

AS AMENDED ON MAY 12, 2014
CITY OF SALISBURY
WORK SESSION
APRIL 21, 2014

Public Officials Present

Council President Jacob R. Day
Mayor James Ireton, Jr.

Councilwoman Eugenie P. Shields

Vice President Laura Mitchell
Councilwoman Terry E. Cohen
(arrived 1:37 p.m.)

Councilman Timothy K. Spies (arrived
2:55 p.m.)

In Attendance

City Clerk Kimberly R. Nichols, CMC, City Administrator M. Thomas Stevenson, Jr., Assistant City Administrator Terence Arrington, Internal Services Director Keith Cordrey, interested citizens, and members of the press.

On April 21, 2014 Salisbury City Council convened in a Work Session at 1:30 p.m. in Conference Room #306 of the Government Office Building.

Resolution to Support “Stash Your Trash” Campaign

President Day discussed the campaign supporting the City’s recycling and anti-littering position. At the City Council’s Environmental Work Session, Priscilla Timpkin had joined Council and explained the development of the “Stash Your Trash” campaign. Council indicated they wished to formally adopt the campaign by passage of a resolution.

Council reached unanimous consensus on a 4-0 vote (Mr. Spies had not yet arrived) to advance the resolution to the April 28, 2014 Legislative Session.

Waste Industries Recycling Presentation

Public Works Director Mike Moulds and Waste Industries’ Government Contracts Manager Pat Luce joined Council at the table to discuss the recycling services provided by Waste Industries.

Mr. Luce handed out a brochure (attached and made a part of these minutes). The presentation was for informational purposes.

Reorganizing Public Works

Mr. Moulds joined Council and explained that Public Works has struggled to fill the project engineer positions in the department. For that reason, he was proposing the following changes in personnel:

- creation of the Senior Project Engineer position to build the career ladder to retain and advance talented project engineers
- creation of an inspection position for the Wastewater Management utility
- converting the other Project Engineer position (which was vacant) to Construction Inspection
- creating Traffic Manager position
- placing the Administrative Office Assistant under the Public Works Deputy who oversees the Engineers, rather than being under the Resource Manager

Mr. Moulds informed Council that neither of the changes in personnel would require additional funds.

Council reached unanimous consensus to advance the process to Legislative Session for approval.

(After a 13 minute break, Council reconvened in Work Session at 2:30 p.m.)

Election Redistricting

Mayor Ireton, Jack Lenox, and Frank McKenzie joined Council at the table to discuss the Election Redistricting, and the previously approved plan to enlarge District 1 in 2013, and further enlarge it in November, 2015. Mayor Ireton reminded Council that nothing had yet been sent to the Courts.

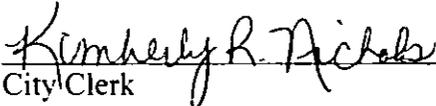
Mayor Ireton indicated that Council had previously commonly agreed on the following:

- (5) representatives were appropriate for the City of Salisbury, and there was no need to increase Council members to (7)
- All Councilmembers and Mayor should be elected at the same time every (4) years to eliminate the two year stagger

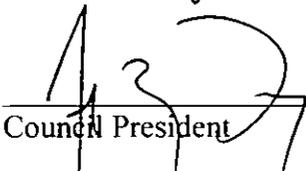
Council discussed both previously discussed plans, which included the (5) election districts plan and the formerly selected plan of minority-majority district electing (2) and the majority-majority district electing (3).

After discussion, President Day indicated public input was needed on the matter. The timeline was vital to keep in mind, and given the fact that Mr. Tilghman had not yet scheduled the case with the courts, it would be prudent to ensure Council still preferred the previously chosen plan by holding a final public hearing on the matter. Both plans would be represented and explained at the public hearing. City Attorney Tilghman was asked to identify an attorney ~~in which~~ the City would retain for the purpose of redistricting.

There being no further discussion, President Day adjourned the Work Session at 4:07 p.m.



