

*The View from the Fourth Floor***Taking Performance to New Levels**

by Rod Henkels, President, CEO

On September 22, 1938, near the very end of The Great Depression, a hurricane hit the Connecticut and Rhode Island coasts. So began Henkels & McCoy's foray into storm restoration work for utilities all across the United States. In his book, *An American Adventure*, Jack Henkels wrote: "It was a major disaster with cities without lights or any electric service, some towns without water, many unapproachable by any of the normal routes. The big wind was an ill wind for New England... We helped get utilities back into operation and cities back to something like normal operation. We gave good value for what we got, and I have always been proud of the job we did up there."

Over time, we have worked to be as effective and efficient as possible in our response to storm work to better serve our utility clients and ultimately their customers. Like my grandfather, I am equally proud of our men and women who respond in these times of crisis. This year,

as a Company, we took Performance to another level. Hurricanes Katrina and Rita caused a disaster on U.S. soil never seen in modern times. Not only did we send hundreds of line personnel to the disaster area, but H&M employees and the Company raised \$236,000 through matching funds for hurricane relief.

Although the hurricanes put a memorable stamp on 2005, the year was marked by many significant achievements. Our theme for 2005 was Plan, Prune, and Execute to improve the Company's Performance. Pruning was important in 2005 in that, coming out of 2004, we had operations struggling with bad contracts or markets. Redirecting our good people to areas of work with greater opportunity for success is the only prudent thing to do. So while pruning, the Company grew by seventeen percent. We reduced our OSHA recordable rate by eighteen percent to 5.68, the first time below 6 in Company history. Our goal for 2006 is to be below 5.0, with a target of 4.0. Long-term, our goal is to be best-in-class. You can expect

to see continued focus and training when it comes to safety.

We continued our training and development efforts with over 200 people voluntarily enrolled in Project Management (PM) training, PM controller training, and two more Supervisor Academies. You can expect this same commitment in 2006.

We established the Director's Groups to specifically address what the field views as the critical issues facing the Company's ability to succeed.

So, where are we headed in 2006? Plan, Prune, and Execute will still continue to be the mantra for a good business plan that includes formal Project Management to improve safety, quality, and productivity in everything we do. If we are successful, the Company will have sustained profitable growth, with more opportunity for everyone at Henkels & McCoy. Thank you for all your efforts in 2005; let's make 2006 even better.



T. Roderick Henkels

Storm Season 2005 Summary

Hurricanes Katrina, Rita, and Wilma caused great catastrophe in the Gulf Region of the United States, leaving thousands without power and many people dead or missing. Henkels & McCoy met the storm challenge by sending 786 employees and approximately 445 pieces of equipment for the first two storms. Many of our crews and employees left home and family and traveled far to help those in need.

Crew View – East Region

Henkels & McCoy's Tannersville Service Center, located in the Pocono Mountain area of Monroe County, Pennsylvania, was contacted about the hurricanes that hit the Gulf. George Gross, General Foreman, had to ramp up his entire crew. He said, "It took three days just to get there (for Katrina) and we stayed for over three

weeks." Crews worked seventeen to nineteen hours a day and went home for eight or nine days before returning for Rita.



A battered Mississippi Gulf Coast luxury home bears mute witness to Hurricane Katrina's destructive power.

There was no real need for supplies to be taken for Katrina, just a pallet of water purchased at the local Wal-Mart. But because of Rita's devastation, the crew loaded up with tents in case there weren't any suitable places to sleep. Sleeping arrangements for Katrina consisted of staying at a local National Guard building for three or four days and then getting a motel, while with Rita the crew stayed at the Tent City in Sulfur, Louisiana where cots, tents, blankets, catered food, and portable showers were provided.

The local people were naturally glad to see restoration crews during the Katrina cleanup, as they were eager to get their power on and get to their homes; however, with Rita, many locals were not allowed home because of restrictions instituted by police. Getting much-needed supplies was a challenge for local people.

Continued on page 4

We've Been Working on the Railroad



QUESTION: What do you get when two 80+ year-old family owned and operated construction firms combine to fulfill the operator's vision for a legendary Chicago area passenger rail line?

