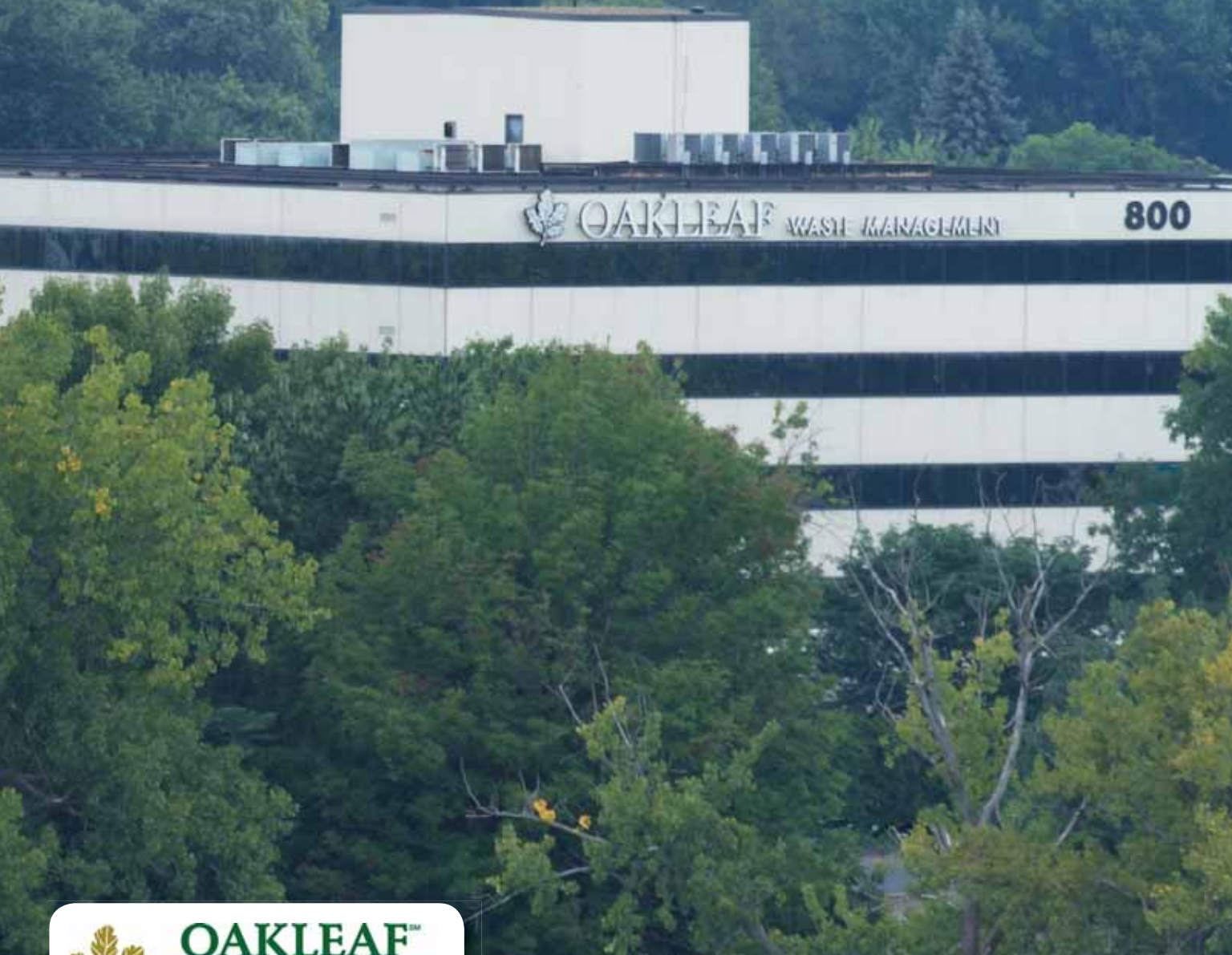


OAKLEAF

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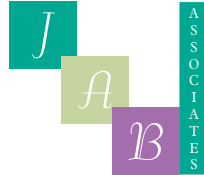
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for North America

AN ADVERTISING SUPPLEMENT TO THE HARTFORD BUSINESS JOURNAL

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WELCOME // Letter from Steve Preston

Dear friends and colleagues,

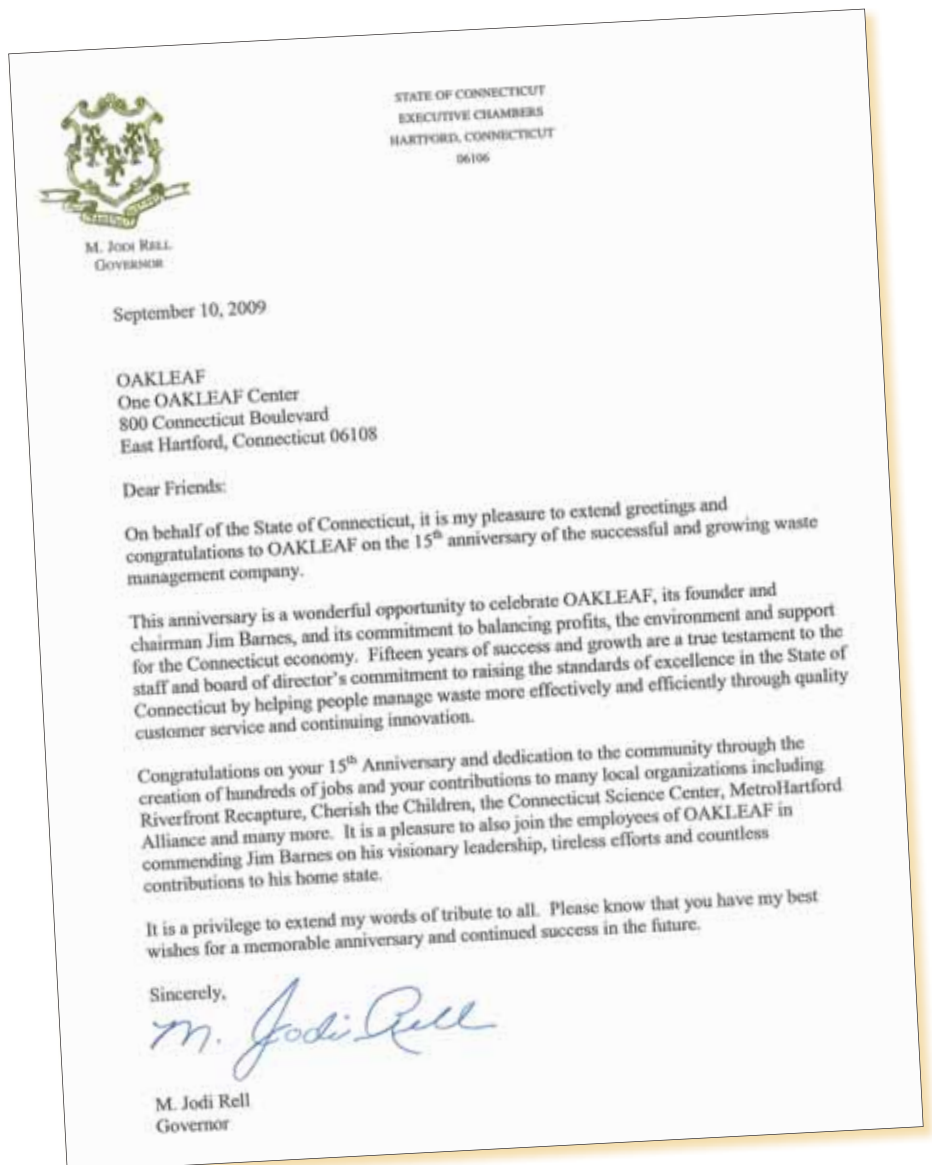
I have been part of OAKLEAF for several months now and I am thrilled to be celebrating the company's 15th Anniversary. When the company started in 1995, there were many people who thought a waste services company without trucks or landfills would never succeed. Yet here we are, 15 years later with big name clients such as Wal-Mart, Albertsons, PepsiCo., and Burger King. The company has grown to include four subsidiaries covering various service lines and markets.

