fax: 386-238-8366  
Website: teamvolusiaedc.com

Team Volusia Economic Development Corporation

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April 11, 2011

Mr. Bob Wolk  
Division Manager  
Waste Pro  
925 S Clyde Morris Blvd.  
Daytona Beach FL 32114

Dear Bob:

Thank you very much for your pledge to Team Volusia Economic Development Corporation. It is because of business leaders like those at Waste Pro that we will make a difference for our community and our businesses now and in the years ahead. Your \$2,500 a year is most important because it brings with it your presence and conviction to moving our community forward.

As an Ambassador, Waste Pro will have opportunities for recognition and learn first-hand about the strategies and business-led initiatives that will be implemented to broaden our economic base. Of course, as an investor, you are welcome to attend any of our meetings.

Working together, the public and private sectors can build a world-class economic development initiative that will yield results and enrich the lives of all of our citizens. We sincerely appreciate your involvement and support.

Best regards,

*Helen Cauthen*

Helen Cauthen  
President & CEO

## **SECTION 7**

## Waste Pro USA

John Jennings and his team have built this waste removal service company into a regional power through internal expansion, acquisition, and environmental consciousness.

# Clean and Green



Death and taxes are not the only universal constants. A third would undoubtedly be waste, but perhaps there is a fourth as well—the growth of Waste Pro USA. Through organic and acquisitive growth and a commitment to going green, this privately owned waste collection, recycling, processing, and disposal company has grown to include 67 operating locations in seven states in only a decade.

Waste Pro USA is undeniably one of the fastest growing American companies in the sector. Founded 10 years ago, it now serves 1.4 million residential and 37,000 commercial customers throughout the southern US. In 2009 when last we spoke with John Jennings, president and CEO, the company operated in four states, had 35 facilities, and served more than 825,000 and 32,000 commercial and governmental customers. One needn't be a math wizard to see just how significant Waste Pro USA's growth has been over the last few years.

### Adding external expertise

Part of that growth has been due to the company's continued acquisitive growth strategy. During the last three years, Waste Pro USA has made many acquisitions, acquiring American Recycling of Georgia and American Recycling of Alabama in 2008; St. Pete Recycling Solutions in 2009; and Delta Sanitation, Southern Waste Disposal, Wyatt & Bowman Waste Container, and Citrus Waste Services in 2010.

That tradition carried over into 2011 when the company made 10 strategic acquisitions earlier this year. Jennings said the acquisition of the 10 waste services companies in Florida, Georgia, Alabama, Mississippi and Louisiana, "significantly expands our footprint throughout the South." In April 2011,

Waste Pro announced the purchase of the Florida Panhandle operations of Emeral Waste Services of Panama City. This purchase includes more than 100 employees and a variety of residential collection vehicles. Included in the purchase was seven landfills.

As for the acquisitions themselves, Waste Pro USA acquired Alternative Waste Services of Ocala, Container Services of Jacksonville, Green Key Environmental Solutions of Miami, and the Dade County commercial and roll-off operations and equipment of Eastern Wastes Services in Florida. Of these acquisitions, Green Key represented Waste Pro USA's first acquisition in the organic waste industry.

Outside of Florida, Waste Pro USA entered into an agreement to acquire the recycling and processing operations of Greenstar Recycling of Atlanta and an exclusive marketing agreement for Georgia. In Alabama, Waste Pro began serving the City of Jemison and entered into an agreement to acquire C&D Ltd.

The company purchased two Class 1 construction and debris landfills near Meridian, Miss., and it now owns and operates the former Kemper County municipal solid waste landfill as well. As for Louisiana, the company purchased the operations of Pelican Commercial Waste Services of Belle Chase in the Greater New Orleans area and has opened a division in New Orleans.

### Building on tradition

But not all of Waste Pro USA's growth comes through acquisition. On the contrary, the company has expanded organically by winning many residential and commercial service

# WASTE NEWS

April 30, 2007

crain

Crain's News Source for Businesses that Generate and Manage Waste

## Waste Pro's people slant pays dividends

By Jim Johnson

When John Jennings talks about Waste Pro USA Inc., he speaks first about treating employees and customers right.