ANSWER: New train management and communications systems for the Northern Indiana Commuter Transportation District's (NICTD) South Shore Line, a 75.5 mile route between South Bend Airport and Chicago's Kensington Station.

The Background

This story begins in 1903, with the South Shore Line's humble beginnings as the "Chicago & Indiana Air Line Railway," a streetcar operator between Indiana Harbor and East Chicago. Now fast forward to 1977, when NICTD was established by an act of the Indiana General Assembly to maintain and preserve commuter rail service between South Bend and Chicago. Under NICTD's tutelage, passengers increased from 1.48 million in 1978 to more than 3.5 million at the turn of the century. NICTD now operates the line as a public service, supporting the people and economy of Northwest Indiana by providing an alternative, reliable form of transportation to jobs, schools, museums, and recreational activities in Chicago.

The Project

Henkels & McCoy (H&M) was contracted by Divane Brothers Electric Company to install approximately 126 miles of underground conduit and 82 miles of ADSS aerial fiber. As Ed Morley, Divane's Principal for the project said, "Well, for this part of the project there were a few different bids and I had not worked with H&M before but I had heard of them, and after meeting with your people and checking them out thoroughly, I was impressed with the volume of work

and types of projects they can do with efficiency and speed. They just seemed to get things done and working closely with the people in the beginning, I got a very comfortable feeling about them doing their job and performing as our subcontractor."

Divane Brothers supplied all of the material, coordination, and all other labor for the project and as the general contractor has overall responsibility for all phases of the job. The project started in June 2004 and H&M completed the placement of the underground mainline fiber optic backbone route in May of 2005. At that point, H&M began the placement of the aerial fiber optic redundancy route, which was ongoing as of October 2005.

H&M coordinated with the engineering firm of Furr & Associates (another Divane Brothers' subcontractor) on the design and feasibility to determine the methods of construction to use to build the communications system.

The Challenges

Divane Brothers' Morley states, "I guess what struck me was the tremendous difference in the types of construction and the many varying physical conditions in the project such as over rivers, busy city streets, steep

embankments, nature preserves, wetlands, long bridges, overpasses, rock, sand, etc.; all around an electrified railroad with various configurations of catenary structure which needed to be considered." H&M's Special Projects Manager Mark Hanna agreed, saying "The different conditions definitely played a role. Diverse soil, ranging from sand to kryptonite, presented a unique challenge. The placement of conduit from the rail was one way to overcome nature's obstacles. There was also a tremendous amount of cooperation between all involved to minimize disruption to day-to-day rail operations. For example, at one point the railroad was able to reroute traffic from one key bridge in order to give us large amounts of uninterrupted time to execute the work."

The Results

A passion for customer service and continuous improvement resulting in increased automation of train movement and protection at all stations drove this project. Vic Babin, FIRSE, Chief Electrical Engineer for NICTD, said the project will "substantially improve on-time performance because we will have alternate routes for trains and will be able to transmit communication to the passengers more quickly. We will have greater efficiency because we will be able to plan outages and route trains around them via this new traffic control system and communication system. It will improve both railway worker efficiency and safety."

Special Thanks

Consistent interaction between contractors' personnel and customer's representatives at multiple levels, including safety, operations, management, administration, and quality was a key element in this project's success. In an effort characterized by coordination and teamwork throughout, particular recognition goes to H&M Project Supervisor Art Caldwell, Divane Brothers' Project team headed by Paul Rieger and assisted by Chris Wiedman, John Schaffrey, and Brad Bergstrom; and NICTD's Manager of Line and Signal Maintenance, Brian Kalvaitis and Line and Signal Supervisor, Dave Gresham.

The pairing of Divane Brothers and Henkels & McCoy (founded in 1920 and 1923 respectively) to work for a more than one hundred-year-old rail line has proven highly successful.

Which only goes to show, sometimes there's no substitute for experience.

Some of the information for this article was obtained from www.divanebros.com and www.nictd.com.



The H&M Railroad Mounted Cable Plow installs and buries cable to a depth of up to six feet. A backhoe following the train completes installation by leveling any displaced stone on or near the track bed (below).