 City Clerk



 Council President

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EXPORTS**

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RFID IN
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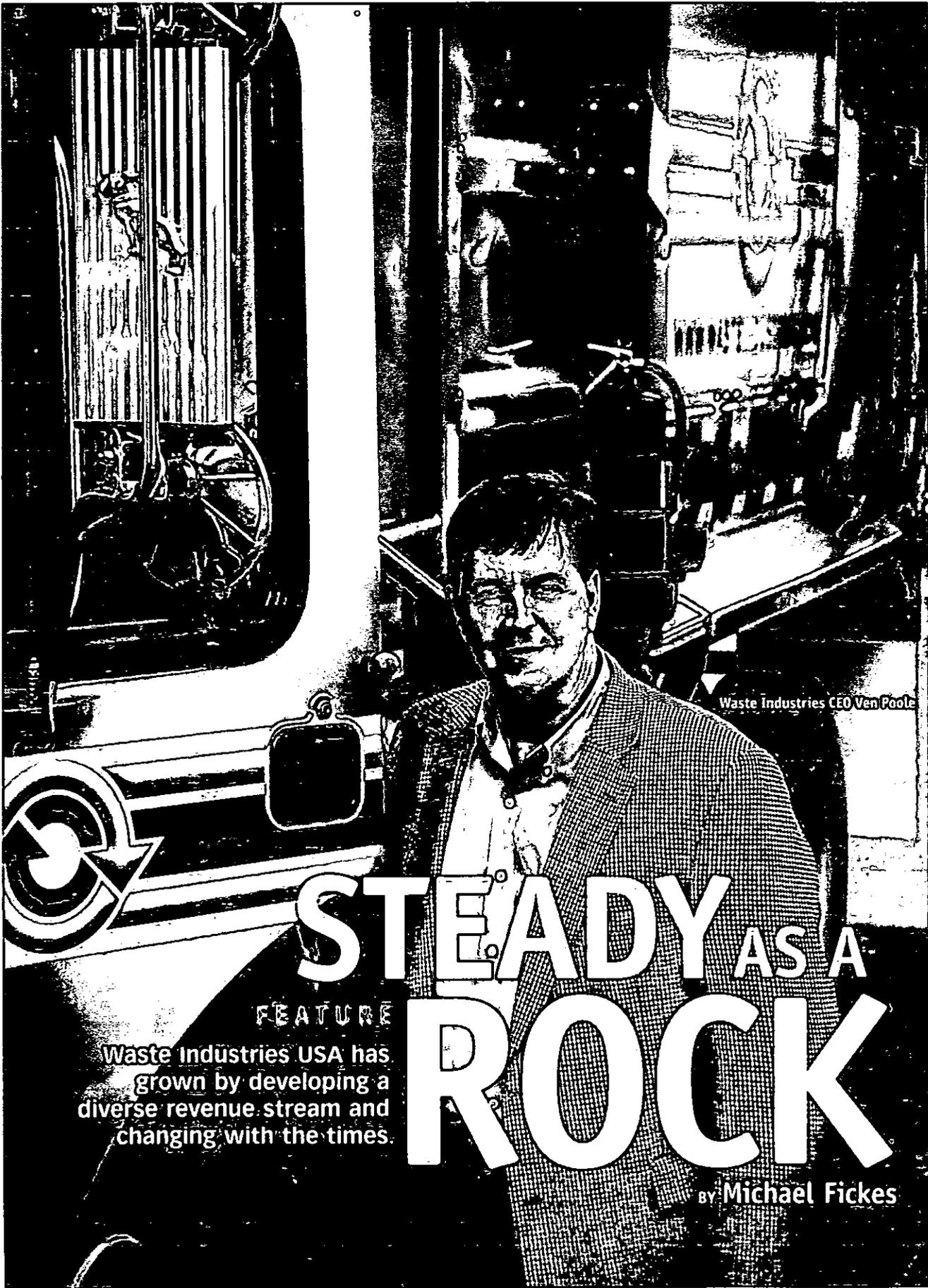
www.WasteAge.com

OCTOBER 2010

STEADY AS A ROCK

Waste Industries USA has grown by developing a diverse revenue stream and changing with the times.

