

## HEPACO Worker Wins CSXT Award

I am proud to announce that **Bob Baxter**, HEPACO's Emergency Response (ER) manager in Charlotte, was honored this year at the CSX Transportation (CSXT) Public Safety & Environment Safety Training and Technical Conference in Savannah. An important part of this event is the awards ceremony where CSXT, operator of one of the largest rail networks in the U.S., recognizes the best and brightest in terms of excellent service and professionalism.

Bob received the Field Service Award presented by Harry Hopes, CSXT's manager of hazardous material systems for North Carolina, South Carolina and north Georgia. I was personally very touched by Mr. Hopes' glowing description of Bob's excellent customer service and the great

*Continued on page 4*

### PRESIDENT'S COLUMN

## HEPACO Expands Locations, Services with IMS Acquisition

As part of our continuing effort to provide the highest quality emergency response and environmental remediation services within the markets we serve, HEPACO recently acquired the assets of IMS Environmental Services (IMS).

The Norfolk, VA-based company had been the dominant provider in the Mid-Atlantic region for more than 46 years.

This benefits our customers directly in three ways:

- **More locations**

We have added five former IMS offices – Norfolk, Chesapeake, Richmond, and Fredericksburg, VA; and Raleigh, NC

– to the HEPACO family. That brings to 20 the locations from which we can provide quality services to customers.

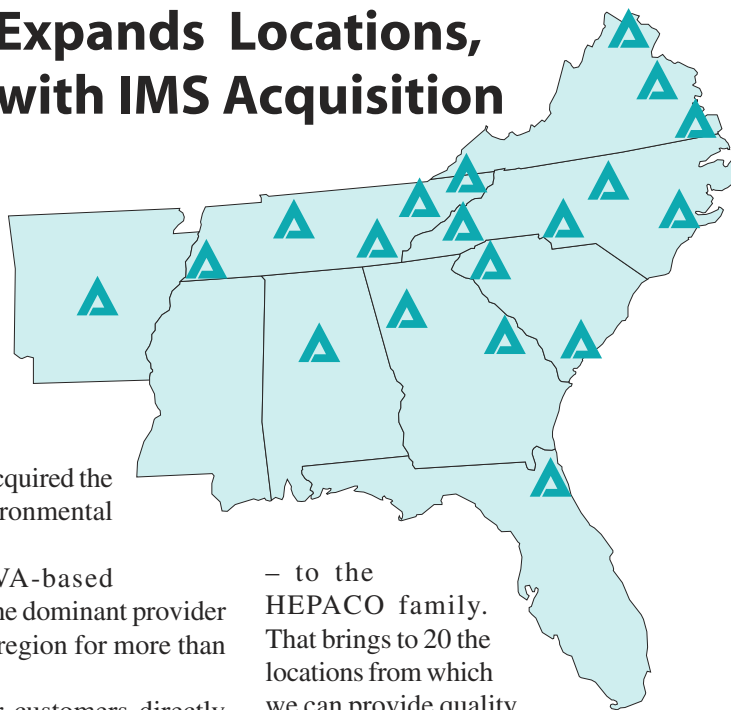
- **Larger service area**

With this expansion into the mid-Atlantic, HEPACO's footprint now extends to northern Virginia on the north, Florida on the south and across the Mississippi River to the west. We now have offices in or near 14 states.

- **Additional staff and services**

With the acquisition of IMS, we now offer our clients additional professional, industrial cleaning and maintenance services. New HEPACO services include environmental site assessments and shipboard tank cleaning. Our staff now includes geologists and environmental scientists, who are available to assist with all of your project needs. While we have offered waste disposal services for some time, we now have our own facility for waste disposal.

"Our acquisition of IMS creates a powerful organization that will be positioned to better service the clients of each organization as we move forward," said **Ron L. Horton, Sr.**, president of HEPACO. "Clearly, there is no organization out there that can match the strength, experience, expertise and know-how of this team." ▲



## HEPACO Mobilizes For Hurricane Cleanup

As HAZMATTERS went to press, HEPACO had a large contingent of personnel working in the Gulf states in response to the destruction wrought by Hurricanes Katrina and Rita in September. HEPACO project teams were assisting federal agencies such as the Federal Aviation Administration (FAA) and the United States Coast Guard. HEPACO also fielded several project teams to service our confidential clients in the transportation, chemical, communications and tourism industries.



