



HEPACO received the industry's most coveted award, the 2003 Performance Quality Award, this year at the CSX Transportation Safety Training & Environmental Conference in Tampa, FL.

CSX honors HEPACO with prestigious quality award

We are especially proud when customers let us know that we have fulfilled HEPACO's mission: "to constantly deliver superior service to our customers and be recognized as the preferred provider within the markets we serve."

So it is my great pleasure to announce that one of our valued customers, CSX Transportation, has chosen HEPACO for the most coveted award in our industry. In spring 2004, CSX Transportation's Hazardous Material Systems Incident Ready Team presented the **2003 Performance Quality Award** to HEPACO at the CSX Transportation Safety Training & Environmental Conference in Tampa, FL. In our industry, this is like winning the Super Bowl!

CSX Corporation, based in Jacksonville, FL, owns the largest rail network in the eastern United States. Its subsidiary, CSX Transportation, Inc., and its 34,000 employees provide rail transportation services over a 23,000 route-mile network in

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Business evolution leads to logo change

Over the 20 years since HEPACO was founded, the times have changed radically – and so have client needs. HEPACO's vision has evolved, too.

This month we unveil a new tagline for our logo that reflects the changing reality of our business in the 21st century. No longer is our focus simply on "Cleaning the Environment," as our tagline has stated for 20 years.

Instead, HEPACO works to meet the critical needs of customers across all of our business lines. We are an integral part of each client's solution

to a serious problem, whether it's an accidental chemical release, a threat of terrorism, a regulatory or litigation issue, or even a planned remediation as part of an ongoing renovation or construction project.

We believe that our new company tagline – "Serious experience for serious times" – more accurately reflects why customers turn to HEPACO for help when they face a problem. Look for it above (on our newsletter masthead), and soon underneath the HEPACO name on all company materials, vehicles and apparel. ▲

HEPACO celebrates 20th anniversary

In 1984, Ronald Horton, Sr. and Alfred Just left jobs with a specialty contractor to realize their vision for a new type of asbestos abatement company, focused exclusively on serving the special needs of the commercial and industrial sectors.

They knew those needs well, having started a new division for their previous employer dedicated to asbestos removal and application of spray insulation and coatings.

Horton and Just incorporated their new company on June 11, 1984 as HEPACO,

Inc., creating an easy-to-remember acronym from the words Hazardous Environmental Products Abatement Company. The new business had just six employees, and one of them – Horton – didn't take a paycheck for six months to ensure that the new company got off the ground.

Today, as the company celebrates the 20th anniversary of its founding, much has changed. HEPACO has expanded from one office to 14 locations, grown from six employees to approximately 250 workers – and now is recognized as one of the Top 200 Environmental Firms in the nation by *Engineering News-Record* (ENR). Over the years, HEPACO expanded from asbestos abatement into remediation of a full range of hazardous materials, as well as emergency response. In the aftermath of 9/11, yet another growth area emerged – training, preparation and emergency response for clients concerned about acts of terrorism and/or weapons of mass destruction.

But some things have not changed at HEPACO during the past two decades. Now, as in 1984, the company's focus is on meeting the needs of commercial

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▶ What's Inside

HEPACO responds to Charlotte chemical plant fire, page 3.

Jon Francisco joins HEPACO fulltime in Blountville

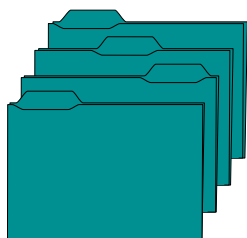
If your company has emergency response needs in East Tennessee, then you'll be glad to know that Jon Francisco has joined HEPACO fulltime as emergency response manager in the Blountville, TN office.

Jon previously worked part-time for HEPACO for seven years, and he consis-

New response center, specialty equipment added

HEPACO has added two satellite offices, opened a new response center and purchased additional equipment to serve customers' needs more efficiently.

Our new satellite locations are in Charleston, SC, where we opened an office in November 2004, and in Greenville, SC, where we opened an office in August 2003.



SHOPTALK

The new response center opened in March 2004 in Knoxville, one of five HEPACO locations in Tennessee. The new 10,000-square-foot facility on Rosewood Road, located just off Rutledge Pike, replaces a satellite office that HEPACO opened in Knoxville in 1997 with just three employees. The new

tently earned accolades from customers and the state of Tennessee for his management of complex projects.