Waste Industries CEO Ven Poole



Waste Industries CEO Ven Poole

STEADY AS A ROCK

FEATURE

Waste Industries USA has grown by developing a diverse revenue stream and changing with the times.

By Michael Fickes



W

hile it may sound contradictory, Raleigh, N.C.-based Waste Industries USA embraces change while pursuing a business strategy that hasn't changed much in 40 years.

Lonnie Poole — father of Ven Poole, the firm's current CEO — founded the company in 1970. The first employee to join the firm was Jim Perry, the company's current chairman. Lonnie Poole and Perry developed Waste Industries' strategic principals in the 1970s.

"We sometimes have fits of rapid growth, but we have always believed in steady, managed growth from diverse sources of revenue," says Ven Poole. "We have a balanced mix of services and

revenues. Approximately 25 percent of our revenues come from each of three collection categories — residential, commercial and industrial solid waste. Another 15 percent of revenue comes from transfer and landfill services."

The remaining 10 percent of revenue comes from a variety of sources including recycling and a medical waste service that operates in North and South Carolina. A landfill gas-to-energy facility at the firm's Sampson County Landfill in Roseboro, N.C., will soon add to this revenue stream. The facility will produce 6.4 megawatts of electricity at first — power that Waste Industries will sell to Raleigh-based Progress Energy.

"That mix — 25 percent, 25 percent, 25 percent, 15 percent, 10 percent — is a nice blend," Poole says. "Within those categories, we maintain a balanced mix of three- and five-year contracts and long-term

contracts with cities and counties. No one market segment provides more than 30 percent of revenue, and no one customer provides more than 5 percent of our revenue. It's a business philosophy that is all about balance."

The philosophy has served the company well. The company's revenues have risen steadily since 1970 to an estimated \$400 million this year, and the firm ranked 16th in the most recent Waste Age 100 ranking of the largest waste management companies in North America (the ranking appears in Waste Age's June 2010 issue).

Continuous Improvements

Waste Industries protects itself by diversifying sources of revenue, and the firm aims to boost productivity through the application of a management style known as "continuous improvement." The objective of the management style is to boost productivity through many changes made over time.

"For instance, we are continuously analyzing and upgrading our routes," Poole says. "We want to work more efficiently every day. We also train people constantly and aim at working safer every day."

Poole does not, however, shy away from bigger changes when necessary.

Three years ago, the company embarked upon a series of major technological changes. It converted to a new system for billing, customer service and route management, and the firm upgraded to new fleet management software.

The fleet software analyzes the historical maintenance costs of each truck and enables fleet managers to identify trucks that will be expensive to maintain and to replace them before the costs get out of hand. Likewise, the application makes it possible to identify trucks that can provide an extra year or two of useful, cost-efficient service.

The technological upgrade is continuing. Today, the company is replacing desktop and laptop computers with thin clients and blade servers. Thin clients are stripped-down computers that communicate with centrally located servers or hosts. Since the thin clients do little more than communicate with the servers and rely on the servers to handle functions performed by a typical computer, they cost hundreds of dollars less than desktop and laptop computers. Equally important, thin clients last five to eight or more years, compared to the two- or three-year lifespan of desktop and laptop computers.

WASTE INDUSTRIES AT A GLANCE

• **Executive Team:** CEO - Ven Poole; President and Chief Operating Officer - Harry Habets; Chief Financial Officer - Steve Grissom.

• **Service Area:** Georgia, Maryland, North Carolina, South Carolina, Tennessee and Virginia.

• **Services:** Collection of residential, commercial and industrial wastes; recycling; transfer stations; landfills; medical waste collection and disposal.