The Future of Safety is Instinctive

by Jon Schoff,
Executive Vice President,
Chief Operating Officer

When does Safety become *instinctive*? According to a report which we have recently studied, only after it has become a value. As our Corporate Safety Director Bill Mattiford pointed out in last quarter's *Performance* Newsletter, it becomes a value only after it stops being just a priority. According to a second report, this coincides with "when safety becomes a continuing process of improvement to which everyone can contribute" as opposed to where "safety is just an organizational goal imposed on the individual worker, administered and monitored by safety professionals." At that stage, the stage where safety becomes *instinctive*, "the Company becomes a learning organization with a self-sustaining safety culture where poor practices are viewed by all to be unacceptable and are openly challenged." That is our ultimate goal.

These descriptions of the various stages of safety illustrate that safety is not a destination but a journey with various milestones to be achieved along the way. We have great confidence that all 4,500 employees of Henkels & McCoy want to be part of this journey.

As a Company, for the sake of our men and women, we want to be known as a leader in safety, but we also want our employees, for the sake of the Company, to want to take us there. To that end, we must all participate to advance our safety culture to the point where it is *instinctive*. To accomplish this, there are two areas upon which to focus.

The first is our people. Henkels & McCoy started as a people business. Growth over eighty-three years notwithstanding,

we are still that. Our employees must have safety as the cornerstone of their daily operations. Operations Management must put the focus there and keep it there. For this, we need to be great communicators. Then our actions must speak even louder than our words. The earlier referenced report states that "to tolerate is to validate." This simple statement characterizes organizations where safety is still only a priority and will likely ever stay that way. We want each of our employees to *instinctively* know their daily safe work routines, which brings us to our other area of focus: process. Process is what has to be served to accomplish any goal. In this case, two important parts of the safety process consist of performing complete and thorough Job Briefings and Work Site Safety Observations, both of which are being enhanced and rolled out in 2006.

The **Job Briefing** is the first order of business every day. This crew huddle is to call the plays for that particular day. Laying out a safe work plan allows the crew to stick to that plan or, as necessary, call an audible. As the daily activities progress, individual crew members must consistently conduct "self-checks" utilizing the **STAR** principle—**Stop, Think, Act, Review**—to ensure their individual safety. "Peer-to-peer checks" help reinforce the plan by having each individual verify that what we are about to do is correct and consistent with the plan. By performing Job Briefings, the crews will have identified various precursors that could cause accidents to occur.

The **Work Site Safety Observation** is performed by our safety professionals. The observation is both a picture and a description of any particular job on any given day. It is not the worksite that we care about per se, other than the fact that managing that

worksite is how our people are protected. That is the goal—protecting our people. The worksite is a means to that end. From basic use of PPE (Personal Protective Equipment) to utilizing safe work methods, it is the employee's job to know how to perform to our expectations, and it is management's job to train and inspect to those expectations.



Jonathan C. Schoff

Rod Henkels has challenged us to make our job sites "picture perfect." Timeless black and white pictures, taken decades ago of H&M crews, adorn the first floor hallway in Blue Bell to this day. Many of our offices around the country also frame and hang pictures of their most prized projects. They are a tribute to the hard work and accomplishments of our people. Because there is a constant flow of new hires in an industry that has more than its share of turnover, this is a continuous process that we are all bound to serve. It is our greater role to serve the H&M people who are making projects come to life.

In the last issue of the *Performance* Newsletter, Paul Henkels reminded us that "our business is more than making money." He further stated that "we must live our values." Safety is a value of Henkels & McCoy and safety is on a course to one day become *instinctive*. We all have a role in making that happen. At that point, safety doesn't then stop being a value; it uses value as its platform to become *instinctive*. How long it takes to get there is up to us.

Henkels & McCoy Lauded by Exelon Corporation

Exelon Corporation recently held its annual Supplier Summit and recognized its business partners for exemplary performance. Henkels & McCoy and Trench-It, a woman-owned business enterprise (MWBE), located in McHenry, Ill., were awarded Exelon's 2005 Supplier Diversity Award.

The joint venture between Henkels

& McCoy and Trench-It, now known as **Team One**, began in 2001 to supply Exelon with distribution construction services. The award was presented to Team One for setting an excellent example of how companies should partner with diversity suppliers to provide exceptional value to their customers.