As majority owner of the Longwood, Fla., solid waste management company, Jennings sets the tone for the regional firm, which does about \$200 million a year in business.

"We want to be the best we can be. I feel that quantitative goals just fall into place after that," Jennings said. "If I can't be the best in a particular area, then we look to get out of that area. We want to be that distinguishable difference."

That means treating employees and customers properly, but not necessarily being the cheapest trash service provider around.

Jennings previously operated a private solid waste business, Jennings Environmental in Florida, before selling his \$30-million-per-year company to USA Waste Services Inc. in the 1990s. After USA Waste merged with Waste Management Inc., he found himself longing to return to a private company, where he could conduct business his own way.

So he and a group of other Waste Management executives struck out on their own again at the beginning of this decade.

Robert Hyres was part of the team that left Waste Management Inc. in 2000 with an eye toward creating a new company. Thanks to noncompete clauses, they initially worked in the sight development business, clearing land for new construction.

And after a year or two, when the noncompete clauses expired, attention shifted back toward trash with the purchase of a small company called Waste Pro in Athens, Ga., with only one roll-off truck and 30 or so containers.

"We bought Waste Pro; that's how we started with that name," Hyres said.

More than two dozen acquisitions later, the company operates in 22 locations, including three landfills, three transfer stations and 16 hauling companies, Hyres said.

A key to the company's success has been municipal contracts that guarantee the company business and exclusive rights to service communities. Waste Pro also handles open-market work.

"Most of the contracts we have, we weren't the low bidder on it. It's just that we have an excellent service reputation," said Hyres, a part-owner of the company and senior vice president of corporate development. Waste Pro relies on long-time relationships that company leaders have forged over the years to help build business.

"The old saying about business is it's not what you know, it's who you know. And we've been around for a long time and we've built a good reputation. We provide excellent service and have a good reputation. That's how we've grown and thrived," Hyres said.

Waste Pro pays particular attention to its equipment, Hyres said. "As far as garbage trucks are concerned, they're nice looking trucks," he said. The company also decorates its vehicles in different

themes to connect with the communities it serves.

Waste Pro's blue and green color scheme on its vehicles is meant to symbolize environmental respect for blue skies and green earth, Jennings said.

And added equipment — such as protection on hydraulic lines to contain any potential leaks and on-board equipment to clean trucks — helps the company's reputation in the community, the president and CEO said.

Waste Pro has grown from a single truck to 650 trucks during this decade and now has 1,140 employees in Florida, Georgia and South Carolina.

The company recently allowed Ares Capital Corp. to invest \$40 million, the first outside money to come into the company since its creation. That cash infusion allowed Waste Pro to increase its line of credit, and the company has about \$140 million to work with for potential acquisitions.

Jennings is interested in bringing in other waste companies that share his philosophies about treating people right and working hard. With that in mind, the company just made a series of acquisitions in the Atlanta area that will add about \$20 million in annual revenue. ■

Contact Waste News senior reporter Jim Johnson at (937) 964-1289 or [jjohnson@crain.com](mailto:jjohnson@crain.com)



**EARTH TONES:** Waste Pro USA majority owner John Jennings says the company's blue-and-green vehicle color scheme symbolizes environmental respect for the earth and the sky.

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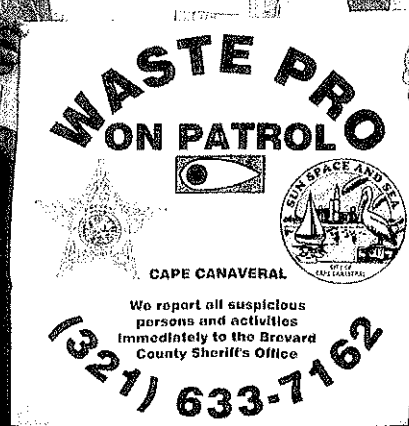
www.wasteadvantagemag.com August 2010 Vol.1, No.8