• **Employees:** 1,636 full-time; 204 part-time

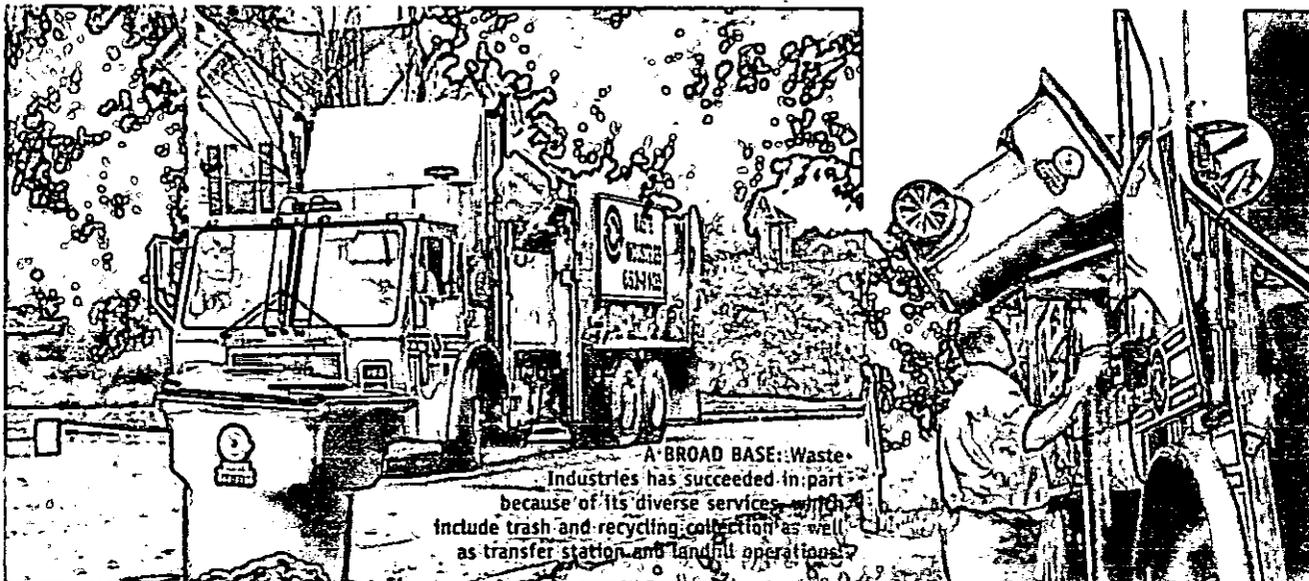
• **Year Founded:** 1970

TAKING CARE OF PEOPLE

In March, Waste Industries received special recognition from the United States Department of Defense for its commitment to employees serving in the National Guard. "Our policy is that if a member of the Reserves or National Guard who works for us is called up to active duty and sent overseas to a lower paying job, we will maintain their pay and benefits and protect their job," says Ven Poole, CEO of Waste Industries and the son of the company's founder Lonnie Poole.

In addition, members of the armed services continue to accumulate vacation time while on active duty. Coworkers regularly send those on active duty care packages and letters to help keep them connected to their friends while overseas.

"Waste Industries goes above and beyond what is required by law in their support of their employees who serve," said Ken Oppenheim, chairman of the North Carolina Area Employer Support of the Guard and Reserve (ESGR). — MF



A BROAD BASE: Waste Industries has succeeded in part because of its diverse services, which include trash and recycling collection as well as transfer station and landfill operations.

"We think these new systems are better suited to the larger company that we have become," Poole says. "They also serve as agents for change that are improving our practices."

Private to Public and Back Again

Perhaps the most dramatic example of Waste Industries' willingness to make big changes was its return to private ownership in 2008 after more than a decade as a publicly traded company.

By the late 1990s, Waste Industries had reached \$100 million in revenues. At the time, the waste industry was going through a period of rapid consolidation, with large public companies acquiring others by issuing stock and literally using it as currency to make acquisitions. "That was the thing to do in those years," Poole says. "We went public in 1997 and used the same technique. In a three-year period we bought about 100 companies and expanded our service area from two states to seven states" [the firm is currently in six states].

Over the next 11 years, the company more than tripled in size, and in 2008 generated revenues of \$361 million. Then management decided to take the company private again. "During the period of time that we were public, a number of corporate scandals — such as Enron — resulted in additional regulations, which placed a heavy administrative burden on companies with legislation such as the Sarbanes-Oxley Act,"

Poole recalls. "We decided that we weren't large enough to bear that administrative burden and continue as a publicly traded company."