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**Have an idea for a story?
Want to let us know how we're doing?
Contact us by phone or e-mail.**

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Storm Summary

Continued from page 1

"The gas lines were horrible. The police would shut down the stations so we could get fuel, then they would let the local folks back in," said George.

To some of the crew, the destruction of Rita seemed to be even more devastating than Katrina. Roof damage, ripped home insulation, big trees downed, and trailers toppled like matchboxes are just some of the things this H&M crew witnessed.

Crew View – Central Region

The Central Region has had its own share of destruction in the past few months, with tornadoes touching down in Newburg, Indiana, and many of our crews coming and going in the efforts to help those in need.

Ryan Crull, Area Manager of the Salem, Illinois office, has been involved with most of the restoration efforts of Storm Season 2005, with more than 140 employees dispatched from there. The crews were gone for a total of nine weeks between Hurricanes Katrina, Rita, and Wilma. Then, the November 7 tornado in Newburg had the Salem office calling crews back to assist with the restoration efforts in their home area, taking an extra week.

Because of the devastation of Katrina, crews slept in their trucks during most of the storm cleanup. Portable showers were set up and later, tents with cots were provided. During the Rita cleanup, crews found a storm-damaged motel, which was not open; however, the owners allowed utility company Entergy to bring in a portable generator so our crews could have a place to stay. The utility companies also

hired people with outside cookers to come in and prepare food, which was trucked in and kept in refrigerated semi-trailers.

Goodwill gestures from locals made things just a little bit easier for the crews.

H&M Timeline: 1938

September 21-22: Hearing early radio reports of a hurricane due to strike Connecticut and Rhode Island, Jack Henkels and partner Arthur C. "Buck" Faust telephone New England utilities in the storm's projected path and offer their services. The storm has yet to strike land and Henkels & McCoy crews are alerted by Jack and Buck to gather more men and to stand by. By the next day, a Category 3 tropical hurricane blasts Long Island and much of New England...

For more on the 1938 Hurricane and to discover over eighty years of company history, visit our Timeline: <http://www.henkels.com/corporate/timeline/Timelinehome.asp>



Destruction was near total in some areas; Henkels & McCoy trucks and crews became a familiar and welcome part of the neighborhood scene in many communities affected by Hurricanes Katrina, Rita, and Wilma.



"The people were very generous. Most of them lost their homes, personal belongings; basically everything they owned was destroyed. They did not have much, if any, food or water for themselves, but yet they were willing to give up their own supply if we needed it," said Ryan.

"The destruction was devastating," Ryan continued, "Compared to the other storms, it was very widespread."

As for H&M in the Gulf region, crews are still trying to restore power and telecommunications.





At the end of a hard day, home-sweet-home was the cab of a truck for many Henkels & McCoy crews.

Mississippi Power's Storm Season Relief Efforts

Hurricane Katrina left millions without power on the Gulf Coast. Mississippi Power Company's (MPC) 195,000 customers were seriously affected.

For the first time in the utility's history, one hundred percent of their customers were without service. Hurricane Camille, in 1969, did not do nearly as much damage as Katrina, though she brought stronger winds. But Katrina's winds, by contrast, extended 125 miles from the storm's center.

MPC tracked Katrina for several days and began making commitments to outside crews 2-3 days prior to landfall. "We had nearly 3,000 outside personnel on-site the first morning after the storm," says Jim Cochran, Transmission and Distribution Disaster Director for MPC.

Phone calls to crews prior to Katrina were made, but afterward, the company had to rely on their SoutherLinc system, which remained in operation. "It was the only communications system working during that time," states Jim.

H&M has several crews on-site that work with MPC and other Southern Company personnel in T&D restoration. Because of these crews, some customers were restored as soon as twelve days following the storm. "We continue to make repairs to damaged facilities and will be involved in that process for some months," says Jim

Radar map of August 29, 2005 shows Biloxi and Mobile in the center of Hurricane Katrina, with New Orleans on the storm's left edge.