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The Advantage in the Waste Industry

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# Waste Pro USA: Creating a Hands-On Business Culture

By concentrating on customer service and employee satisfaction,  
**Waste Pro has stayed resilient during a tough economy.**

WASTE PRO USA WAS FOUNDED IN 2001 IN CENTRAL FLORIDA BY JOHN JENNINGS. TO UNDERSTAND WHAT IS TODAY ONE of the fastest growing privately owned waste collection, recycling and disposal companies in the U.S., it is important to understand family roots. Originally from Long Island, NY, many say Jennings has garbage in his blood. His father was in the waste business in New York and as a kid, Jennings worked on the trucks during the summers. During his career he has worked for, bought and sold a variety of waste collection and disposal businesses. Jennings has achieved legendary status in the industry due to his visionary business acumen, commitment to customer service, a keen focus on employee health and welfare and positive thinking.

Collecting and disposing of residential and commercial solid waste, Waste Pro USA is a company of 1,800 employees and has 46 operational locations in six southeastern states—Florida, Georgia, North and South Carolina, Alabama and Mississippi. It serves more than one million customers with 1,000 vehicles and maintains 102 exclusive and long-term municipal contracts. Waste Pro also owns a number of state-of-the-art recycling facilities, including American Recycling in Atlanta, GA and in Birmingham AL, processing paper and plastic. In Atlanta alone, Waste Pro has implemented recycling programs at nearly 200 downtown commercial businesses and at the Atlanta Hartsfield Airport.

Highly decentralized, Waste Pro corporate offices are in Longwood, FL and the company has produced strong financial results almost since inception. It has been able to finance a significant portion of its growth from its own internal cash flow and bottom line profitability. Waste Pro has been very conservative with borrowing and has one of the best debt-to-EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) ratios in the industry.

## Resiliency During Tough Economic Times

The success of Waste Pro as a business has been recognized by banking institutions and financial investors. Prior to 2008, the firm's growth had been predominately organic—winning new contracts versus buying businesses. Then, in 2009, a premier equity investor, Roark Capital of Atlanta, invested \$100 million in the company. Interested in the environmental sector, Jeffrey Keenan, President of Roark Capital, has experience with the solid waste and recycling industry while Waste Pro has an exceptional history of service excellence, rapid growth and a strong financial track record. As a result of the investment, Keenan has added both financial and industry knowledge by being one of the founders and former Chairman of the Board of IESI, a significant waste collection and disposal company. The influx of capital has enabled expansion through acquisition at a measured, yet energetic, pace throughout the Southeast.

Bob Hyres, Waste Pro's Executive Vice President, states that Waste Pro's long-term municipal contracts are "the heart of the business and result in Waste Pro's financial resiliency during recent tough economic times." Although the downturn

in the construction markets nationwide has had a negative impact, Waste Pro was involved with recycling before the slump and has experienced a dramatic double-digit percentage growth every year in residential contracts and paper and plastic recycling which outweighs the lost income. Waste Pro, by design, has kept temporary roll-off business at a minimum. However, the increase in diesel fuel pricing has carved into operating costs throughout the industry because although fuel costs are much lower than the peak, they are double what they were in 2001 when Waste Pro started. "Even though the costs cannot be fully recouped, using fuel surcharges on individual invoices and fuel index price adjustments on large municipal contracts, a significant portion can be recovered," says Jennings.



John Jennings founded Waste Pro in 2001. Jennings comes from a long family history in the business. The photograph behind him was taken in Long Island New York in 1932. His father is fourth from right on bottom row. Photos courtesy of Waste Pro USA.