Poole cites two additional reasons for the company's return to private business: Management felt inhibited from taking on long-range projects because of the unrelenting pressure on public companies to post quarterly profit gains. "Finally, my father and Jim Perry wanted to take some of their investment off the table," he says.

In May 2008, Waste Industries went private. According to the leveraged buyout plan, Lonnie Poole retired from his position as chairman of the board at the end of that year. He was replaced by Jim Perry, who had been CEO since 2002. Ven Poole became CEO at the start of 2009.

It wasn't an auspicious time. By the end of 2008, the economy had collapsed. But as the economy skidded, Poole started acquiring small and regional companies. By the end of 2009, he had bought 22 firms. Partly as a result, the firm's revenues rose from \$361 million in 2008 to \$369 in 2009.

"We are still in an acquisition mode," he says. "We acquired several companies early in the year, including a nice-sized regional company in Columbia, S.C. We're working to integrate that firm and looking at a couple of additional acquisitions that we might complete before the end of the year."

Over 40 years, Waste Industries has always found a way to grow and change just as the waste industry grows and changes. The firm says that won't change. □

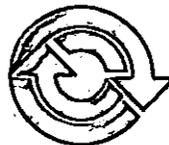
Michael Fickes is a Westminster, Md.-based contributing writer.

KEEP ON TRUCKIN'

In April, Waste Industries gave a brand new front-end loader to Johnston Community College (JCC) in Smithfield, N.C. JCC needed the truck to provide hands-on driving experience to students attending the North Carolina Truck Driver Training School, which is located on the JCC campus.

The new truck will complement the school's current fleet of approximately 22 road and range tractors and 35 trailers. More than 22,000 students have graduated from the school, which is co-sponsored by the North Carolina Trucking Association, since 1949. The school is considered the world's oldest truck driver training program.

"Waste Industries is giving JCC the opportunity to expand training, and this piece of equipment will be used to expand their workforce by ensuring continuous training so that Waste Industries, and other companies in the trucking industry, can hire qualified, competent drivers," said Dr. David Johnson, president of JCC, in a prepared statement. — MF



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Introducing the **EZWaste** Municipal Portal

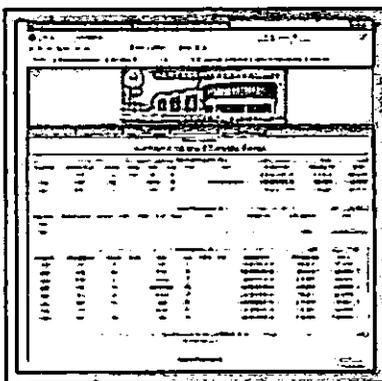
WASTE INDUSTRIES **EZWaste** Portal

The EZWaste Portal is an online, real-time web based request tracking tool for county & city government customers. It was designed to aid in tracking requests, reporting problems, adding new services, changing services, removing services, and viewing the status of any open item.

The portal automates work flow, allowing for effective communication between us and our customers.