As OAKLEAF continues to grow, it remains clear that the hard work and dedication of our employees drives our success. They are the voices on the other end of the phone when our customers call; they are the minds in the field designing solutions for our customers; they are OAKLEAF.

While many things have changed over the past 15 years, the core concept of our business hasn't. We design and manage waste solutions for our customers that both lower their cost and their environmental impact. We were thinking green before it became fashionable.

I feel privileged to be part of this organization and look forward to many more success stories in the years ahead. ◆

Steve Preston,
President & Chief Executive Officer



Chief Sales Officer

Focused on growing Market Share

Fifteen years in business is a noteworthy accomplishment in and of itself, but OAKLEAF is far from content to simply applaud its past successes. The company has positioned itself for even greater growth, which is evident by the organization's new hire: John LaMancuso.

Previously the Senior Vice President of Sales within the major accounts division of Automatic Data Processing Inc. (ADP), LaMancuso joined the OAKLEAF team as the new Chief Sales Officer in July.

He brings with him an impressive track record — under his leadership, ADP's sales grew by 50 percent and the company's market share grew by 10 percent. He'll have a similar responsibility going forward at OAKLEAF, as he'll manage a sales force of 60 associates and will look to increase

sales and market value for the company's largest unit, the waste logistics and recycling division.

Raised in Jamestown, N.Y., LaMancuso, who graduated from the University of Buffalo, says he's no stranger to getting a fresh start with a different position at a new company. Similar promotions and lateral movements have taken him up and down the East Coast for his entire career.

When it gets a bit too overwhelming — and LaMancuso will be the first to tell you that it does — he looks to recharge by reverting back to his small-town roots.

"I am a very competitive person and come from a family of overachievers," he says. "My hometown and extended family offer a much welcomed break for me. It is here that I connect with the people who are



my mentors. I get to slow down and yet, it's a place where I get charged up again. In an odd way, growing up in a small town was also a great motivator for me to succeed because of the level of expectation that came from a population you know almost in its entirety."

The feeling of familiarity that comforts LaMancuso on trips back to Jamestown is the same one that attracted him to OAKLEAF. Though the markets are very different, he sees a number of similarities between the two companies, and that feeling of familiarity cannot be underestimated since LaMancuso had spent a quarter of a century at ADP.

"The models are similar, though their industries are different," he says. "They are both service organizations, which was very important to me. They approach their clients in the same manner and have been very successful at it. They both found the connection between how we, as the service provider, can make a business better by implementing our solutions to help the companies achieve their goals. I am excited about using this model in an industry where the market is moving toward us."

As the realization has grown that corporate conservation is necessary — and can be profitable — OAKLEAF has experienced a boon of new business. That is what LaMancuso means when he talks of the mar-

// CONTINUED ON PAGE 7



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A Life Of Leadership

Creating the vision for OAKLEAF

The story that Jim Barnes will tell of his company's founding and its steady rise in the waste and recycling services industry is one that revolves around a keen eye for business development; a competitive, entrepreneurial spirit and a determination and dedication to work harder and longer than all of your competitors.

It may look easy now, given that the company serves corporations of all sizes at over 100,000 locations across the country and boasts a revenue line that has surpassed half a billion dollars, but the road Barnes took to get here wasn't without its difficulties and by no means was it devoid of challenging and uncertain decisions.

OAKLEAF's founder and chairman of the board, credits an internship with one of New England's most successful businessmen as the origin of his own career as an entrepreneur. While attending Marist College in Poughkeepsie, N.Y. — where he earned a Bachelor's of Science degree in business administration — Barnes interned at A-Copy America, an independent office equipment distributor founded by Herb Chambers. Chambers, as most New Englanders know, later went on to establish himself as one of the region's premier automotive retailers.

Through that internship, Barnes was a regular fixture in the company's sales meetings and soon found himself on the streets selling office equipment door-to-door. The 47-year-old Barnes says it was then that he learned what it takes to be an entrepreneur, how to drive business, how to incent customers, the art of negotiating deals and the best way to service clients.

"The sales principles I learned at A-Copy are ones I use today," he says. "It was a great experience for me — the training, the exposure to great sales leadership and teamwork. I saw how one person and a great team could motivate people around a common purpose and get them to act on both sides of the table."