# WASTE PRO

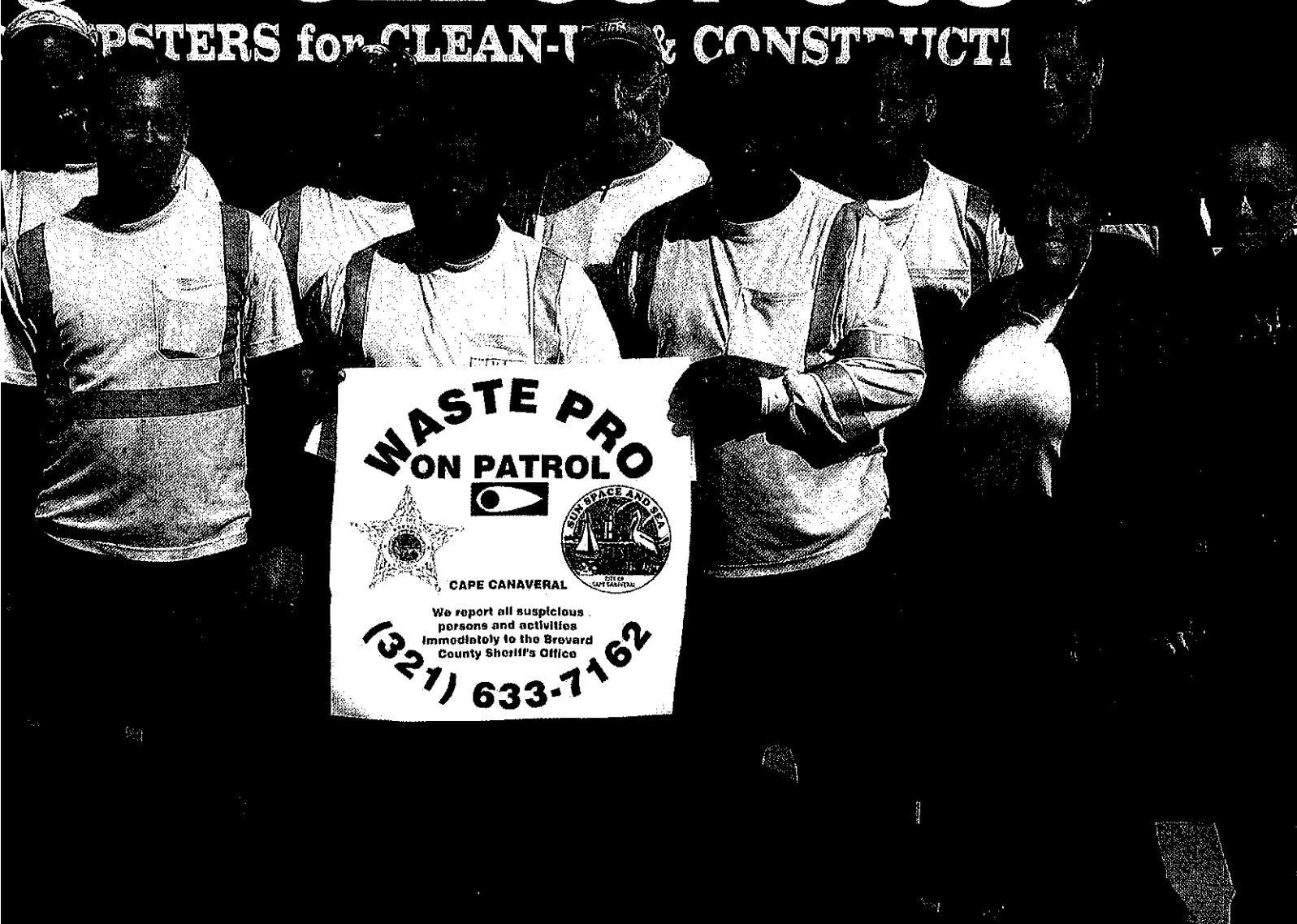


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Daytona Beach Recycles



Recycling is a key component of Waste Pro collection services. Modern and graphic recycling trucks like this one in the City of Daytona Beach, FL help to gain community participation.

## A Hands-On Approach

Waste Pro's success is based on a culture that is hands-on, decentralized and values customers and employees. Jennings is in contact with every Regional Vice President on a daily basis and travels to local facilities very frequently. This mindset does help employee turnover and satisfaction because, Jennings points out, when employees see the interest in the company and its staff by senior management, in turn, they are proud to see Waste Pro succeed.