A Secured Login

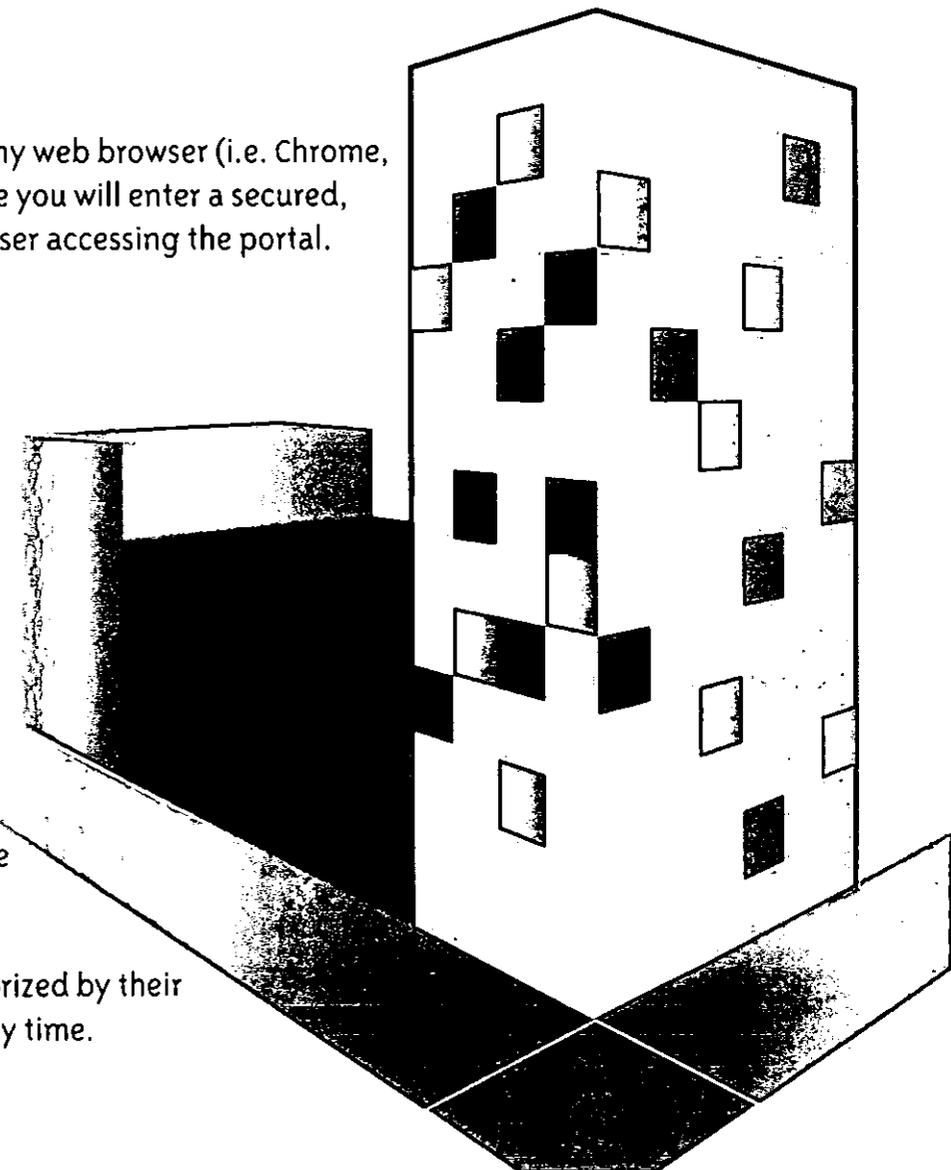
The tool can be accessed through any web browser (i.e. Chrome, Internet Explorer, Safari). From there you will enter a secured, personal login for each individual user accessing the portal.



Address Lookup and Enter Request

All addresses are automatically setup in the system. They can also be manually entered.

Requests or problems can be categorized by their type. The status can be viewed at any time.

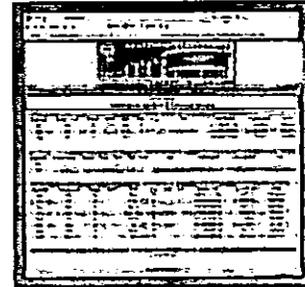


System Highlights

- Administrator Access
- Secured Login
- Request Category Types
 - ▶ Add address for service
 - ▶ Cart delivery request
 - ▶ Cart return stock
 - ▶ Change service
 - ▶ Replace cart
 - ▶ Report missed pickup
 - ▶ Request extra pickup (charged)
 - ▶ Other/not listed
 - + Customizable upon request
- View open Requests
- Prioritize and Escalate Requests
- Update Special Messages and Alerts
- Print Request List
- Close or Cancel Requests
- User Selected Online Reports
 - ▶ Request history of address
 - ▶ Request by date range
 - ▶ Request date range by address

Status and Escalation

Requests are submitted through the automated work flow. They are then routed to your personal service representative. Requests can be escalated and sent directly to a Waste Industries Manager for immediate attention.