With a bevy of business lessons bestowed

from Chambers in his mind and a diploma from Marist in his back pocket, Barnes struck out to make his own mark and looked to carve out a niche for himself in Hartford, Conn.'s real estate market. Before long he had established himself as the director of marketing for Coldwell Banker and, with the help of a friend and business partner, began buying and restoring residential properties.

The purchase of a 30-unit development in downtown Hartford would be his last, however, as Barnes began to feel a weakening of the area's real estate market taking shape. His life as a businessman was at a crossroads. Knowing that a resurgence of the local real estate market was a long ways off, Barnes accepted a position as a sales manager at a local waste removal



company.

There at the company, Barnes sharpened his keen negotiating and salesmanship skills and also learned the ins and outs of

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the waste and recycling services industry. It wasn't too long before Texas-based Waste Management Inc. — an enterprise looking to expand its already growing national presence — acquired the company. While working at the trash hauling company Barnes also had the opportunity to work with his uncle, Joseph Ravalese Jr., for nearly 5 years. This period of mentoring proved to be invaluable. Ravalese instilled a keen focus on customer service and making client relationships long lasting. With assuring statements to customers like "my word is my bond" and "we do what we say we're going to do," the company and its associates delivered on these promises with a discipline. These basic but core principles set the foundation for OAKLEAF's customer focused business.

As the popular adage goes, with great change comes great opportunity, and out of that acquisition Barnes garnered the opportunity to travel the country and see how other players in the waste and recycling services industry conducted business. Years later, with the knowledge of

those management styles and operational models in hand, Barnes launched his own company, OAKLEAF, in 1995.

To be sure, Barnes' business model needed to be unlike that of any other waste and recycling services company. Established

the customer transaction, which would include billing, customer care, dispatch and technical assistance, among others. This unique business model would provide route density that is advantageous to both customers and vendors and would allow

**"When it comes right down to it,
it's all about servicing the customer.
The one who does it best, wins."**

— Jim Barnes, chairman of the board

as an asset-light business, OAKLEAF would not own trucks for hauling or landfills for dumping. Instead, the company would succeed by serving customers through a network of 5,500 vendors across the country.

Through its headquarters in East Hartford, OAKLEAF would centralize and assume responsibility for all facets of

customers to receive more efficient service, while reducing the vendor's operational costs and maximizing its profitability.

"When it comes right down to it, it's all about servicing the customer," Barnes says. "The one who does it best, wins. When you have the best people and a business model that rewards superior service, you stand a good chance at succeeding."

And succeed the company has. Within the past three years, OAKLEAF completed six add-on acquisitions and since 2001, Inc. Magazine has recognized the company on its 5,000 List and its Inner City 100 List a total of nine times.

Having achieved significant growth over a multi-year period at OAKLEAF, Barnes began considering a career change as well as plans for management change at OAKLEAF. Barnes recently relinquished his position as president and CEO to Steve Preston, the former Secretary of U.S. Housing and Urban Development. Preston will now hold the reins for all operational duties while Barnes, in his new role as Chairman of the Board, will pursue new strategic acquisitions and opportunities to further grow the company.

It all comes back to his belief that only hard work and ambitious dreams can lead to success. He credits learning from past mentors and business experiences—both good and bad — for his current success, but acknowledges that every new venture with the company is a product of careful planning.

"We've been building for this next step for some time," he says. ◆

Congratulations!



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OAKLEAF'S FIRST EMPLOYEE,
CHRISTINE TRUDON

// CONTINUED FROM PAGE 4

ket moving toward them. But the company forecasts added help at the federal level. LaMancuso says that impending government regulation determining new ways that waste must be recycled, stored moved and eliminated will increase the number of companies in need of OAKLEAF's services and will open new doors for the company.

At the moment, the company's existing customers are taking advantage of OAKLEAF's partnerships and existing services, but LaMancuso says new growth opportunities — and a new collection of services — are on the way.

"We have evolved from a company that once primarily managed outsourced waste haulers to a strategic and consultative service provider that helps clients reduce their waste footprint, move it (waste) more economically, and achieve real waste management cost savings," he says. "It's an

approach that employs waste assessment and analysis and uses increased recycling and other environment friendly processes. It gets us closer to our goal of zero waste to landfill and presents a real growth opportunity for us."

Another factor that's leading to growth is the specific message that the company is sending to its customers. Looking at it from more than just an eco-friendly perspective, OAKLEAF is also opening its customers' eyes to the way recycling and the reduction of waste materials can bring in additional cash flow.

"We're becoming far more the educator to our clients by advising them to look at the waste they generate as an asset, with real revenue generating opportunities," he says. "When you do that, you've shifted the model. Now, as a customer, you say, 'wow, what I'm throwing away could actually move my bottom line instead of deteriorating it.' We've absolutely changed

the dynamics of how they look at waste."

Surprisingly, LaMancuso says that the United States has only scratched the surface of the types of materials that can be recycled and that the industry is primed for a company to create a commodity-like brokerage role that moves recyclable materials and offers exchange agent services.

"The team is working hard to execute new initiatives and offer new waste solutions to grow our market share," he says. "At the same time, however, we are working equally hard to ensure we continue to provide excellent service to our existing customers."

Ultimately, he says that customer service is a byproduct of OAKLEAF's leadership team and its impact on the rest of the company's workforce.

"Employees should feel good about the leadership they have here," he says, "and it's our job to keep them inspired." ♦

CLIENT SERVICE MANAGERS,
GREG BROWN, JENNIFER PENDLETON,
CHARLES BRUTTOMESSO,
RON TAYLOR AND MARIANO NOESI.



THE HOME DEPOT DUMPSTER RENTAL EMPLOYEES,
JESENIA FUSTER AND JOHN APREA.



MARC OKRANT AND
REGGIE BELIZAIRE.



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OAKLEAF Waste Management and The Home Depot®, through an agreement created in 2006, have been offering customers the ability to rent dumpsters for construction, remodeling and home and commercial clean up use.

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Through a nationwide network of partners, OAKLEAF is able to serve its growing customer base efficiently and effectively, providing innovative sustainable waste

and recycling solutions while delivering increased cost savings through OAKLEAF's volume driven economies. ◆



TESTIMONIALS // Art Hurley & Eric Ballance

In 1995, Jim Barnes pitched his business during a time I was encountering service issues with a multitude of other vendors at several of the more than 100 Xtra Mart locations throughout New England I was then handling. His concept was sound. His ability to deliver better pricing by concentrating on serving large numbers of customers in dense, highly concentrated areas never failed to beat his competitors' bids.