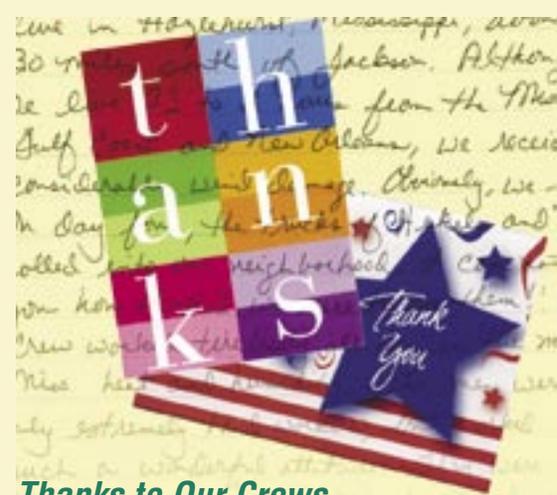
Cochran.

Meanwhile, FEMA trailers have been brought in for temporary housing, and the clean up is ongoing. For its part, MPC continues restoration efforts with an elevated workload that will likely endure for months, if not years.



Whitpain Township Katrina Award Presentation to H&M

On September 20, in a public meeting, Whitpain Township's Board of Supervisors presented a plaque to Henkels & McCoy to recognize the company's efforts in restoring power after Hurricane Katrina. Whitpain Township encompasses Blue Bell, Pa., where Corporate Headquarters is located. Photo: Board Chairman Leigh P. Narducci (right) presents the award to (left to right) Rory Palm, Bryan Ellis, and Al Lippy representing H&M. The Board also played a taped message of gratitude it received in a voice mail from Jimmy White, Mayor of Richton, Mississippi, a town devastated by the hurricane and one of the locations where H&M crews worked.



Thanks to Our Crews...

We are proud to present a sampling of messages from folks in the storms' paths.

I live just north of Biloxi, Mississippi... I had to work during Hurricane Katrina... I was given two hours to go check on my home and family and get back (to the hospital)... (I saw,) on the side of the road, an incredible line of power trucks with "Henkels & McCoy, Blue Bell, Pa." on their sides... I had to fight the urge to pull over, find the guy in charge, and just give him a big hug... My Dad worked for Henkels & McCoy for many years, and he would send men out right after storms... I never really knew what all that involved, or meant. But now I have seen, firsthand, how important these guys are, and the job they do... I just wanted to say you are all incredible... Thank You does not seem like enough! God Bless you all, you will never know how much your help truly meant to us...

Thank you for sending your crews to the Sulphur, La. area after Hurricane Rita. Several gentlemen fixed the electrical pole in front of our house. They were very wonderful for leaving their homes to help others... Unfortunately I did not get any names, but if that is a sample of your employees, you have a wonderful crew.

My husband is the troubleman for Entergy in Crystal Springs, Miss. He has been on many storms over the years but has never had catastrophe in his own community. It was a wonderful sight to (see) Henkels & McCoy trucks come into our small town on August 31, 2005. Thanks for sending your men to Covich County. Everyone in Crystal Springs and Hazlehurst have nothing but praise for them.

Editor's note: Items may be edited for conciseness. For more Storm 2005 coverage, visit our Web site at www.henkels.com.

Regional Roundup

East Region News

The **General Construction Group** is nearing completion of a building tenant fit-out at **New Jersey American Water Company's (NJAW) Shrewsbury, New Jersey** facility. This project is being successfully run using the **Project Management (PM) Methodology**.

Personnel demolished the damaged interior and restored both the interior and exterior of the building. H&M was then contracted to provide the tenant fit-out, to be performed over a fast track ten-week time frame, and entailing the complete fit-out of two floors: all new interior plumbing, heating, electrical, and sprinkler systems, and the installation of a large service/personnel elevator.

Connie Weaver, H&M Project Manager, along with **John Sherwood**, the on-site H&M Project Superintendent, employed PM Methodology from the onset. Using aids such as the **Work Breakdown Structure** and a resource-loaded Primavera schedule, the project's key elements were clearly identified at the start of the job, and risks including critical tasks and timelines were easily tracked and managed.

Gary Shetzline, another Project Manager in the East Region's General Construction Group, recently attended a ribbon-cutting ceremony at **Brookwood Musconetcong River Property Owners Association's water treatment facility**. H&M was invited in appreciation for our work, including installation of a **100,000-gallon elevated water storage tank, foundations, and piping**.