HEPACO's command post and decontamination trailer in Gulfport, MS, serve as home base for post-Katrina cleanup efforts, including removal of debris from runways and decontamination of a tower for the Federal Aviation Administration (FAA).

HEPACO is proud to be able to assist the citizens of the Gulf states and our valued client partners in this time of crisis. ▲

## Higginbotham Joins Little Rock Office Fulltime

For nearly 10 years, Allen Higginbotham worked part-time at HEPACO while also serving as a highly respected battalion chief in the West Memphis Fire Department. He began as a HEPACO HazMat technician and gradually moved up the ladder to higher positions as Emergency Response (ER) supervisor and then ER coordinator, all on a part-time basis.

This year, he made an important career decision that ultimately benefits HEPACO's customers. He accepted a full-time job as ER manager in HEPACO's new Little Rock, AR office, which opened June 1.

"I took early retirement from the fire department so I could pursue growth with HEPACO," says Higginbotham. "As the ER manager in Memphis, I had seen us maintain a successful growth rate but I knew I had to give HEPACO more of my time to help the company reach a higher level of growth."

Higginbotham says he gains satisfaction from being able to come into an emergency situation and provide the help that HEPACO's clients need.

"You can see the calm come on their faces because they know HEPACO is there, and we're going to take care of it," says Higginbotham. "I like coming into chaos and creating order, and that's what HEPACO does. We come into a catastrophe, into chaos, and work to create order and return things to the way they were."

He brings numerous credentials to his work for HEPACO. Among other designations, Higginbotham holds certification as a Registered Environmental Manager (REM), a hazardous materials specialist, a hazardous materials instructor, an Emergency Medical Technician (EMT) and a firefighter III.

Higginbotham notes that business in the new Little Rock office has increased much faster than projected, while growth continues in the ER division in Memphis under the new leadership of Chip Heard.

The professional manner in which HEPACO handles jobs is one of the factors that attracted Higginbotham to his

new position. He notes that HEPACO uses an Incident Command System (ICS), which not only ensures that a job is done properly, but also protects the safety of all involved in the cleanup. (See story on Incident Command, Page 3.)

"That's one of the things I really like about HEPACO," he says. "We have a very high regard for people's safety."

Higginbotham's biggest project since joining HEPACO fulltime was overseeing the response to a major fire in an Arkansas hazardous waste disposal facility, which contained more than 4,100 hazardous chemicals. During the ER portion of the project, Higginbotham oversaw 65-75 workers on a team that worked around the clock, seven days a week.

"Through the 85 days of our ER, we documented over 150 large flash fires," he says.

After the ER portion was completed, Higginbotham oversaw remediation by 10-30 people working 12-hour days.

"We accomplished the entire project with zero accidents, zero injuries," Higginbotham notes. ▲



Allen Higginbotham



## IMS Employees Welcomed

Ingrid Gordon, administrative manager for the East Tennessee Region and Bill Atkins, HEPACO's information technology manager, provide information on administrative procedures and database operations to employees who joined HEPACO from IMS in Chesapeake, VA. Pictured are: (front, leaning forward or seated, left to right): Gordon, Andrea Zankl, Jackie Griffith and Lauren Adams; (back, standing, left to right) Bob May, Vonda Hall, Jennifer Hart, Savannah Roberts, Walter Bell, Bryan Genzler, Christa Salmon, Lenise Smith, Kurtis Morgan, Sabrina Humphries, Larry Halda and Atkins.

## Employee News

*New Employees: Corporate Office:* **Ron Dwyer**, Chief Financial Officer; **Corrine Salin**, Database Administrator; **Yolonda Brown**, Receptionist; **Bill Brown**, Response Specialist; **Wayne Bowling**, Accounts Receivable Specialist. *Atlanta:* **Susan Cro**, Administrative Manager. *Birmingham:* **David Dyer**, Project Manager. *Little Rock:* **Dale Orr**, Operations Manager/Supervisor. *Nashville:* **Melissa Adams**, Administrator. *Durham:* **Bernadine Favreau**, Administrator.

*From Part-time to Full-time:* **Dan Cox**, Memphis, Supervisor. A part-time tech and supervisor since December 1996, Dan left the fire service in January 2005 to work fulltime at HEPACO. **James Manley**, Memphis, Supervisor. James formerly worked for HEPACO part-time in Birmingham. **Clem Schimikowski**, Atlanta, ER Project Manager. Clem formerly was a part-time supervisor.