We've remained a customer ever since because of OAKLEAF's excellent service and commitment to things that are important to Xtra Mart. From fair pricing, to one bill for all our locations, to excellent treatment by their customer service personnel, we've always been treated courteously, fair and professionally.

Best wishes on fifteen years of excellent service. We look forward to many more years of working with you. ◆

— **Art Hurley,**
*Training Consultant,
Xtra Mart Convenience Stores
(former Xtra Mart Environmental
Compliance project manager)*

We were with another company prior to joining with OAKLEAF. It was quite noticeable that they stood out from the competition — not only in pricing, but also in the array of resources available and what OAKLEAF does for us in terms of greater cost efficiencies. They are very responsive to our needs, and our customer service representative is awesome! Through Right-Sizing and related programs, we feel that we're getting quality services and not over-paying for what we need. ◆

— **Eric Ballance,**
*Sr. Director of Operations,
Arby's Restaurant Group*



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A Tale Of Tomorrows

Waste Elimination

The philosophy of conservation and recycling is far from revolutionary.

During the 1940s, each country involved in World War II urged its citizens to conserve and donate metals to the patriotic cause. Three decades later during a national energy crisis, the United States saw popularity for recycling grow as energy costs continued to skyrocket. And in the 1990s, a barge hauling garbage out of New York eventually was forced to return to port to incinerate its cargo (after the cargo was refused at all other ports), sparking a renewed frenzy of pro-recycling campaigns.

One thing is clear: the recycling movement has remained anything but stagnant. Over the years, as the evolution of the waste and recycling services industry has persevered, it has required the major corporate players within the industry to evolve, as well.

OAKLEAF has remained at the forefront of that evolution, and as the company today looks toward the future, it already is making radical changes to its business strategy. To say that the company is thinking outside the box is a major understatement.

While it may seem counterintuitive, OAKLEAF, which relies on a national network of customers in need of waste and recycling services, is advising those same customers on how to self-regulate the amount of waste they produce.

How can a company that relies on a steady existence of waste and recyclable materials expect to survive if it is working to reduce the amount of that material you ask?

According to Steve Preston, the company's new president and CEO, the global shift in perspective rewards those who are committed more toward environmental stewardship than to a profit margin based on outdated behaviors and modes of thought. That is why the company is taking

on a consulting role and advising customers how to best reduce, reuse and recycle their waste.

"By doing so, and through a smarter procurement of services, customers will reduce their waste stream, their environmental footprint and, ultimately, the amount of money they spend on managing their waste," he says.



But OAKLEAF is doing more than just offering additional consultative services. In addition to supporting new technologies that strive for environmentally friendly solutions, the company is also exploring untraditional ways to reduce and recycle industrial and commercial materials. For OAKLEAF's large, food-generating clients, the company plans to increase its composting services, which would decrease the amount of waste that those businesses produce.

The company also has emerged as the country's first corporation to focus on developing nationwide strategies to eliminate the need for landfills. In other parts of the world, specifically in Europe, many countries with a scarcity of land have worked to reach a similar goal. OAKLEAF, with an assembled team dedicated solely to this initiative, is using its prior experience in waste diversion and recycling and a strong network of subsidiary companies to find a way to that end, as well.

When it comes down to it, the company says that it really sees itself as a corporate educator.

"We are becoming much more of a strategic consultative partner to our clients and prospects by educating them and helping them view the waste they generate as an asset," says John LaMancuso, the company's new chief sales officer. "If they begin to look at waste as a potential revenue generator through many of the services and practices we recommend, their entire economic model changes. This is increasingly the direction we are heading as we evolve our brand."

By continuing to evolve the company and by providing its customers with new ways to reduce waste or turn that waste into a revenue-generating asset, OAKLEAF's management team knows it will maintain and grow its customer base. And, at the end of the day, it's a growing customer base that will ensure the company's future success.

"It all comes down to service," says OAKLEAF founder Jim Barnes. "If we can continue to offer customers exceptional service, we are going to hold on to our customers and grow our business. We've grown at lightning speed and I believe our growth projection is clearly achievable. I don't see anyone coming close to matching what we offer." ◆

A Legacy Of Service & Innovation

Jim Barnes had been working as a sales manager for a local Connecticut waste management company since 1995 when he launched OAKLEAF. His daily drive to work took him to a 10 ft. x 10 ft. office he leased in an old horse barn on the grounds of a riding stable in Southington, Connecticut. With the help of a single employee, who split her day working for the stables' owner — and who is still a key OAKLEAF staff member — Barnes pitched his services and called on prospects day and night. In the process, he devised a new industry model for success.

The new business model was an asset-light waste and recycling services company with no need for trucks, or landfills. Instead, by contracting with local trash haulers and employing a green approach to waste, Barnes would show his customers how they could reduce their waste stream and even turn a profit by doing business with him. The old model of pricing customers based on trash tonnage and trips to the landfill was scrapped. Instead, OAKLEAF would help companies analyze their refuse production, determine recyclable and resalable contents, reduce their trash load and ultimately, reduce their costs, identifying new revenue streams in the process.

Far from simply brokering relationships between haulers and customers, Barnes' vision was for OAKLEAF to be a one-stop shop for all of his customers' waste pro-



JIM BARNES STARTED OAKLEAF IN A 10 FT. X 10 FT. OFFICE, WITHIN THIS OLD HORSE BARN.

cessing and recycling needs. Under this model, OAKLEAF would be the single point of contact throughout the entire transaction. For OAKLEAF's customers, this ensured that OAKLEAF would remain close, continually seeking ways to add value to their services. OAKLEAF would handle customer and vendor billing, service questions, communications between customers and local haulers and more. The result has meant tremendous cost savings, too, for local haulers by greatly reducing their need to staff and operate billing departments, call centers, and other administrative-laden

tasks, and allows them to focus on what they do best. Haulers also benefit by leveraging OAKLEAF's economies to take advantage of the company's ability to purchase supplies in bulk, for example, fuel supplies for vehicles, dumpsters and more.