State personnel routinely refer businesses and industries with especially difficult environmental problems to Jon – and even have used some of Jon's projects as case studies illustrating the

response center serves as home base for 20-plus HEPACO employees who offer the region specialized knowledge and full service 24/7.

HEPACO also has made improvements to its command post and acquired several new pieces of equipment, including a new high-rail vacuum truck, an excavator and a decontamination trailer. ▲



HEPACO's high-rail vacuum truck is shown in front of the new response center that opened in March 2004 in Knoxville, TN.

New employees, promotions announced in HEPACO offices

A number of new workers have joined HEPACO, and several existing employees have been promoted to new positions.

Atlanta: Two new project managers have joined our Atlanta staff. **Doug Snyder**, who has extensive experience as a Region IV ERRS program manager, response manager and division manager, now manages our remediation group. **Jeff Gutknecht**, who has major experience in program management, emergency response and management, now manages our Emergency Response Program.

Blountville: **Jon Francisco** is now emergency response manager in our Blountville, TN office. (See profile above.)

Charleston: **Bill Hyatt**, a long-time

operations manager in Chattanooga and Asheville, has been promoted to project manager and is opening the new response center in Charleston, SC.

Charlotte: **Bob Baxter** has been promoted to emergency response manager.

Jacksonville: **Larry Hall**, originally hired as an Atlanta office project manager, is the new manager of our Jacksonville office. **Daniel Tiner** has joined our Jacksonville team.

Knoxville: **Ken Moore**, manager of our Chattanooga branch, has taken on the added responsibility of managing the Knoxville branch.

Memphis: **Allen Higginbotham**, a part-time employee for over eight years, has joined our team fulltime as Memphis emergency response manager. ▲

textbook method for handling a spill.

When CSX Transportation tapped HEPACO for its 2003 awards, Jon and other members of the Blountville team were honored with the prestigious Field Services Award recognizing "exemplary performance in HazMat for 2003."

CSX Transportation's Mike Lunsford said he would be happy to have the East Tennessee crew assist on any derailment, anywhere.

Jon brings extensive experience to HEPACO.

He spent more than 16 years in the fire service, the last 12 with the Johnson City Fire Department, where he supervised two stations housing three pieces of response equipment and was second in command of a shift.

Certified by the state of Tennessee as a hazardous materials specialist, emergency medical technician and journeyman firefighter, Jon has experience:

- In incident command for structure fires, transportation accidents, waterway spills and rescue situations;
- As safety officer at an incident involving a 7,500-gallon tanker leaking triethyl amine;
- As manager on transportation incidents, including toxic chemical leaks and a 7,500-gallon gasoline tanker fire which sent product flowing into a storm sewer;
- As a hazardous materials instructor.

Jon also has earned certifications in numerous areas, including Transportation Technology Center Emergency Response Training (Pueblo, CO); TEMA Radiological Monitor, Radiological Response Team Member and Incident Command System; EMI Radiological Emergency Response, Emergency Program Manager and Refresher Course for Radiological Monitors; DuPont CAER Car Awareness Program; NFA Chemistry of Hazardous Materials, and Hazardous Materials Operating Site Practices. ▲



Jon Francisco

HEPACO responds to Reagents fire in Charlotte

On the afternoon of May 6, HEPACO's HELPLINE received an urgent call for help.

The Reagents, Inc., chemical plant in Charlotte, NC was on fire, and President Chuck Waits wanted to know if HEPACO could assist with emergency cleanup of hazardous chemicals.

"We can have someone there in 15 minutes," responded Richard Horton, emergency response manager in the Charlotte office.

Thus began one of HEPACO's most challenging cleanups this year.

Approximately 30 HEPACO workers mobilized to the Reagents plant on Sweden Road, where the vapor cloud inside the building "was so thick you couldn't see through it," says Horton, and firefighters from the Charlotte Fire Department were working to save the building.

The four-alarm fire had started when a static spark ignited a chemical that a worker was moving. The spark ignited the fumes, the fumes ignited the liquid and flames spread quickly to the entire building.

"It was still on fire when we got there," says Horton.

As firefighters extinguished flames, HEPACO workers in Level A protection entered the building and began segregating chemicals to help in the containment effort.

"Chemicals were leaking and mixing together and starting new fires," says Horton.

The sheer volume of types of chemicals on-site made the job more challenging than the typical spill, which usually involves just one hazardous substance. Because Reagents is a company that mixes and distributes laboratory chemicals for industry, hospitals and government agencies, it stocks every class of hazardous material except radioactive materials.