*Promotions/Moves:* **Bob May**, to Mid-Atlantic Regional Manager; **Jackie Griffith**, to Mid-Atlantic Region Administrative Manager; **Doug Snyder**, to Atlanta Branch Manager; **Allen Higginbotham**, to Little Rock Emergency Response Manager; **Kirk Fonte**, to Nashville Project Manager; **Cubby Blackman**, to Corporate Office General Accountant.

*Certifications:* **Larry Hall**, Jacksonville; **Paul Oxendine**, Charlotte – Certified Mold Remediator, Indoor Air Quality Association (IAQA). **Allen Higginbotham**, Little Rock; **Chip Heard**, Memphis – Registered Environmental Manager (REM). **Doug Townsend**, Chattanooga – Certified Hazardous Materials Manager (CHMM) and Certified Clandestine Methamphetamine Lab (CML) hygienist.

*Advanced Tank Car Specialist Training in Pueblo, CO:* Mid-Atlantic Region employees **Chris Ways**, Richmond; **Bryan Genzler** and **Kelvin Petty**, Norfolk; and **Bob May**, Chesapeake.

*Transportation Community Awareness and Emergency Response (TRANSCAER):* **Doug Gentry** is North Carolina state coordinator; **Clem Schimikowski** is Georgia state coordinator. ▲

# HEPACO Responds to Top National Emergencies

Our mobilization this fall to assist with cleanup after Hurricanes Rita and Katrina was just the latest in a series of responses to major national incidents. Between November 2004 and August 2005, HEPACO was asked to respond to what arguably were the three largest emergencies that occurred during that time frame in the United States.

## • Delaware Oil Spill

In November 2004, an oil spill affected approximately 57 miles of shoreline on the Delaware River from the Tacony-Palmyra Bridge to south of the Smyrna River. HEPACO and IMS (now part of HEPACO) mobilized more than 100 personnel to help clean up more than 57 miles of coastline. HEPACO and other contractors recovered 221,910 gallons of oil and oily liquid.

HEPACO and other contractors recovered 221,910 gallons of oil and oily liquid.

## • Arkansas Haz-Waste Facility Fire

Shortly after the start of our work in Delaware, we were called to respond to a facility fire in Arkansas. On January 4, we began a six-month response effort that involved more than 100 responders

and the handling of 4,100 containers of hazardous waste. The fire at the facility and the ensuing response resulted in many of the containers being badly damaged, unidentifiable and exposed to the atmosphere and water. The presence of shock-sensitive, water-reactive, mercury-contaminated waste, compressed gas cylinders and many other hazardous items made this project unusual and extremely dangerous. HEPACO utilized its on-site fire suppression equipment, heavy equipment outfitted with blast shields, remote drum punch and samplers, and Level B and A personal protective equipment (PPE) to safely perform this work.

## • South Carolina Accident Cleanup

Two days after we began the Arkansas response, HEPACO was called to respond to a major incident in South Carolina that necessitated the mobilization of more than 90 highly trained HEPACO responders. Our work on this project included decontaminating affected equipment, vessels and vehicles, remediating diesel-contaminated soils, placing river boom, neutralizing soils, installing a temporary air sparge system, and providing personnel decontamination services. HEPACO work on this project earned the praise of our client and many public officials. ▲



HEPACO worker assists in cleanup at an oil spill in Delaware.

## How We Do It

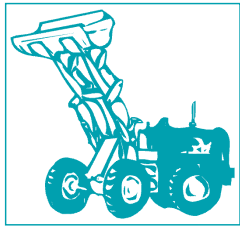
# Incident Command System Is Vital

Our ability to respond to and safely manage these incidents was greatly aided by our commitment to safety and quality and the implementation of formal incident command procedures.

HEPACO has created an Incident Command System (ICS) that incorporates elements of the National Incident Management System (NIMS) at the Federal Emergency Management Administration (FEMA). Developed by the secretary of the federal Homeland Security Department at the request of President George W. Bush, NIMS integrates effective practices in emergency preparedness and response into a comprehensive national framework for incident management.