For OAKLEAF, over the years it has meant staffing up to handle growth from customer service needs and vendor relationships. In 2007, OAKLEAF was recognized for job creation in Connecticut, at times, leading the state in overall employee growth and finishing the year with a 24% increase in its employee count. It has meant investing

1995

- Jim Barnes founds OAKLEAF. Company opens for business in a 10' x 10' office located in a barn on a horse riding stable ranch in Southington, Connecticut.

1996

- Company relocates to offices in Middlefield, Connecticut as business expands.

2003

- OAKLEAF sells 80% stake in company to Charterhouse Group, Inc. a small-cap private equity firm.

2004

- OAKLEAF acquires Wasteless Environmental Services, a Canada-based company that provides integrated waste management and recycling services to Canadian business and industry.

2005

- OAKLEAF acquires V Florida-based nationwide recycling company providing door collection services week to apartments, other multi-family housing.

- OAKLEAF acquires I provider of comprehensive recycling services to municipalities.

Extending A Helping Hand



TEAM OAKLEAF AT THE JDRF WALK-A-THON.

As OAKLEAF grows, reaching far beyond its Connecticut roots, it remains a committed corporate neighbor to organizations large and small in the communities it serves. In 2008, contributions totaled more than \$100,000.

Close to home in Connecticut, OAKLEAF is long time supporter of the Juvenile Diabetes Research Foundation (JDRF), raising money each year to help find a cure. In a recent annual JDRF walk-a-thon held in OAKLEAF's East Hartford hometown, the company raised more than \$6,000. OAKLEAF is a major sponsor of Cherish The Children, an organization that provides assistance to children who cannot attain funding from traditional sources. It is one of the largest sponsors of Hartford's Riverfront Recapture initiative, an urban redevelopment plan designed to reconnect Hartford area communities with riverfront access through an appealing combination of arts, natural, civic and commercial attractions.

Additionally, OAKLEAF is a supporter of Habitat for Humanity, the March of Dimes, and the Jennifer Creed Foundation which supports families of children suffering from cancer and birth defects.

OAKLEAF has been honored for its involvement and contributions in making cities more livable environments. It has been recognized seven times by the Initiative for a Competitive Inner City and is included regularly among Inc. Magazine's Inner City 100. ◆

more than \$25 million to develop and maintain a state-of-the art customer call center with backroom technology that ensures quick and seamless electronic-only transactions, on-line customer service and paperless billing statements, 24-7 call coverage and technical assistance for customers and vendors.

This was the business model Barnes had in mind as he launched his enterprise in 1995. Before OAKLEAF's first year was out, the company had signed up its first customers, moved to a new location in Middlefield, Connecticut and had begun to hire new employees. OAKLEAF's first customer was Xtramart convenience stores, a customer who has remained with him ever since. Contracts with K-Mart stores and others, attracted by this new way of doing business, followed.

By 2000, OAKLEAF had just under 100 employees and was growing rapidly to serve an expanding customer base. In 2003, the company moved into its current, leased office space, occupying 43,500 square feet on several floors of a commercial building overlooking the Connecticut River in East Hartford, Connecticut.

By the new millennium, OAKLEAF was experiencing growing pains encountered by most successful entrepreneurial enterprises. The company began implementing a multi-year plan designed to grow the company's national presence. Barnes and his senior team made a strategic decision to seek needed operational expertise and capital partners to enable OAKLEAF to reach this next level.

In 2003, OAKLEAF sold an 80% equity

interest to Charter House Group, Inc. a small-cap private equity firm with more than three decades of success in building mid-market sized companies. The infusion of capital allowed OAKLEAF, in quick succession over the next two years, to acquire several waste and recycling service providers from around the country and in Canada that matched its strategic plan and outsourcing business model.

In 2004, OAKLEAF acquired Greenleaf Compaction, a Phoenix, Arizona-based nationwide provider of waste compaction and recycling rental equipment. Greenleaf enables OAKLEAF to rent stationary trash compactors, containers, balers and other waste logistical and recycling equipment to commercial customers and haulers.

Later that year, OAKLEAF acquired Wasteless Environmental Services, Canada's largest full service waste brokerage and waste reduction company. This acquisition strengthened OAKLEAF's ability to conduct waste audits and perform waste management consulting and recycling services nationwide and allowed a strategic expansion into an underserved Canadian market.

In 2005, OAKLEAF acquired Valet Waste, a Florida-based nationwide trash and recycling company that provides door-to-door collection and recycling services five nights a week to 300,000 apartments, condominiums and other multi-family housing units in California, Texas, Florida, Georgia, Alabama and Maryland. By supplying compactors provided by Greenleaf, Valet Waste provides a turnkey

// CONTINUED ON PAGE 12

Valet Waste a provide trash and recycling services five nights a week to 300,000 apartments and condominiums and other multi-family housing units.

- New Mountain Capital, LLC, aggregate assets under management totaling more than \$8.5 billion, purchases Charterhouse Group's 80% stake in OAKLEAF.

- OAKLEAF nears \$600 million in revenue.
- Steve Preston is appointed OAKLEAF's new president and CEO, succeeding Jim Barnes who assumes role as OAKLEAF's chairman of the board.

2007

EM, a nationwide comprehensive waste and recycling services and shopping

2009

- OAKLEAF is named by Inc. Magazine, as one of the fastest growing companies in the U.S. This marks the twelfth time since 2001 OAKLEAF has been recognized by Inc. Magazine and includes being named five times to the Inc. 500 List (now the Inc. 5000 List).

waste solution to property owners and management companies for their residents. Today, Valet Waste represents one of the fastest growing companies in the OAKLEAF family.

Also in 2005, OAKLEAF acquired IEM, a provider of comprehensive waste and recycling services to malls and shopping centers. IEM leverages the coverage and density of a vast network of independent waste haulers, material recovery facilities and other partners to service more than 500 malls and shopping centers throughout the United States.

Leveraging the synergies of OAKLEAF's subsidiaries, and a commitment to its enterprise model has spurred OAKLEAF's remarkable annual growth rate, now more than 20 percent, and yearly sales that exceed \$600 million. In 2007, Charterhouse Group sold its interest in OAKLEAF to New Mountain Capital, a \$8.5 billion private equity firm. The transaction ensures OAKLEAF has the capital resources to reach new levels of growth in the years ahead

with an eye toward eventually launching an initial public stock offering.