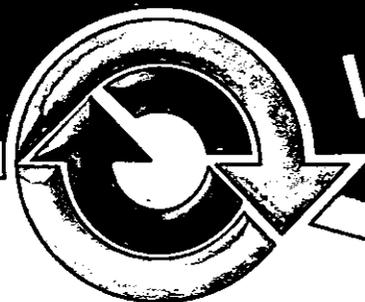


Since 1970, Waste Industries has led the solid waste and recycling industry by providing our customers with innovative tools that allow for easy interaction with our service representatives and management.

At Waste Industries, our foundation for operating a sustainable business is grounded in our number one goal: To provide the best service to our customers.

The EZWaste Portal is a tool that allows for us to do just that. It aids our customers by decreasing the number of phone calls, improves efficiency, provides quick resolutions to problems, fulfills requests, and provides an updated status anywhere at any time.





WASTE INDUSTRIES

www.wasteindustries.com

GOVERNMENTAL SERVICES: RESPONSIBILITY AT WORK TODAY

Our local, state, and federal government customers represent different levels and different departments. They also share one important challenge: They have less of everything (people, equipment, financial resources) to do more of everything to serve their communities. Worse yet, their costs – for healthcare, employee benefits, and even petroleum-based products like fuel, lubricants, and tires – are rising much faster than inflation.

It's no wonder so many government operations are rethinking their solid waste removal strategies. And it's no wonder so many are looking to Waste Industries to be a partner of choice in designing and executing those strategies.

BENEFITING GOVERNMENTS, IMPROVING COMMUNITIES

Today, Waste Industries serves more than 300 cities, counties, and federal facilities. Thanks to partnerships dating back more than 40 years, our service to government clients has allowed us to establish a successful track record for taking on all types of collection, transportation, processing, and disposal contracts. Along the way, we've been proud to deliver our clients:

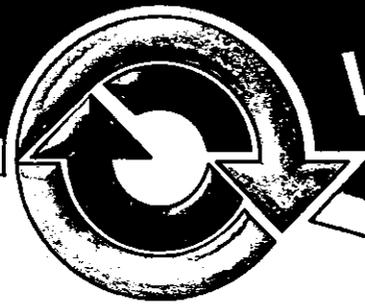
- **COST SAVINGS:** Privatization can save communities between 20 and 40 percent of their waste disposal costs (Source: The Reason Foundation). Each new government customer that partners with us can take advantage of our own inherent economies of scale, and benefit from our investment in systemized training programs, rigorous maintenance standards, and new technologies (including scheduled vehicle replacements that help ensure consistent delivery service).
- **RISK PROTECTION:** We take on the risk. Performance and financial guarantees provide confidence to our government customers that we're equally invested in the success of each partnership. Plus, insurance coverage requirements for primary responsibility of general liability and environmental compliance is standard in most of our contracts.
- **ADVANCED TECHNOLOGY & EFFICIENCY:** As we continually seek smarter, safer, and more efficient ways to operate our business, our customers reap the rewards. For example, our commitment to growing our alternative fuel fleet (which already includes hydraulic hybrid and compressed natural gas trucks) allows the communities we serve to enjoy all the benefits that come from a smaller carbon footprint. And we can help our communities capitalize on another powerful, sustainable practice. We can convert naturally-occurring methane gas that's produced by decomposing waste into a clean-burning alternative energy source.
- **SEAMLESS TRANSITIONS:** When we come on board for our municipal customers, we're often ideally positioned to hire qualified displaced employees, and we evaluate options for purchasing used equipment from the municipality.

"Waste Industries has continued to strive to produce excellent service and an excellent product by continuing to increase the service they provide to Campbell Crossing and our residents. I feel lucky and proud to have them on my team."