In addition, all employees are eligible for an annual bonus for each year of seniority up to 10 years. Next year, on Waste Pro's 10th anniversary, bonuses will be \$2,500 for all of the original employees. Jennings is also proud to say that no other business offers drivers a \$10,000 incentive for safe driving. "If any of our CDL licensed drivers have no accidents, injuries, property damage, vehicle damage or legitimate complaints for three years, they are recognized and rewarded through this program." Waste Pro also offers an ongoing employee safety training program, as well ongoing training for technical skills, interpersonal skills, health improvement and a four-day annual meeting for corporate staff and management that involves extensive training.

Waste Pro's most outstanding achievement is customer service. Their ability to show municipalities and counties the benefits financially and from the service perspective of privatization has been a huge opportunity and a huge challenge. Jennings stresses, "We show our potential clients case histories of how we have provided smooth transitions from another vendor to Waste Pro and have improved service levels and reduced complaints. In addition, we offer service enhancements such as special event recycling, Ewaste recycling, a live online customer inquiry/complaint system—real local

people to answer the phone—and Waste Pro's hands on management. As a privately held company we are quicker to make decisions and do not have a long chain of command between senior management our employees and our customers." So far, the company has been successful in privatizing about eight communities in their market areas including the city of Hollywood, FL with 35,000 homes.

"One of our challenges moving forward is to acquire companies that share our culture," says Jennings. A classic example of meeting that challenge is Delta Sanitation of Mississippi acquired last year. "It is uncanny how much they resemble Waste Pro both physically and businesswise," Jennings explained.

Waste Pro also participates in community organizations that includes Rotary Clubs, Boys & Girls Clubs, America Cancer Society, Habitat for Humanity, Toys for Tots as well as having its own community outreach service program, funded by employee contributions, that provides laptop computers for wounded veterans in VA hospitals.

## Environmentally Responsible

Believing that the number one long-term challenge in the waste industry is environmental responsibility, Waste Pro is very green, committed to an environmentally friendly fleet operating out of green facilities. All of their trucks have an onboard oil recycling system (OPIS) installed to reduce oil waste, and a special armor covering on hydraulic lines to reduce spills and pollution. Each facility has an in-office recycling program and Waste Pro supports the green initiatives of the communities we serve. For example, in Bradenton/Sarasota, Waste Pro installed a solar collector system that provides approximately 80 percent of their electric power at its office/shop/yard with a three to five year payback.



Waste Pro sponsors 2010 Charity Challenge in Orlando, FL. Waste Pro donated all recycling containers and fielded two teams to raise money for local not for profits.



Waste Pro has implemented a free laptop program for wounded soldiers.

For now, Waste Pro will continue careful acquisition activities to make good use of the new capital available to them through a credit facility expansion. The company is also enhancing overall internal and external communications. A Web site upgrade will make it easier to access customer service information such as collection schedules, how to recycle, what to recycle and online payments.

"Moving forward, Waste Pro's culture and business model will not change as we continue to grow. We are awash in opportunity, financially strong and devoted to our customers and our employees," says Jennings. | **WVA**

For more information about Waste Pro USA, contact Ron Pecora, Senior Vice President of Marketing, at (407) 869-8800, ext. 543 or via e-mail at [rpecora@wasteprousa.com](mailto:rpecora@wasteprousa.com). Visit Waste Pro's Web site at [www.wasteprousa.com](http://www.wasteprousa.com).



**John Jennings' waste collection  
and recycling company brings new meaning  
to the word clean.**

## **Waste Pro USA**

# Tidying Up

with Waste Management's CEO John Drury, and after Drury died, Jennings decided to retire.

Shortly thereafter, however, Jennings was persuaded by seven vice presidents from the Jennings Environmental Services days to get back in the game. Jennings then negotiated an agreement to sit out of the waste collection business in Florida for 18 months. In the interim, the group decided to set up waste collection operations in Georgia and South Carolina through acquisitions.