"There were literally hundreds of differ-



Chemical vapors permeate the Reagents plant, as HEPACO workers respond to a call for help at the four-alarm fire in Charlotte, NC.

ent types of chemicals," says Horton.

Two other factors also increased the difficulty of the cleanup. One, the roof had partially collapsed, so HEPACO workers had to remove sections of structural steel from their path before moving into each new area. Two, the fire had burned some product labels, so workers had to perform field testing to identify the substances before segregating them according to hazard classes.

HEPACO workers spent the first four days working 24 hours a day in Level A protection, then moved to lower levels of protection and regular working hours for the final three weeks of the project.

In addition to containing the chemicals in the plant, HEPACO workers also retrieved the company's server and computer system, escorted Reagents workers into restricted areas to retrieve belongings, pressure-washed parts of the building to remove residue left by the vapor cloud and cleaned employees' cars, which had been covered in chemical residue as well.

HEPACO employees earn certifications

Neville Anderson, CHMM, manager of the Atlanta office, recently passed the State of Florida General Contractors License examination.

Mike Saye, emergency response supervisor in the Charlotte office is now a Certified Hazardous Materials Manager (CHMM).

Thirty-five HEPACO workers now have attended Tank Car Specialist train-

ing and six have received Advanced Tank Car Specialist training at the Transportation Technology Center in Pueblo, CO. Workers recently completed more than 1,000 hours of specialized training in such areas as: Incident Command, First Aid, Blood-Borne Pathogen, Competent Person, Annual Refresher, Roadway Worker Safety and Hazardous Commun-

ications. ▲

HEPACO employees also assisted Reagents in retrieving salvageable products and supplies to maintain operations at an alternative facility.

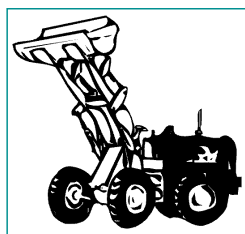
In addition, HEPACO provided helpful information to the company on steps it needed to take, says Waits.

Because Reagents had never experienced an accident of this nature, Waits was unfamiliar with regulatory requirements. HEPACO assisted with information on regulations, authorities to contact and generally how the company should proceed in the accident's aftermath.

"They kind of held our hand," says Waits. "This is what you need to do next. They handled everything for us."

Waits, who chose HEPACO for the cleanup from a list provided by a Charlotte fire official, was pleased with the company's work.

"They did a great job," says Waits. "They were fast. They were professional. They knew exactly what they were doing. And they were nice." ▲



ON-SITE

New Communications Division helps clients ensure business continuity

An explosion rocks one of your company plants, and the president wants to view the damage – but his office is hundreds of miles away.

A hurricane strikes one of your branch offices, but you can't get through on jammed cell phone lines to learn about recovery efforts.

No problem. Using sophisticated new equipment available through HEPACO's Emergency Communications Division, you now can quickly reestablish contact, respond and communicate in these and many other emergency situations using voice, data and even live streaming video.

For example, the company president in the first example above could view the explosion damage in a live video feed without leaving his office. And the second company's home office could establish voice contact via satellite with its hurricane-damaged office.

HEPACO's new emergency communications systems, which utilize cellular/broadband and satellite technology, can be used in both emergency and non-emergency situations – anytime and



HEPACO's emergency communications equipment was used during a recent training exercise in Nashville for BellSouth. The satellite system was deployed to transmit voice, data and video communications from the training site.

vice called a Mobile Broadband Access Unit (MBAU), which can be purchased or leased from HEPACO. The size of a personal computer, the MBAU operates on a 10-hour lithium ion battery, 12V current (i.e., an automobile cigarette lighter) or via a 110V outlet.

Up to 20 users can simultaneously use the system to communicate wirelessly on the MBAU via the Internet, a Local Area Network (LAN) or a Virtual Private Network (VPN) using a secure, dependable system that utilizes cellular/broadband capabilities. You also may want to add a video camera, which can be set up remotely to feed live streaming video through the MBAU.

For voice communication, HEPACO offers clients a turnkey solution for transmission via satellite, providing a link in those circumstances when cellular lines no longer work or are jammed.

Last summer, HEPACO tested this

new emergency equipment in a counter-terrorism training exercise for the state of South Carolina in Charleston. A video camera was placed in the field, and an MBAU was installed in the Emergency Operations Center (EOC).