Recent Regional promotions include **Jim Duffy**, former Vice President and Division Manager of NSS, to the position of **Operations Vice President** in the East Region; **Bryan Ellis** to the position of **Director, Power Group**; and **Maynard Sloan** to the position of **Operations Manager, Power Group**.

Central Region News

Central Region is completing its third year working with **Canadian National Railroad (CN)** to upgrade its power, signal, and communication network backbone. The **H&M Rail Plow** placed **248 miles of buried duct this year**. This project consisted of work in two separate areas: the East, which ran 146 miles from **Auden to Longlac, Ontario**, and the West, which ran 102 miles from **Allenwater to Ycliff, Ontario**. This project is unique as there



Left to right: West Region RVP Jim Dillahunty, Million Mile Safe Driver Martin Provost, Chairman Paul M. Henkels, Regional Equipment Manager Mark Johnson.

are virtually no access roads along the rail. All access to the worksite is by rail. Equipment was shared between the two locations. Because of the inaccessibility of the worksites, satellite phones were used for communication. The challenges of the project were rock, work/track time, and the short construction season: May through November. We are currently working with CN to offer ideas and efficiencies to effect savings as we look at the work scheduled for next year.

The Central Region recognized three employees for their public assistance. On August 19, 2005 **Charles O'Conner, Jim Vinci, and Steve Arrigoni** witnessed a traffic accident while traveling to a worksite in **Schaumburg, Illinois**. One of the vehicles involved hit a **live switch gear cabinet** which H&M crews had recently placed. They assisted the Schaumburg Fire and Police Departments by using voltage testing equipment to determine that the car was not energized. They also helped secure the area until **ComEd** could arrive on-site, assess the damage, and repair the switch gear. We applaud these employees for going above and beyond and using their knowledge to assist the emergency crews.

West Region News

The **West Region Power Group** recently completed a project in record time with outstanding safety results for **Portland General Electric (PGE)** on its **Grizzly/Malin 500 kV transmission line**, starting east of **Madras**, and running 179 miles south to **Malin, Oregon**, located near the California border.

Approximately 4,400 spacers on four-teen deadended towers were replaced on 49.3 miles of double bundled conductor and jumper spacers in seven days.

The most critical parts of this project were extreme fire hazard, requiring fire waivers from the **United States Department of Agriculture Forest Service** and the **U.S. Department of the Interior's Bureau of Land Management** and steep

mountainous terrain with very rough and difficult right-of-way roads. This job was completed two days ahead of schedule with no accidents or injuries.

Martin Provost (see photo) was honored by Chairman **Paul M. Henkels** and Regional Vice President **Jim Dillahunty** for **driving more than a million miles without an accident**. Martin began his career at H&M in 1994 in San Dimas, California as a low bed driver. Martin's loyalty, work ethic, and professionalism make him a model employee. His experience and dedication to safety have served the West Region and the Company well.

Engineering News

The Infrastructure Engineering Group (IEG) opened a **new office in Moon Township** in suburban Pittsburgh to support **Duquesne Light Co. (DLC)** design work.

DLC, an electric utility serving over 580,000 customers, owns and operates a Transmission and Distribution System comprising 345 kV, 138 kV, 69 kV, 23 kV, 11 kV, and 4 kV lines and equipment. DLC has initiated a five-year **Infrastructure Upgrade** program for power T&D and substation improvements.

Starting in 2004 with a fourteen-mile transmission line design for DLC, IEG was consequently selected in 2005 to engineer the distribution upgrades including the **conversion of 4 kV circuits to 23 kV; the rehab of aerial distribution and subtransmission lines; and the design of underground distribution**. IEG is working closely with DLC's Infrastructure Investment Team to get work ready for construction. Currently ongoing is the design of thirty miles of aerial and underground distribution. Multiple projects have been released for construction. Work has begun using DLC crews and outside contractors, including H&M.

Network Systems & Solutions News



Seeking to enhance the buying experience of every customer, **Circuit City Stores** has developed their Store Technical Services department (STS), which has instituted a Sales Floor Enhancement Rollout. Since the STS inception in 2002, NSS has become an integral part of the Rollout by supporting the following projects: **video remodels, new store voice/data builds; new store supplemental labor; installation coordination; wireless provider T-1 rollout; voice and electric installation** to support wireless

kiosks; **PC service**; and **home entertainment project**.