In 2000, the group purchased a small company in Athens, Ga. called Waste Pro with one truck, 30 containers, and \$865 worth of monthly billing. At the same time, Jennings' group purchased Tropical Trash in Hilton Head, SC, the premier company in the area. Two members of the group, Bob Hyres in South Carolina and Charles Ewing in Georgia, ran the companies. The rest of the group stayed in Florida in construction-related businesses, including site work and land clearing. This allowed Jennings' fledgling enterprise to stay connected to the right industries without violating the non-compete agreement.

**F**or some people, waste collection means simply putting barrels out on the sidewalk. Not to John Jennings, president and CEO of Waste Pro USA. For more than 30 years, Jennings has worked to bring high-quality and specialized services, along with environmental consciousness, to the solid waste collection industry.

"We try not to set a lot of quantitative goals, we try to set quality goals," Jennings said. In 1996, Jennings sold his Florida-based company, Jennings Environmental Services, to USA Waste Services, now known as Waste Management. Jennings had a long friendship

"During the time in Florida when we couldn't compete, we had the advantage of listening to the different cities and counties, finding out what they liked and didn't like about their waste collection operations," said Jennings, indicating waste collection customers felt the level of service had deteriorated because of consolidation in the industry. "Several larger cities and counties told us they would pay a little more if it meant better service for their citizens."

Since that time, the company has grown into a regional leader in Florida, Georgia, and South Carolina through a series of acquisitions. In the last few years, Waste Pro USA purchased dozens

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# Beneficial Planning

Waste Pro succeeds by taking care of its employees.

BY Michael Fickes

**F**or John Jennings, president and CEO of Longwood, Fla.-based Waste Pro USA Inc., taking care of a community's solid waste needs begins with taking care of his employees. "We try to provide a service that can be recognized by [a] municipality as better than what they were getting before," Jennings says. "To do that, you need drivers and supervisors to provide good service."

And for employees to provide good service, they need to be happy with their jobs, Waste Pro officials believe.

The firm's emphasis on worker satisfaction appears to be paying off. In 2009, employee turnover was just 1.7 percent, the fifth consecutive year that the rate was less than 2 percent. By comparison, the U.S. Department of Labor says the turnover rate for all U.S. industries stood at 23.2 percent in 2005 — before the start of the recession.

With this underpinning of employee

satisfaction, Waste Pro has experienced a decade of dramatic growth. In 2001, the firm began with one truck and four employees. Today, it features 900 trucks and 1,600 employees, and provides waste and recycling services to approximately 900,000 residences and 32,000 businesses in Alabama, Florida, Georgia, Mississippi, North Carolina and South Carolina.

Jennings has worked in the waste industry for 37 years. He started his first collection company in 1973. It was a residential collection company based in Orange County, Fla. As he still does, Jennings focused on service and employee satisfaction to build the company, which soon moved into commercial collections and expanded into Seminole, Osceola, Volusia and Flagler counties in Florida.

In 1986, Fred Wood joined the team to head up equipment maintenance and procurement. Wood helped move the company into municipal consulting and sales. In 1992, Jennings brought in David Danford to run the sales and marketing operations.

The 1990s was a decade of consolidation in the waste industry, and Jennings Environmental Services Inc. was bought by USA Waste Inc. in 1996. As a first-tier subsidiary, Jennings' company retained its name and management structure.

Around that time, Bob Hyres, then a 24-year veteran of the waste industry, joined the Jennings team, taking over the management of city and county contracts.

Then in July of 1998, in an acquisition that rocked the entire industry for years,

GOING STRONG: Armed with a stable workforce, Waste Pro, which was founded in 2001, now has operations in six states.



ance firm's advice about fraud prevention. He signed.

The Waste Pro benefits package includes dental and vision insurance, with shared premiums, and sick-time pay. Vacations are fully paid. So is life insurance — with no paycheck deductions. Waste Pro also contributes the maximum permitted to its employees' 401(k) employee retirement plans, and covers the cost of personal and financial counseling for its employees.