Live streaming video from the exercise site was fed via an LCD projector onto a 40-foot-wide screen in the EOC, alongside geographical information systems (GIS) maps from Environmental Systems Recovery Institute (ESRI) showing weather and Global Positioning System (GPS) maps from Bradshaw Consulting Services showing emergency vehicle locations.

HEPACO's MBAU created the "communication backbone" that ESRI and BCS needed to provide the GIS and GPS information, said Jonathan Fisk, a technical specialist at ESRI Charlotte.

"Simultaneous video imagery of first responder activities displayed alongside GIS and GPS maps at the command center provided exceptional live feedback to exercise coordinators," Fisk noted.

Ron Osborne, director of the South Carolina Emergency Management Division, said HEPACO's new equipment was vital to the exercise.

"Your support, including the use of the remote wireless camera system, helped make this Counter Terrorism Exercise a success," Osborne wrote.

"Specifically your images were able to capture on-scene response and enabled the exercise's remote Emergency Operations Center to adjust resources as necessary. The State of South Carolina and the Low Country regional counties greatly appreciate your time and dedication in making our state, and the nation, a safer place to live." ▲

Want to learn more?

For more information on how you can take advantage of HEPACO's new emergency communication tools, contact communications specialist Andrew Johnson at 704-494-2119 or via e-mail at ajohnson@hepaco.com. ▲

HEPACO's new emergency communications systems, which utilize cellular/broadband and satellite technology, can be used in both emergency and non-emergency situations – anytime and any place where business continuity and communication are crucial.

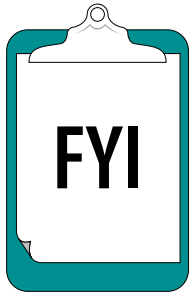
any place where business continuity and communication are crucial.

HEPACO now includes the systems in its 53-foot Mobile Command Center to ensure constant contact with clients in the field.

What is required to use these new emergency tools? You need a small de-

'Be prepared' should be every business's motto in post-9/11 world

How would you react if a massive power outage hit your city in the middle of the workday? Or if a gas leak at a nearby plant forced your work force to remain at the office indefinitely? Or if a terrorist strike shut down highways near your plant?



HELPLINE

Whatever type of business you operate, you need to be prepared in advance for the unexpected. The Federal Emergency Management Administration (FEMA), the Homeland Security Agency and the Red Cross all

urge businesses to develop a plan for how they will respond to various catastrophic events to safeguard their employees, customers and business operations while reducing the potential for damage.

FEMA says there are four key steps you should take to prepare in advance for an emergency:

- Establish a planning team
- Analyze capabilities and hazards
- Develop the plan
- Implement the plan

For more information on how to accomplish these tasks, go to FEMA's Emergency Management Guide for Business & Industry online at <http://www.fema.gov/library/biz1.shtm>.

Since 9/11, the threat of terrorism has

become a major emergency planning issue for business and government. But do you know what specific actions you should take at your business when the government ratchets up (or lowers) the threat level?

You can find the recommendations of the Homeland Security Agency for business preparation at various levels of terror alert at <http://www.redcross.org/services/disaster/beprepared/hsas/business.pdf>.

Need more help in protecting your business in the event of a disaster?

HEPACO can assist you in developing or updating your emergency response plan. To find out more, contact your local HEPACO office. (See Page 8 for contact information.) ▲

Save a tree...win a prize – Get HAZMATTERS online

Are you always racing to your next task? Opt to receive HAZMATTERS the fast way – online – and you not only will get our information more quickly but you also may win a chance to test your skills behind the wheel of a real racecar.

HEPACO is now distributing HAZMATTERS electronically as well as on paper, and we're offering some incentives to get you on track with us. To receive future issues of our newsletter in an electronic format, all you have to do is send your e-mail address to rpope@hepaco.com. If you also include

the name of your HEPACO contact in your e-mail, then you automatically will be entered into a drawing to be held in February 2005.

Two winners will be chosen from those clients who respond. The first winner will receive two Richard Petty Driving Experiences, which provide an opportunity to get behind the wheel of a racecar and experience the thrill of the track. (Visit www.1800bepetty.com/experiences/rookie.html for details.)

The other winner will receive two free tickets and an all-expenses-paid trip to next spring's Coca-Cola 600 at Lowes

Motor Speedway in Charlotte.

The names of HEPACO employees included in client e-mails also will be entered in a drawing – and one lucky worker will win the opportunity to participate in a Richard Petty Driving Experience.

Why should you opt to receive your newsletter via e-mail?