The benefits of the ICS are:

- Standardized organizational structures, processes and procedures for all emergencies;
- Standard minimal training for all HEPACO responders;
- Standard and well-maintained equipment at all of our 20 response centers;
- Effective communications and supporting technologies, including voice and data communications systems as well as information systems using advanced technologies, such as our Mobile Broadband Access Unit (MBAU). ▲



## ON-SITE

## Case Study

# HEPACO Uses ICS in Arkansas Response

The key to HEPACO's successful cleanup of the Arkansas facility fire described above was strict adherence to the Incident Command System (ICS), says **Allen Higginbotham**, Emergency Response manager in the Little Rock, AR office.

This project required numerous specialty services, including segregation of chemicals by class, drum overpacking of containers with holes, removal of chemicals from the site, stabilization of reactive cylinders and demolition of a building.

A well-organized work plan and a site-specific health and safety plan were developed, and workers were not allowed to "freelance," or move to an area without prior approval, says Higginbotham.

Workers (shown in photo at the site)

also used HEPACO's advanced technological capabilities, including our Mobile Broadband Access Unit (MBAU), and the HEPACO Mobile Command Post/Communications Center, which includes fax capabilities, and four "Voice over Internet" phone lines using broadband satellite communications. ▲



## HEPACO Proudly Supports our Troops

**H**EPACO is proud to announce the return of three employees who served our country in Iraq and Afghanistan: **David Lawler** (Navy), **Octavious Rogers** (Army) and **James Manley** (Marines). We cannot repay them for their efforts to preserve our freedom and our democracy as three of the approximately 200,000 Americans who have had tours of duty in Iraq and Afghanistan.

Upon returning to the U.S., David surprised us by presenting President **Ron**

**Horton, Sr.**, and Vice President **Neville Anderson** with flags that had flown over Ar Ramadi, Iraq during Operation Iraqi Freedom on September 11, 2004.

“We are deeply honored that David would present us with gifts after placing himself in harm’s way for our country,” said Horton.

The gifts were signed by John D. Prien III, Commander, Task Force Tango, Commanding Office, and Naval Construction Battalion 14. The certificate that accompanied each flag stated that Commander Prien is bound by “Honor, Courage, and Commitment.”

We know that David, Octavious and James also share this code, and we are honored and proud to have them on our team. Without the service and sacrifice of our three servicemen, the thousands



*Dave Lawler (second from left) holds a plaque honoring his service after presenting HEPACO President Ron Horton, Sr., (right) and Atlanta Regional Manager Neville Anderson (second from right) with flags flown in Iraq. Also shown is Ron Horton, Jr. (left).*

that served with them, and the hundreds of thousands that went before them, we would not have the freedoms we enjoy today. One of them, Octavious, has already volunteered to return to Iraq to continue fighting for our country. He, David and James are true heroes. ▲

### Help a Soldier

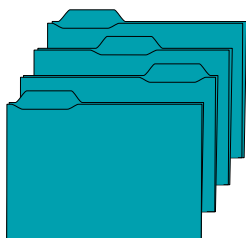
Would you like to show your appreciation to the men and women serving overseas in the military? The following websites offer easy ways to send needed items and treats to soldiers stationed in distant places.

- <http://www.treatsfortroops.com>
- <http://www.anysoldier.com>
- <http://www.treatanysoldier.com>

## Safety Emphasis Results in Lower EMR

**A**s part of our commitment to continuous improvement, HEPACO strives constantly to improve our performance and our safety record. Recently, we achieved a major goal in the arena of safety – the reduction of HEPACO’s Experience Modification Rate (EMR) to 0.80.

This is well below the nationwide average of 1.00 for the EMR, a standard



### SHOPTALK

rating tool that measures a company’s safety record by assessing its insurance claims data. We are proud of this accomplishment, which is a direct result of efforts to protect the safety and welfare of our project personnel.

One of the keys to our success is the work of our voluntary Safety Committee, which includes non-managerial personnel, and focuses on safety preparedness

and accident prevention and investigation. In addition, HEPACO conducts regular job safety briefings on each project and develops site-specific health and safety plans to further reduce the risk of accidents.