#### Extra Cash

All of Waste Pro's offices hold weekly meetings in which supervisors go over key safety issues, and the firm pays bonuses to employees that compile excellent safety records. An annual payment of \$250 goes to employees that have had no worker's compensation claims, no accidents, and no employee-caused property damage or breakdowns.

Waste Pro drivers who compile a spotless safety record for three consecutive years earn a \$10,000 bonus. "We've given out 75 of those checks," Jennings says. "We love doing it. Some drivers think it is too difficult to manage for three years. But it isn't hard. You have to keep your mind on safety."

Because of the firm's emphasis on safety, Waste Pro is able to self-insure its trucks. "Last year, we had \$480,000 in losses for the year, which insurance experts tell us is nothing more than the cost of one accident," Jennings says.

The company provides more informal benefits, too, like monthly cookouts. "I enjoy those cookouts," Jennings says.

USA Waste acquired Houston-based Waste Management Inc.

The giant Waste Management corporate structure separated the Jennings team of Wood, Danford and Hyres from the part of the business they enjoyed — the day-to-day contact with customers and employees.

All four left Waste Management in January 2000. The team had to agree to stay out of the waste business in central and northern Florida for one year. As soon as the restrictions ended, Jennings, Wood, Danford and Hyres set up shop as Waste Pro.

#### Taking Care

Good benefits are crucial to Jennings. Waste Pro self-insures its own health care costs, sharing premiums with its employees. While an insur-

ance company manages the Waste Pro program, Jennings insists that all of his employees' healthcare bills be paid when presented. He refuses to accept anything less.

Not long ago, Jennings' wife had to go to the emergency room. She submitted her bill, but it was rejected. "When I complained, the insurance company told me that they always question a percentage of claims to prevent fraud," Jennings says. "I told them not to do that with Waste Pro claims. When our employees or their families go to a doctor, we pay the bill."

Jennings' demand bewildered the health insurance company's administrator, who consulted an attorney. On the advice of counsel, the company required Jennings to sign a waiver saying that he was rejecting the insur-

## Waste Pro AT-A-GLANCE

■ **CEO:** John Jennings

■ **Year the company was founded:** 2001

■ **Service area:** Waste Pro has 37 offices in Alabama, Florida, Georgia, Mississippi, North Carolina and South Carolina. Waste Pro holds 93 exclusive city and county franchises and five major military and federal government contracts.

■ **Customers:** Waste Pro is currently contracted to provide solid waste and recycling services to more than 900,000 residences and more than 32,000 businesses.

■ **Number of employees:** 1,600

■ **Equipment:** Mack and International for truck chassis, McNeilus, New Way and Labrie for truck bodies, and Caterpillar for heavy equipment.

"We have a full-time cook, who drives a tandem trailer with a giant cooker that can serve 250 meals. He goes to each of our offices once a month, arriving two days early to buy the food and get started. We do this to let our folks know

how much we appreciate what they do."

According to Jennings, the company's financial advisors often question the liberal benefits. But, "good benefits pay back much more than they cost," Jennings says. "If we paid standard worker's compensation rates, we would be paying almost \$4 million more per year. But our employees are safe, and our rates are low."

Jennings says the benefits also pay off by creating a mindset in which employees are willing to do the extra work often required to satisfy customers. In the Neptune Beach section of Jacksonville, Fla., for instance, the streets are narrow and the traffic heavy. Passing vehicles can blow over empty trashcans at the ends of driveways. So Waste Pro's collection crews now walk the cans back up the driveway after emptying them. Furthermore, all Waste Pro crews spray and disinfect the trashcans on their routes once every month.

### A Careful Approach

When it comes to compiling debt, Jennings has proceeded conservatively. The company's ratio of debt to EBITDA (earnings before income taxes, depre-

ciation and amortization) is 1.4 to 1, which is considered excellent, especially next to the industry's much higher 3.5-to-1 average, according to Jennings.

What does that mean for operations? "It means that we have \$100 million in cash that we can use to acquire other companies," Jennings says. Waste Pro has grown internally in its early years but plans to become more acquisitive now that it has plenty of cash.