Over the past several years, OAKLEAF has steadily elected members from within and outside the industry to bolster its board of directors, and filled key operational positions with both industry and non-industry executives who have national experience. These individuals possess the strategic leadership experience, broad, national perspective and managerial know-how to drive the growth of the nation's fastest growing waste outsourcing company for years to come.

Most recently, Jim Barnes handed over his operational duties as OAKLEAF president and CEO to focus on strategic acquisition planning as chairman of OAKLEAF's board of directors.

Steve Preston, former Secretary of the U.S. Department of Housing and Urban Development and Administrator of the U.S. Small Business Administration under the Bush Administration, was appointed to succeed Barnes. Preston is also a former Chief Financial Officer and Executive Vice President of Strategic Services with

ServiceMaster. He is a highly regarded leader with demonstrated success in advancing business strategies, managing people and improving service quality and efficiency through improved business processes and technology.

Preston joins Jim Duffy, Executive Vice President and Chief Financial Officer, John LaMancuso, Chief Sales Officer as recent additions to OAKLEAF's senior leadership team.

Today, OAKLEAF provides waste and recycling services to more than 100,000 locations nationwide and in Canada, and remains the fastest growing waste outsourcing company in the United States. In 2008, the company earned \$595 million in revenues, representing a three year growth rate of 156.5%. Clients include Walmart, Sears/Kmart, General Electric, United Technologies, Camden Property Trust, CVS, P.F. Chang's, Pepsi, Target, and many more.

\$595 million

OAKLEAF earned in revenue in 2008.

OAKLEAF has been recognized twelve times since 2001 by Inc. Magazine, including being named five times to the Inc. 500 List (now the Inc. 5000 List), most recently in 2009, and has been recognized seven times by ICIC, the Initiative for a Competitive Inner City.

From its corporate offices in East Hartford, Connecticut through a network of 5,500 trash haulers, four subsidiary companies, and more than 600 employees, OAKLEAF is single-handedly changing the way business is done in the waste and recycling services industry. It is this kind of leadership and innovation that will drive future growth and continue to guide the company as it enters a new era. The vision that was launched from the walls of an old horse barn 15 years ago still resonates with employees and company leaders. The best is yet to come. ♦



Congratulations to **OAKLEAF Waste Management** on your 15th Anniversary!

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STEVE PRESTON

Title: President and CEO
(Appointed June, 2009)

Age: 49

Married, 5 children

Hometown: Farmington, CT

Education: Northwestern University, Bachelor of Arts; University of Chicago Graduate School of Business, MBA

Career:

- Secretary, U.S. Department of Housing and Urban Development (2008-09)
- Administrator, U.S. Small Business Administration (2006-2008)

- Service Master Company, Executive Vice President and CFO (1997-2006)
- First Data Corp., Sr. Vice President and Treasurer (1993-1997)
- Lehman Bros., Sr. Vice President, Investment Banking (1985- 1993)

At a weekly round table meeting with employees a few weeks after starting as OAKLEAF's new president and CEO, Steve Preston fielded a question one employee raised about a desire for more lateral career opportunities at the company. The next day, the policy was improved and processes were created to encourage greater mobility and job opportunities.

Steve Preston is a leader with a passion for service and for responding quickly to situations to ensure that service quality is continuously improving — whether it's responding to employee interests or making broad institutional changes to improve processes and service for customers on the receiving end.

Preston's public service and corporate experience gives OAKLEAF the national strategic perspective and leadership skills to drive the company's future. The man who was brought in by President Bush in 2006 to head the U.S. Small Business Administration to fix a system that would speed loans and recovery to victims of Hurricane Katrina, who would later head the U.S. Department of Housing and Urban Development during a time of unprecedented turmoil in the housing market, is the same man today who stays close to OAKLEAF's customers by fielding customer calls, visiting customer locations and planning OAKLEAF's future.

His philosophy is simple, he says: "I need to serve my employees with excellence so they can serve our customers with excellence."

Preston sat down recently to talk about his commitment to OAKLEAF, his business philosophies and plans for the company.

HOW HAS PUBLIC SERVICE HELP PREPARE YOU TO LEAD OAKLEAF?



First, I led two large federal agencies that were both service organizations. I had to serve customers under very stressful circumstances and in a restricted, regulated federal environment. In both cases, I was a new leader coming in during a time of great need and turmoil, so it sharpened my leadership transition and change management skills.

It also gave me a significant understanding of legislative and regulatory processes. At OAKLEAF, we're in an industry in which local, state and national lawmakers and regulators are taking a more active role regulating how people and companies handle, dispose of or recycle their waste. We will be more effective in delivering solutions to our customers by understanding the external environment in which they operate and providing solutions that are responsive to those issues.

So, my public service, as well as my previous private sector experience helps me understand the business from many different

perspectives, including the value proposition to our customer, how we deliver that value and what that implies for our strategic objectives.

HOW WOULD YOU COMPARE YOUR LEADERSHIP STYLE WITH YOUR MANAGEMENT STYLE?

I believe people want to be a part of something great. I try and show them that they are part of something great and help them understand how they contribute to our broader objectives. It energizes them when they understand how they fit into the bigger picture.

When it comes to management, I expect full alignment around our company vision, values, and goals. I am a hands-on manager and I try to use management situations to model leadership and engage others so they have a stake in the outcome. I expect a high degree of accountability around specific objectives that we have in place to support our vision. I spend a lot more time at the ground level than at the 30,000 foot level because the details matter.

HOW DO YOU MANAGE TO STAY CLOSE TO EMPLOYEES AND CUSTOMERS?

I go out on customer calls. While it is good for our customers to spend time with the CEO, it is even more critical for me to hear what our customers are saying — what they are looking for in our relationship and how well we are meeting their needs. It's good for employees to see that I'm engaged and an active member of the team.

I also hold regularly scheduled round table meetings with front line employees.

// CONTINUED ON PAGE 14

This allows me to hear, unfiltered, what is on the minds of our employees, and it gives me an opportunity to make sure that leadership messages are resonating in ways that they can connect with in their daily work lives. I have already made two or three leadership decisions based simply on input I have received from front line employees. I get a tremendous amount of energy spending time with our people who pick up the phone and are in front of our customers day in and day out.