The Safety Committee recently added two new members: **Dan Laragy**, a Professional Geologist and supervisor in our Durham office, who came to us from IMS; and **Jose Cortes**, an asbestos supervisor in our Charlotte office, who has been with HEPACO since 1995. Other members are: **Lynn Heckethorn** and **Scott Browning** (Atlanta Region); **David Robinson** and **Robert Roche** (East Tennessee Region); **Garry Yarbrow** and **Daren Moore** (Memphis Region); **Jim Kinsler**, **Calvin Richardson** and **Larry Brittain** (Mid-Atlantic Region); and **Don Linville** and **Randy Shiflett** (Corporate Office).

Even as we recognize our project teams for excellence in reducing our EMR, HEPACO is examining processes and working toward reducing our EMR further in the near future. ▲

### President’s Column From page 1

working relationship that they enjoy. Bob, he noted, is a shining star for HEPACO.

“I am fortunate in that I work in a location that has the best contractors and consultants in the industry made the best



*Bob Baxter*

by the people that work for them,” he said. “Bob and his crew do an absolutely fantastic job.”

Bob, meanwhile, said he was honored to receive the award from an organization of CSXT’s caliber and especially from a consummate professional such as Harry Hopes. Bob, who has been a valued HEPACO employee since February 1998, is very deserving of this award. He lives the HEPACO vision of achieving “new benchmarks of quality that exceed current industry standard through creativity, teamwork and partnerships.”

Please join me in congratulating Bob for his superior performance and for his dedication to HEPACO and our client partners.

*Ronald L. Horton, Sr.  
President and CEO*

# Technology Increases Safety, Minimizes Risk

**A**n accident has spread hazardous materials through a building, into a train car or onto a highway. What are the risks to the teams entering the site? What conditions await them around the next corner?

With a simple pan, tilt, zoom, HEPA-CO can get that vital information through two new pieces of sophisticated camera

## HEALTH & SAFETY CORNER

equipment that offer a close look at a hazardous site before entry and then allow entry team members to record conditions

and communicate with supervisors back at the command center as they proceed into the site.

“By predetermining the required needs via video, we avoid unnecessary man hours – and risk is reduced to a minimum,” says **Andy Johnson**, communications specialist for HEPACO.



*With the help of the Search and Rescue Handheld Wireless Camera, HEPACO's John Olson directs HEPACO workers as he views the interior of their worksite on a monitor.*

The equipment also gives supervisors an opportunity to see and direct the entry in real-time and allows HEPACO to provide customers, located anywhere in the world, with real-time video of the incident and cleanup efforts.

This new technology includes two cameras:

### • Pan/Tilt/Zoom Construction Camera

Before entering the site, we use the Pan/Tilt/Zoom Construction Camera to provide invaluable information about the conditions and safety of the job site. With its 360-degree view, tilt capabilities, night vision and 220x zoom capabilities, it can provide a full picture of just about any job site. And it can do that in almost any weather condition, thanks to a design that includes a weather-proof enclosure, a wiper blade to insure a clear view and wireless signal transmission.

After placing this camera in a fixed location that offers a vantage point, we can view the scene from different angles and different distances. The zoom capability allows the command team to survey the site with tremendous accuracy, and then to make an assessment about the conditions, the volatility of the site, materials needed and how many personnel will be required. This can all be done prior to sending the first person into the hot zone.

We also can share this view of the site with clients and other approved people. Let's say your company's president is in China when an incident happens in Georgia. Anywhere that he has an Internet connection – worldwide – he can get a handle on the incident by viewing the images. Have a whole group that wants to preview the site with HEPACO? All you need is a laptop computer to open a secure Web browser and an LCD projector to project the image to a large screen, and you can display the image to your entire senior staff or a team of workers.

### • Search and Rescue Handheld Wireless Camera

Once we're ready to enter the site, we can make use of another tool, the Search and Rescue Handheld Wireless Camera. This device is used by our entry teams to view and record each entry real-time. The image they record is transmitted wirelessly

to the research and information team for assessment, enabling that team to give feedback instantaneously via radio. The camera has a built-in audio/microphone system that allows the entry team to communicate what it finds to the research team without ever having to key a microphone. Equipped with an electronic compass, temperature indicator, laser pointer and bright or dim LED lights, the camera can

“see” what's inside in real-time color video. In addition, it can record the audio and video transmissions for future viewing or investigative evidence through use of a monitor with recording capabilities.