"We plan to buy companies that think like we do," Jennings says, pointing to the acquisition of Delta Sanitation in Gautier, Miss., in early January. "Delta has the same service philosophy that we have."

Waste Pro owns just five landfills (three of those are construction and demolition debris facilities), but Jennings says the firm isn't likely to purchase many more disposal sites. "We want to promote alternatives like zero waste," Jennings says. "So we're more interested in recycling."

Whatever the future holds for Waste Pro, a focus on employee satisfaction promises to be a part of it. ■

Michael Fickes is a Westminster, Md.-based contributing writer.

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## **SECTION 8**

**ADDENDUM NO. 1**

**RFI-CM-PCMD-11-01  
Disposal of Solid Waste**

**ISSUE DATE:** May 4, 2011  
**BID DATE:** June 7, 2011 @ 2:00pm  
**SUBJECT:** Additional Copy Needed

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**INTENT:** This addendum is issued prior to the date submittals are due in order to incorporate the following clarifications, additions, omissions, deletions, or changes.

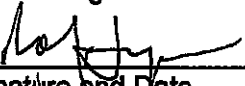
Proposers are to use the changed quantities of the items listed in this addendum in their proposals.

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1. Please include an additional copy with your submittal for a total of seven (7) complete sets:

One (1) original, five (5) copies and one (1) electronic copy (CD). The CD should be an exact duplicate of the original and should be one complete file (PDF preferred), not a series of files.

Acknowledgment:

 6/3/2011  
\_\_\_\_\_  
Signature and Date

Robert J. Hyres - Executive Vice President  
Printed Name and Title

Waste Pro of Florida, Inc.  
Company Name

END OF ADDENDUM NO. 1

**ADDENDUM NO. 2**

**RFI-CM-PCMD-11-01  
Disposal of Solid Waste**

**ISSUE DATE:** May 6, 2011  
**BID DATE:** June 7, 2011 @ 2:00pm  
**SUBJECT:** Questions & Answers

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**INTENT:** This addendum is issued prior to the date submittals are due in order to incorporate the following clarifications, additions, omissions, deletions, or changes.

Proposers are to use the changed quantities of the items listed in this addendum in their proposals.

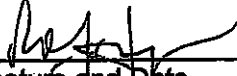
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1. **Question:** Do you have route maps? **Answer:** Waste Pro determines their own routes and we don't have that information.

2. **Question:** Do you know the number of trucks currently being used in your contract? **Answer:** Waste Pro currently has thirty (30) trucks in the City. This includes garbage, recycle and supervisor pick-up trucks. However, we do not have the breakdown of how many of each.

3. **Question:** Do you know the type of trucks used? **Answer:** Other than the fact that the recycle trucks are two sort trucks, we are not aware of any other mechanical details.

Acknowledgment:

 6/3/2011  
\_\_\_\_\_  
Signature and Date

Robert J. Hyres - Executive Vice President  
Printed Name and Title

Waste Pro of Florida, Inc.  
Company Name

END OF ADDENDUM NO. 2

ADDENDUM NO. 3

RFI-CM-PCMD-11-01  
Disposal of Solid Waste

ISSUE DATE: June 1, 2011  
BID DATE: June 7, 2011 @ 2:00pm  
SUBJECT: Questions & Answers

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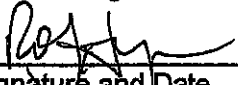
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Proposers are to use the changed quantities of the items listed in this addendum in their proposals.

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1. **Question:** What is the current number of residential homes in Palm Coast? **Answer:** Approximately thirty-two thousand (32,000).
2. **Question:** What is the current rate for services provided? **Answer:** The current rate is \$19.82 per month plus quarterly fuel adjustments.

Acknowledgment:

 6/6/2011  
\_\_\_\_\_  
Signature and Date

Robert J. Hyres - Executive Vice President  
Printed Name and Title

Waste Pro of Florida, Inc.  
Company Name

END OF ADDENDUM NO. 3