Jon Martin
Contract Manager
Campbell Crossing, LLC

continued on back ▶

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SERVING ACROSS THE COMMUNITY

Take a look around any community we serve, and you'll find Waste Industries employees at work serving residential, commercial, governmental, municipal, and industrial customers of all sizes. You'll also see our commitment to unparalleled customer service being applied in government settings that include:

- **MUNICIPALITIES:** We combine the convenience of organized, municipality-driven waste hauling with the personal service that's unique to Waste Industries. So a full slate of services – including curbside collection, recycling, yard waste, large and bulky items, convenience site access and more – can be set in motion to serve your constituents. Plus, we offer our municipal customers multiple ways to privatize waste collection, bringing added flexibility to contract terms.
- **SCHOOLS AND UNIVERSITIES:** When it comes to serving the learning community, you'll find we're a quick study. After all, for years we've offered complete waste and recycling collection management for entire college campuses and focused collections for grade schools. So a large university will rely on us to handle dumpster and compactor collection across campus, from classrooms to student housing. And a grade school might put us to work helping their students better understand recycling through our exclusive ECO Kids program.
- **MILITARY BASES:** Our close collaborations with – and long-standing support for – military communities has positioned us to provide them with superior service. Through our on-base programs, we deliver a broad range of fully-integrated services that include solid waste disposal and recycling.
- **FEDERAL AND STATE GOVERNMENT FACILITIES:** Our experience in handling federal projects positions us for success in just about any national and state government waste stream management initiative. Our programs are built to be adaptable, efficient, and cost-effective to meet the evolving demands of state and federal government agencies.

GOING WELL BEYOND THE BASICS

From basic residential curbside pickup to fully-integrated, multi-site collection, we can pull from our broad portfolio of services to tailor a program that fits your community's needs:

- Transfer Stations
- Curbside Residential Garbage Collection
- Curbside Residential Recycling Routes
- County Convenience Centers
- Containerized Collection Systems for Multi-Family Housing Units
- Landfill Management
- Bulky Item Collection
- Commercial Container Routes
- Compactor & Container Rental
- Cardboard Collection & Bailing

"The transition from our existing waste company to Waste Industries was an effortless process due to their excellent customer service, qualified employees, and competitive pricing."

Joseph A. Zang, III
Mayor
Cecilton, Maryland

"Even with the challenge of adding hundreds, and in some past years over a thousand new customers, they have kept pace and provided service with a uniformly consistent level of quality. I particularly appreciate their friendliness to our customers and willingness to solve problems... as a manager constantly dealing with a wide range of customer service issues, it is a comfort to have this service run so smoothly..."

Bruce A. Radford
Town Manager
Apex, North Carolina

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Company Qualifications

Waste Industries USA, Inc. is a regional, vertically integrated solid waste services company. We provide solid waste collection, transfer, disposal and recycling services to commercial, industrial and residential customer locations in North Carolina, South Carolina, Virginia, Tennessee, Mississippi, and Georgia. Our principal operations consist of 34 collection operations, 29 transfer stations, approximately 66 county convenience drop-off centers, 12 recycling facilities and 9 landfills, serving more than 875,000 municipal, residential, commercial and industrial service locations.

Publicly held since June of 1997 but recently going private, Waste Industries features a substantial track record of 132 consecutive quarters of profitability. We have provided efficient and cost-effective solid waste solutions for our customers for over 40 years.

Through our system of curbside collection programs, network of transfer stations, long-haul waste transportation systems, specialized landfills and commercial and industrial roll-off services, we have been successful in providing Governmental participants and industry with economical, long-term, environmentally sound alternatives to solid waste management.

These services include:

- Curbside Collection
- Roll-Off Services
- Convenience Centers
- Compactor Leasing and service
- Front-Load Container Collection
- Transfer Station Construction and Operation
- Long-Haul Waste Transfer
- Subtitle-D Landfill Services
- C&D Landfill Operations
- Inert Landfill Operations
- Sewage Sludge Removal
- Municipal Billing and Database Construction
- Hauling and Disposal of Special Waste (Asbestos, etc.)

Corporate Information

Headquarters	Raleigh, North Carolina	Date Established	1970
Ownership	Privately Owned	Federal ID#	56-0954929
Stock Symbol	(Previously) WWIN	Annual Revenue	\$435 Million
State of Incorporation	North Carolina	Website	www.wasteindustries.com
CEO/President	Ven Poole	Corporate Address Waste Industries 3301 Benson Dr Suite 601 Raleigh, N.C. 27609	
COO	Harry Habets		
CFO	Stephen Grissom		



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