I encourage employees to email me and I have even kicked off an employee blog. No one has taken the gloves off yet...I must still be in the honeymoon phase! However, I have received lots of encouragement, kind words, and good practical suggestions.

WHAT BEST DESCRIBES YOUR BUSINESS PHILOSOPHY?

To me, it's all about service. I love being a part of an organization whose mission is to help other people in some way.

I think my view on service was borne out

of my time at ServiceMaster; a company that once had 75,000 employees that performed many basic services like cleaning and lawn care. At the core of their business philosophy was a fundamental belief that everyone, no matter what their role,

“To me, it’s all about service. I love being a part of an organization whose mission is to help other people in some way.”

deserves respect. Everyone deserves dignity in the job they do. Here at OAKLEAF, many of our employees perform clerical roles and we deal with people who, among other things, collect trash. Doing that with excellence has great value for our customers.

If I serve people with excellence — treating them respectfully and providing them with the tools, training, opportunities and compensation they deserve — then they will serve our customers with excellence and we all win.

My competitiveness drives me toward excellence. It drives me to look at every point in our process, every point in our value proposition, every point in our service mix and question how we can make it better, more efficient, more effective.

WHAT MAKES THE OAKLEAF MODEL SO EFFECTIVE?

Our business model allows us to align our service offerings with our customers’ objectives more effectively than a traditional waste service provider. We work with our customers to design a service that meets their cost, quality and sustainability objectives. Then we work with third parties to deliver that service. We don’t own anything except our intellectual capital. It allows us to move in a much more nimble and cost effective way for our customers. For instance, if regulations further restrict what you can put in a landfill, we can deliver their solutions. We have in place partnerships that can make that happen quickly.

Our differentiator is that we are able to offer virtually any disposal or recycling alternative to the customer if it exists in relatively close proximity. That might mean that grocery stores expand their ability to compost food waste; or that significant generators of plastic, metal or paper waste take advantage of recycling solutions.

IN WHAT DIRECTION DO YOU SEE THE WASTE INDUSTRY HEADING?

There are many forces at work changing the industry today; a greater overall public awareness of the need to take better care of our environment; the increasing involvement of regulators and legislators making sure this happens; and the need for businesses to drive down their costs for competitive reasons. Due to our business model, OAKLEAF is best positioned to work with these often competing interests and provide the most effective business and environmentally friendly waste solutions.

Our industry is in an era of reduce, reuse

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**Jim Duffy, Chief Financial Officer
OAKLEAF**



and recycle. By reduce, we mean do not generate the waste to begin with. Reuse is a practice designed to get waste generators, for example — retailers with plastic hangers or wood pallets used for shipping and storing inventory — to examine how they can reuse their supplies or convert them back into beneficial-use products.

OAKLEAF is one hundred percent aligned with our customers to better manage their waste in ways that meet their environmental objectives and reduce their costs.

AS THIS INDUSTRY CHANGES, HOW DO YOU SEE OAKLEAF ADJUSTING TO IT IN THE NEXT FEW YEARS?

First, we will continue to excel in what we do today. We will improve our technology sophistication and become more efficient in how we serve and support our customers. Increasingly, we will help our customers implement green solutions to manage their waste. We will show them how they can divert as much waste as possible from landfills, and reduce their waste stream through recycling, composting and other eco-friendly approaches simply by optimizing our services. We will also help them reduce their cost structure through smarter, more efficient procurement of services and by leveraging our economies.

We have an opportunity to take on a greater consultative role to help people and businesses make the right decisions for sustainable waste policies that will be felt for generations to come.

WHAT CHIEF GOALS DO YOU HAVE FOR OAKLEAF?

First, we need to be excellent in the delivery of our services every day. We need to provide our customers with timely, high

quality service at a competitive price. Second, we need to continue to expand our ability to help American corporations move to greener solutions for their waste, whether it be in reducing their production of waste, reusing or recycling what they generate, or disposing of it in a way that minimizes the negative impact on the earth. We need to help our customers measure the outcomes in a way that helps them communicate the progress they are making to an engaged public. Finally, we need to ensure that our employees have the training, tools and support to make it all happen.

WHAT SHOULD EMPLOYEES BE EXPECTING FROM THEIR NEW PRESIDENT?

They deserve a committed leader who cares about their professional development and their ability to serve our customers. They also deserve a leader who will listen to them and take action based on what they hear. Our employees are the best source of advice I have on how to run this company. We are a company that is on the move and is growing fast, so we ask a lot of our em-

ployees. I am very thankful for the employees we have and for their commitment to our customers.

BETWEEN WORK AND YOUR LARGE FAMILY, IF YOU EVER MANAGE TO FIND THE TIME, WHAT DO YOU DO TO RELAX?

Well, I love spending time with my wife and children, first and foremost, whether it is going to one of their school or extracurricular events or just being together at home. I am also an avid cyclist, so I am learning the roads and trails in the area. Sometimes, I take to the trail a bit too aggressively and recently lost a painful battle with a bed of large rocks in the West Hartford Reservoir. I also ran triathlons before my public service and would like to get back into training for races by next summer.

However, at my core, it is my faith that keeps me grounded. It is the foundation of who I am and what drives me as a business leader, a father, and a person. I do not always demonstrate it the way I would like, but it is the most important thing in life to me. ♦



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PROFILE // Greenleaf Compaction - Waste & Recycling Equipment

Greenleaf Compaction is a provider of waste compaction and recycling equipment to commercial businesses and waste haulers nationwide. Customers include resorts, hotels, restaurants, office buildings, malls and shopping centers, theme parks, residential locations, and recycling and environmental facilities, and more. It is the largest compactor rental company in the United States.

Greenleaf provides service through comprehensive rental, leasing and maintenance programs, and equips its customers with stationary compactors, balers, containers, recycling equipment and other waste equipment tailored to customers' individual needs.

Headquartered in Phoenix, Arizona, Greenleaf was founded in 1990, by Michael A. Macera, who led the company as president until 2008, and who has more than 40 years of waste industry experience. In 2004, OAKLEAF acquired Greenleaf, in a transaction that enabled the company to provide "turn-key" waste and recycling

services to large, multi-location customers.