By choosing to receive HAZMATTERS in an electronic (.pdf) format, you will reduce paper use, ensure quicker delivery and make it easier to distribute copies within your own organization, as well as lowering our mailing expenses.

Once you're signed up to receive your newsletter via e-mail, all that you need to read and print HAZMATTERS in .pdf format is a copy of the Adobe Acrobat Reader software program. If you don't already have it, the software is available, free of charge, on the Web at www.adobe.com.

So start your engines, ladies and gentlemen, and get your e-mail address (and your HEPACO contact name) across the finish line now! ▲



HEPACO helps customer plan for continuity following terrorist attack

What if a terrorist targeted the telecommunications infrastructure?

That was a concern recently for a HEPACO client that is one of the nation's major telecommunications companies. This customer wanted to be sure it was prepared, just as other HEPACO clients that provide critical transportation services have planned for business continuity in the event of a terrorist attack.

This client's Security Council asked HEPACO to assist in developing a plan for emergency response to protect customer service and critical internal operations. The customer formed a HazMat Emergency Response team.

Then HEPACO trained this team of highly skilled telecommunication technicians and managers to respond to such a disaster. Should a terrorist attack occur, HEPACO's personnel would respond with these technicians and managers to help restore communication channels.

This was the second time this client called on HEPACO for help in the aftermath of the 9/11 attacks. A HEPACO client for more than 15 years, this company also asked HEPACO to provide weapons of mass destruction (WMD) training for executives and senior managers almost immediately after the September 11, 2001 terrorist attacks. ▲

HEPACO celebrates 20th anniversary

Continued from page 1

and industrial clients for top-quality service. And two of the original six workers are still at HEPACO: Horton and James Stubblefield, a supervisor in the Charlotte office.



J. Stubblefield

Just, who passed away in 1993, would be proud to know that the company he helped start is now recognized as a pioneer in the asbestos abatement industry and a leader in environmental remediation and emergency response. A training room in the Charlotte office is named in Just's memory.



Alfred Just

"He's probably one of the smartest men I ever met in my life," says Horton. "We miss him."

Innovation marks early years

The HEPACO story began with the company's first job in 1984: an asbestos abatement project at a Veterans Administration Center in Asheville, NC. Working from its Charlotte office, HEPACO soon built a steady customer base, performing asbestos abatement for major corporations such as Belk, First Union Corporation, NCNB and Sears.

"They kept us busy year-round," says Horton.

HEPACO quickly proved itself to be an innovator that understood and worked to meet the business needs of its customers. For example, HEPACO was one of the first companies in the nation to perform low-profile asbestos abatement in an occupied building – the Sears department store in Raleigh's Crabtree Mall. Closing its retail operations for abatement would have cost Sears untold revenue in lost business.

So HEPACO designed a contained truss system, built a false ceiling and then dropped lighting and an HVAC system through the lowered ceiling. Sears work-

ers and shoppers were protected from hazard as HEPACO workers went in through the roof to remove asbestos.

"It enabled the store to keep operating," says Horton. "That way they didn't have to shut down while we performed the asbestos abatement."

By 1985, a call had come in to perform a remediation project for the Region IV ERCS/ERRS contractor which included the removal of mercury, lead and other heavy metals, as well as asbestos, in 19 buildings in Jackson, MS – and HEPACO began diversifying into other types of hazardous waste abatement in addition to asbestos removal.

"That came quicker than we thought it would," says Horton.

Industry crises create challenges

The late 1980s brought a series of hurdles, as industry insurance rates began soaring in response to high-profile litigation. First, environmental abatement companies such as HEPACO "couldn't buy general liability insurance," a must-have for any company in the business, recalls Horton. HEPACO finally found an insurer, but the cost was steep.

"They charged us 10 percent of our gross receipts – 10 cents of every dollar

we took in," says Horton.

Then the surety market spiraled out of control, and companies such as HEPACO "couldn't get bonding on public jobs," recalls Horton.

That crisis eventually ended, too, and HEPACO pressed on. The company performed work in virtually every Eastern state south of Connecticut and in locations

The HEPACO Vision

'We will revolutionize the environmental industry by achieving new benchmarks of quality that exceed current industry standard through creativity, teamwork and partnerships.'

from the Caribbean to Greenland, where HEPACO was asked to perform asbestos removal in dormitories at the distant early warning (DEW) line site set up by the U.S. and Canada after World War II to detect a nuclear attack.