Bob Taylor, Director, STS offers this perspective on his subcontractors: "Circuit City's Store Technical Services organization relies on its vendor/partners to provide services solutions that build on and leverage specific technical experience and competencies instituted through mutual project development and oversight."

NSS Vice President and Division Manager **Mark Lehman** considers Taylor's comments: "The value of relationships such as the one we share with Bob and his team is the driving force behind continuous improvement in both organizations. An open dialog and good communications are key along with a learning curve that should never go flat."

In other news, recent promotions within NSS include **Mark Lehman, Vice President and Division Manager** of NSS, and **David Cox, Senior Director**, NSS-East.

Corporate News

During FY05, H&M conducted a companywide **Safety Value Self-Assessment**, identifying areas of opportunities for improvement to be included in FY06 Safety Plans. In addition to internal safety initiatives, H&M is partnering with other utility contractors through the **OSHA Strategic Partnership** to identify **Best Practices** used in our industry that effect incident and injury reductions. One Best Practice identified is the use of the comprehensive documented **Job Briefing** process. Additionally, **Worksite Observations** conducted by a third party have been identified to reduce incidents and injuries.

H&M has introduced a rollout for the above processes. Although not new to H&M, these have been enhanced to incorporate the state-of-the-art thinking and actions to be taken during job briefings. Modern computer and photographic capabilities are included to capture a **Picture of Excellence** in conducting and communicating jobsite conditions. The expectation of the enhanced Job Briefing is to generate a greater understanding of all safety hazards and to recognize the mitigation needed to reduce risk and establish a clear understanding of all crew members' roles and responsibilities. At this point, the Worksite Observation process will be utilized mainly by **Company Safety Professionals** with expansion to other levels of management in the future. H&M's Corporate Safety Director, **Bill Mattiford**, is the OSHA Partnership Steering Committee liaison to the Best Practices Group.

See page 3 for more Safety issues.

H&M People: Off The Clock

Employees Think Globally, Act Locally

Contractors Pitch In for Playground

H&M employees were recently involved in a project to create a playground in Kuhio Terrace, a low-income housing development on Oahu, Hawaii. Employees from four contracting firms worked free of charge on days off, and several suppliers donated disposal sites and materials.

Our role was to remove the existing concrete surface (see photo below), and lay a new sub-grade and finish grade concrete slab. We also trenched-in new electrical conduit and wired the lighting. Other contractors poured new slab and installed playground equipment.

Our work is now complete. The project is planned to be ready for the children by the end of year. Thanks to the H&M staff members who helped make this a reality: **Joe Morris, Joel Venegas, Mike Alvarez Jr., Jose Vasquez, Justin Apa, Jerry Balguna, Kenneth Bega, Arnold Mangayayam, Emanuel Escano, Antonio Marzan, Franklin Carabbacan, Lojie Soria, Dexter Agustin, Jay Fagaragan, Arron Casil, Howard Erickson.**



Team Henkels (above) from East Region's Richmond Gas Design Group raised \$1,975 at the American Cancer Society Walk for the Cure on October 16.

Left: Count Yerblessings reminded staff to give blood. Below: Corporate staff and family in the Juvenile Diabetes Research Foundation Halloween Walk.



only five percent actually do so. Henkels & McCoy sponsors several blood drives at Blue Bell HQ annually, and employee Paul Stinson has cheerfully coordinated the drives for "at least a decade now." "Staff can be relied on to donate about thirty



Photo: Joaquin Siopack, *The Honolulu Advertiser*

Walking the Walk, Not Just Talking the Talk

Thanks to all of you for the tremendous support at the Juvenile Diabetes Research Foundation Walk on Sunday, October 30. The weather was a balmy seventy degrees at the suburban Horsham, Pa. location, and a great time was had by all. We fielded our largest walk team ever. Forty-six people signed up and raised \$4,536. Whether you walked or supported someone who did, you played a part in working toward a cure for a truly debilitating disease. For that we say thanks!