Douglas Morrison succeeded Macera as Greenleaf president in 2008. He joined Greenleaf in 2000, after more than 20 years in the financial and construction industries. Macera continues to serve as an important part of Greenleaf's senior executive advisory team.

Greenleaf's continued growth is rooted in Macera's deep industry experience and tradition of providing excellent customer service. His career began in 1966, when he launched Macera Disposal Company with only a single truck. By 1987, through two decades of strategic growth and acquisitions, Macera was realizing annual revenues of \$18 million.

Macera sold his company that year, relocating to Arizona. In between, in 1980, he founded Olympic Compact Rentals, a company he operated until he sold his interest in 1990. This led him to found Greenleaf, now the nation's largest compactor rental company. Douglas Morrison will continue to lead the company



Headquarters:
4001 North 3rd Street
Phoenix, Arizona 85012

Senior Executive:
Douglas Morrison, president

Contact Info:
800-932-7718
www.greenleafcompaction.com

into a new era following Macera's tradition of service excellence. As a consultant, Macera will continue to play an integral role in Greenleaf's future. Visit Greenleaf Compaction at www.greenleafcompaction.com. ◆



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IEM provides uniquely designed waste and recycling services to shopping centers and malls throughout the United States by leveraging an unmatched network of independent waste haulers, material recovery facilities and other business partners from across the country. It is the largest waste and recycling service provider in North America, in the commercial real estate industry.

Founded in 1992, IEM manages more than 450 locations nationwide, providing comprehensive waste logistics and sustainability solutions to shopping centers and mall owners and developers. Optimizing and managing the resource partnerships and economies made possible through OAKLEAF's family of companies, IEM understands the unique needs of mall and shopping centers and delivers financial and environmental balance to its customers' diverse needs.

At the core of IEM's mission is the reason the company was founded — to

help mall and shopping center owners provide superior service to their tenants by delivering leading edge waste reduction programs.

Utilizing the same asset light business model as OAKLEAF, IEM does not own trucks or landfills. It relies on its network of waste haulers, diversion and supply chain sustainability experts to serve its customers, while drawing on OAKLEAF's economies to provide value added services at low cost.

IEM is at the forefront of implementing creative sustainability solutions for its customers. The company's business model focuses on diverting waste and protecting the environment. The goal is to help customers reach zero waste to landfill and offset their waste costs by driving savings through recycling and innovative environmentally-friendly solutions, such as composting, that create new revenue streams.

It's a formula that works, and has resulted in a 30 percent annual growth rate and



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Senior Executive:
Craig Melton, COO

Contact Info:
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PROFILE // Valet Waste - Waste & Recycling Resources for Multifamily Communities

Valet Waste is the nation's largest provider of five nights a week, door-to-door trash collection and recycling services to multi-family housing communities. The company was founded by Michael Ferris in 1995. For two years, prior to identifying and launching Valet's unique niche service, he founded and operated Ferris Recovery, a successful, traditional waste removal enterprise.

In 2006, OAKLEAF acquired Valet Waste. Since then, Valet Waste has combined its business model and service footprint with the synergies Greenleaf Compaction to offer customers a true turn-key solution to their waste needs. In the process, Valet Waste has grown from servicing more than 40,000 units in Florida, Georgia and Alabama, to servicing more than 200,000 units in 18 states coast to coast, and the District of Columbia.



Headquarters:
601 N. Ashley Drive, 7th Floor
Tampa, Florida 33602

Senior Executive:
Michael Ferris, president & CEO

Contact Info:
877-574-2587
www.valetwaste.com

The key to Valet's success is its ability to offer property managers and multi-

family housing communities a wide range of services ranging from five night a week doorstep trash pick-up, to providing dumpsters, compactors and recycling services and more. Traditional recycling often presents difficulties to these communities because of material contamination and low participation rates. Valet's services are designed to overcome these obstacles for property managers and residents.

Through careful analysis of customers' needs and an ability to draw on economies made possible through its powerful network of resources, Valet Waste provides customers with superior waste and recycling services while driving down costs. Its turn-key approach means Valet Waste provides the most thorough and efficient services at the lowest possible costs. To learn more, visit Valet Waste at www.valetwaste.com. ♦

PROFILE // WasteLess Environment - Waste & Recycling Resources for Canada

WasteLess Environmental Services is the largest waste and recycling service provider in Canada. It is led by President Don Lyster, who joined the company in 2002. Lyster possesses more than 20 years of senior management experience in the waste, technology and real estate industries. Founded in 1992, by Paul Thiessen, WasteLess conducts waste audits and provides waste consulting services, in addition to outsourced waste hauling services and equipment leasing to 300 customers across Canada. Today, Thiessen serves WasteLess in a senior advisory leadership capacity.

OAKLEAF acquired WasteLess Environmental in 2004 to expand its footprint into the underserved Canadian market. Combining the strengths of both companies enabled their waste auditing and consulting



Headquarters:
700 6th Avenue, SW
Suite 1600
Calgary, Alberta, Canada

Senior Executive:
Don Lyster, president

Contact Info:
800-929-3867
www.wasteless.com

services to be rolled out more effectively and efficiently throughout North America. WasteLess has offices in Toronto, Vancouver, Calgary and Edmonton

WasteLess has been providing innovative and integrated waste and recycling solutions to many of Canada's leading industrial, retail, restaurant, property management companies for more than 17 years. Its management team has more than 235 years of combined industry experience and provides clients with unmatched resources to fiscally and environmentally manage their waste.

WasteLess' mission is to ensure clients reduce their waste stream through environmentally sound, cost effective means, while striving continuously to lower clients' operating costs. Log on to Wasteless at www.wasteless.com. ♦



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FAX: 860-290-1251

WWW.OAKLEAFWASTE.COM



GROUP PUBLISHER
Mark Murray

PROJECT MANAGER
Chris Juetten

MARKETING/SALES ASSOCIATE
Andrea Shamgochian

PRINCIPAL WRITERS
Kevin Moore and
Shaun Tolson

ART DIRECTOR
Kira Beaudoin

GRAPHIC DESIGNER
Julie Jepsen

PHOTOGRAPHER
Frederick Peck

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WBJ Custom Publishing Project Manager
at 508-755-8004 ext. 270 or
cjuetten@wbjournal.com

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