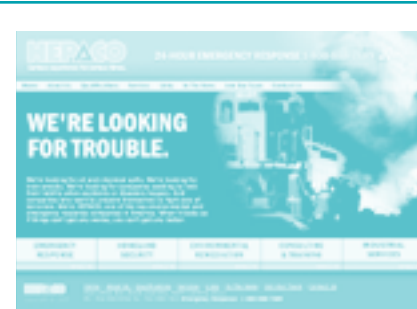
This search and rescue camera system is a great improvement over the old system, which required research and information specialists to hand-write or verbally convey information to

the research team and then have workers make a second entry to mitigate the issue. Using our new technology, the specialists can direct entry team members as the project takes place – enabling them to resolve all issues during a single entry.

With the addition of these devices, HEPACO takes another step forward in providing the latest technology available to create the safest and most productive work environment possible for our workers and our customers. ▲



*The wireless Pan/Tilt/Zoom Construction Camera, which enables us to preview the dangers in a worksite before entering, captures a magnesium/lithium flare-up at a job site in Arkansas.*



**Where there's smoke, there's...HEPACO!**

Visit our new website for expanded information on our services.

[www.hepaco.com](http://www.hepaco.com)



Serious experience for serious times.

HAZMATTERS is published by  
 HEPACO, Inc.  
 P.O. Box 26308  
 Charlotte, NC 28221  
 (800) 888-7689 or (704) 598-9782  
 Fax: (704) 598-7823  
 Editor: Rhonda Pope

♻️ Printed on recycled paper  
 © 2005 by HEPACO, Inc.  
 All rights reserved.

Visit HEPACO on the Internet:  
<http://www.hepaco.com>

For information about HEPACO's  
 services, send e-mail to:  
[info@hepaco.com](mailto:info@hepaco.com)

**HEPACO, Inc.**  
 P.O. Box 26308  
 Charlotte, NC 28221

PRSRST STD  
 U.S. POSTAGE PAID  
 Charlotte, NC  
 Permit No. 03562

**HEPACO offers many environmental services**

HEPACO provides a wide range of environmental contracting and management services, encompassing the following areas:

**Environmental Remediation**

- ✓ Groundwater Remediation Systems
- ✓ Soil Remediation
- ✓ Lagoons/Landfills
- ✓ Storage Tanks
- ✓ Aggressive Fluid Vapor Recovery (AFVR)

**Facility Decontamination and Decommissioning**

**Emergency Response**

- ✓ Roadways
- ✓ Waterways
- ✓ Railways
- ✓ Plant sites
- ✓ High-pressure transfer

**Hazardous Waste Management**

**Abatement Services**

- ✓ Asbestos
- ✓ Lead
- ✓ Indoor Air Quality/Mold Remediation

**Industrial Maintenance/ Environmental Quality**

- ✓ Vacuum trucks
- ✓ Tank cleaning
- ✓ Process line cleaning
- ✓ Facility cleaning

**Contacts**

**1-800-888-7689**

**Carolinas Regional Office**

Charlotte, NC  
 Regional Mgr.: Richard Horton  
 ER Contact: Bob Baxter  
*Response Centers:*  
**Asheville, NC**  
**Charleston, SC**  
**Durham, NC**  
**Greenville, SC**

**Atlanta Regional Office**

Tucker, GA  
 Regional Mgr.: Neville Anderson  
 ER Contact: Jeff Gutknecht  
*Response Centers:*  
**Augusta, GA**  
**Birmingham, AL**  
**Jacksonville, FL**

**East Tennessee Regional Office**

Blountville, TN  
 Regional Mgr.: Dave Gordon  
 ER Contact: Ken Moore  
*Response Centers:*  
**Chattanooga, TN**  
**Knoxville, TN**

**Memphis Regional Office**

Memphis, TN  
 Regional Mgr.: Scott Melton  
 ER Contact: Allen Higginbotham  
*Response Centers:*  
**Nashville, TN**  
**Little Rock, AR**

**Mid-Atlantic Regional Office**

Chesapeake, VA  
 Regional Mgr.: Bob May  
 ER Contact: Bryan Genzler  
*Response Centers:*  
**Norfolk, VA**  
**Richmond, VA**  
**Fredericksburg, VA**

*24-Hour  
 Emergency Response Hotline*  
**1-800-888-7689**  
*Qualified Emergency Responder*



*Chemical Manufacturers Association  
 CHEMTREC®*