HEPACO grew largely as a result of the reputation the company built with customers as "a very high quality contractor that completed work on time," says Horton. "That helped us get more business."

1990s bring diversification

By 1990, Horton and Just had determined that HEPACO should expand its services so it was not dependent solely on hazardous materials abatement. The company founders developed a diversification plan that called for HEPACO to continue its position as the high-quality provider of choice for environmental services while expanding its business to include lead abatement, remediation, industrial services and emergency response.

The company's success in bringing that plan to fruition can be seen in HEPACO's business mix today. Emergency response work makes up about half of HEPACO's business, with asbestos and lead abate-

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A plaque in the training room at HEPACO's Charlotte headquarters building recognizes the contributions of the late Alfred Just, who co-founded HEPACO with Ron Horton, Sr.

20th anniversary

Continued from page 6

ment providing another 8-10 percent and remediation, industrial services and hazardous waste management making up the remainder.

HEPACO expands regionally

HEPACO grew not just in size and services, but also in number of offices over the years.

After using its Charlotte headquarters as the base of operations for the first two years, HEPACO added its first branch office in Atlanta in 1986.

Since then, the company gradually has added additional offices in strategic locations across the Southeast, enabling HEPACO to respond quickly to clients' needs.

HEPACO now has 14 regional offices or response centers spread across six states: Tennessee (5), South Carolina (2), Georgia (2), Alabama (1), Florida (1) and North Carolina (3).

Today, HEPACO is the national or regional contract emergency response provider for many national companies, such as National Gypsum, Federal Express, Norfolk Southern and CSX Transportation. This year, CSX Transportation honored HEPACO with three awards, including its 2003 Performance Quality Award. (See story, Page 1.)

"I owe CSX a big thank you," says Horton. "They continually provide us



CSX award presentation

Representatives from HEPACO receive the 2003 Performance Quality Award at the CSX Transportation Safety Training & Environmental Conference in Tampa, FL. Shown (from left) are Richard Horton, Neville Anderson, Dave Gordon, Ron Horton, Jr., HEPACO co-founder Ron Horton, Sr., Don Linville and Tim Hall. Hall received a Field Services Award for exemplary performance, and Gordon and our East Tennessee office received a Field Services Award recognizing exemplary performance in HazMat for 2003.

with opportunities and look at us as a partner."

One key to HEPACO's steady growth has been its ability to attract, build and retain teams of highly qualified and dedicated workers and managers, Horton says.

"You can borrow money at the bank to buy equipment, but you can't do that with people," says Horton. "If you don't have the right people on your team to do the job, you can't succeed. I think we've got great people."

HEPACO has come a long way in 20 years, and more growth is on the horizon.

HEPACO plans to open another satellite office soon – and to continue working, as it has for two decades, at fulfilling its vision and mission.

"Our mission is to constantly deliver superior service to our customers and be recognized as the preferred provider within the markets we serve," says Horton. "We plan to continue to expand our business."

Through June 11, 2005, HEPACO will be celebrating its 20th anniversary by holding Customer Appreciation Days in all of its offices. Check with your local office for details. ▲

CSX award

Continued from page 1

23 states, the District of Columbia, and two Canadian provinces. CSX Corporation also provides intermodal and global container terminal operations through other subsidiaries.

CSX Transportation's HazMat Team is known throughout the industry as the premier emergency response and environmental cleanup organization in this country, and we are honored to be a part of it.

In addition to recognizing our company for its performance, CSX Transportation

also presented awards to two of our employees. Our Atlanta emergency response manager received a Field Services Award for "exemplary performance" from **Harry Hopes** of CSX Transportation. **Dave Gordon** and our East Tennessee office also received a Field Services Award recognizing "exemplary performance in HazMat for 2003" from **Mike Lunsford** of CSX Transportation. Dave, manager of our East Tennessee branch, joined the HEPACO team in February 1991. What a gift for his 13th anniversary!

You cannot imagine how proud I am of the award recipients and the entire HEPACO team! Thank you, CSX

Transportation, for allowing HEPACO to partner with you.

Winning this award was no accident. We set this as a goal. Our branch managers, project managers and emergency response managers should be commended for leading our efforts and helping inspire all workers to join together as one to achieve this distinction..

So do we sit back and rest on our laurels? No, our goal is to repeat this recognition next year. Once again, we will strive to excel in our performance on every job. ▲

Ronald L. Horton, Sr.
President & CEO



Serious experience for serious times.

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and Decommissioning**

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- ✓ Waterways
- ✓ Railways
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