Give Blood, Give Life

According to the Internet Web site, www.bloodsaves.com, five million Americans **need** a life-saving blood transfusion each year. Although sixty percent of the U.S. population is eligible to give blood,

pints per drive," Paul says. Such is the ongoing shortage of blood that donations are used within two to three days. Greater demand occurs during holidays when traffic accident rates are higher. Because of a dwindling donor base, the Red Cross has recently relaxed requirements for donor eligibility. People who were once ineligible may now be able to donate. If you were ever deferred indefinitely, please check with the Red Cross as your status may have been changed. Paul invites all H&M staff to consider giving blood at any time of the year. For more information, visit the Web address above or call the American Red Cross at 1-800-GIVE LIFE.



Thank You for Your Service

These Henkels & McCoy employees will have attained the following milestones by the end of 2005. Congratulations to you all!

Corporate

- 15 Years: Frank Morott
20: Ted Birdsell, Jim Lafferty
25: Dean Giambrone, Bill Kokemor, Donna Mayo, Gary Weikel
35: Els Visser

NSS

- 10 Years: Billy Herndon, Jim Gallagher, Keith Fritz, Kris Lafferty
15: Chris Herm, Mike Harrison, Sam Kersey
20: Alan Shoemaker
40: Gary Redhouse (shown below)

IEG

- 10 Years: Tom Readinger
15: John Lewis



East Region

- 10 Years: Tim Booher, Louis Bruno Jr., Bryan Ellis, Joseph Figliola, Mark Giuffrida, Tom Johnstone, Marty Lessor, Bruce Merlino, Archie Murray, Tom Parson, Darren Peterson, Richard Rinker, Scott Stuck
15: Stephen Arguin, John Ashton, Joe Baumgardner, Monty Benko, Joey Booher, Ken Cessna, Joseph Contrisciani, Don Erb, Tere Fickett, Ken Frech, Lindy Geoffrey, Ed Kemp, Keith Potterton, Charles Snell, Natalie Sousa, Walt Sutton, Charles Tedrow
20: John Barnett, Mark Grubbs, Carter Moyer, Joe Novak, Robert Sniscak, Bill Tosten
25: Steve Atwell, Gary Frehn, Wes Gordon, Arnold Horner, Craig Jenkins, Joseph Klimkowski, Fred Koerner, Pete Lamb, Francisco Marques, Alex Navarra, Carmen Nicotra, Bob Shope, Dick Shope, Samuel Silvestri
30: Dave Caloren, Cathy Ferich, Keith Stine
35: Joe Leonard, Dick Moody, Sandy Phillips, Kathy Richards
40: Bill Siegrist

Central Region

- 10 Years: Ralph Bowersock, Keith Brooks, Art Caldwell, Adolfo Cruz, Oscar Lemus, Robert Mayo, Sergio Montano, Theresa Oldham, Lloyd Pierce
15: Dean Chittum, David Hanson, Timothy Pierce, Juan Salinas
20: Bobby Blanton, Jerry Bryson, Bob Clem, Marlin Eccleston
30: Cliff Langston

West Region

- 10 Years: Ryan Baca, Jack Bayne, Joan Burgess, Rick Clark, Tim Cloud, Daniel Kirkpatrick, Floyd East, Jeff Fate, Loren Fox, Tennis Houston, Kim Hull, Joseph Liddicote, Joe Morris, Randall Nelson, Chris Nuebling, Gene Santy, Robert Spencer, Tom Thatcher, Joseph Trappen,
15: Vic Beattie, Sztotirisz Joresz, George McKinney, Karlyn Russell,
20: Scott Hartzell
25: Carl Branton, Keith Wright
30: Dale Anders
40: Ed Murphy

Performance

IN THIS ISSUE

Storm Season 2005 Summary

Uninvited guests Katrina, Rita, and Wilma crash into the South with devastating results. As always, our crews travel far from home to help.



FEATURES

- Mississippi Power planned in advance for Katrina response.
- We've Been Working on the Railroad. H&M installs underground conduit and aerial fiber along a right-of-way in Indiana and Illinois.
- H&M employees perform good works off the clock, too!
- Service Milestones

DEPARTMENTS

The View from the Fourth Floor, Regional Roundup, Safety Update: The Future of Safety is Instinctive

PLUS...

- Henkels & McCoy presented with Exelon Diversity Award
- Timeline: For H&M, 1938 was a crucial year.

MORE!

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Merry Christmas and a Happy New Year!