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NEW PARTNERSHIP! Transition a team effort by all involved ESG Partners with the City of Warner Robins, Georgia

THIS SUMMER while the Warner Robins Little League team captured the World Series and the majority of the headlines in the local newspaper, ESG was busy working behind the scenes supporting the residents of Warner Robins.

On August 13, 2007, at 12:01 a.m., ESG Operations, Inc. assumed control of the Ocmulgee River Water Pollution Control Plant (Horse Creek) and the Sandy Run Creek Water Pollution Control Plant (Sandy Run), 30-plus lift stations, 7 water treatment facilities, 5 elevated storage tanks and 17 associated ground water wells.

Sandy Run (featured in the photo), is the larger of the two wastewater treatment facilities. This activated sludge facility consists of influent screening, grit removal, aeration basins, secondary clarifiers, chlorine contact chambers, aeration pond and finally discharges to a small stream located behind the facility. Sandy Run is designed to treat an average flow of approximately 9.0 MGD.

Horse Creek, the smaller of the two facilities, is similar to the Sandy Run treatment facility but employs trickling filters as the primary nutrient removal tool. Horse Creek is designed to treat an average flow of approximately 3.0 MGD.

The water treatment side of the Warner Robins Project produces approximately 8 MGD of clean, safe drinking water from 17 separate ground water wells through the seven water treatment plants into 5 elevated storage tanks.



Sandy Run Wastewater Treatment Facility

The transition from the previous operating company to ESG was particularly challenging—but ESG's talented Associates from all over the company stepped up to meet the challenge. Team members from Rockdale, Opelika, Waycross, Tupelo and Perry jumped in to fill vacancies on an interim basis until full time staff were hired and trained.

We extend a special thank you to **all** ESG Associates who joined together to overcome the major challenges associated with maintaining potable water and wastewater treatment services for the citizens of Warner Robins, Georgia, over the past two months. This also includes all of those employees who never left their home project, but who accepted extra responsibility and workload to allow one of their team members to provide hands-on assistance on-site in Warner Robins.

New Warner Robins team members listed on Page 9.





Safety Corner

Preventing accidents takes hard work and the discipline to constantly remain vigilant. Constantly remaining vigilant has a name in the safety world, its called "Accident Imaging". Accident imaging is one of the practical techniques used for identifying potential causes of accidents. It is sometimes referred to as accident simulation or accident scenarios. Accident imaging is the act of visualizing in one's mind that combination of variable factors that could come together under the right circumstances to cause an accident. Hot kettle, cord dangling from a countertop, baby crawling in the kitchen —can you imagine these combinations of variable factors resulting in an accident—the answer is obvious. Additionally, accident imaging involves employing consequence reducing techniques should something beyond an individual's control occur. Seatbelts, bicycle helmets and life jackets are all examples of items employed to reduce the consequences should something beyond an individual's control occur.

Look at the following true life example:

The pilot of a Phantom jet is in a simulated battle situation. The safety bolts which would have prevented his Sidewinder missiles from firing have been removed by his ground crew. The ground crew also fails to put tape over the master arms switch, which controls the electric circuit to the missiles to stop it from being applied accidentally. As a part of the training exercise the pilot intercepts two other jets; and in the split-second excitement of the moment forgets about the missing tape and live missiles. When the pilot turns on his cockpit camera to record the simulation kill, he also fires the missile, shooting down a \$15,000,000 jet.

In this example, some of the contributing factors are as follows:

- Removal of safety bolts. PREVENTABLE BY PILOT.
- Failure to cover or disable the master arms switch.
 PREVENTABLE BY PILOT.
- Firing of missiles. **PREVENTABLE BY PILOT.**

All contributing factors combined ultimately resulting in a catastrophic loss. No single failure caused the incident; the combination of errors and changes was

the culprit. If any of the errors or changes were altered the outcome would be different.

We at ESG must constantly be on the lookout for potential sources of injury and control them appropriately. Accident imaging, Job Safety Analysis, Safety Procedures, training, etc. are all tools we can use to prevent accidents.





Are you participating in ESG's 401(k) Plan?

Maybe you feel like every dollar you make is already spoken for and you just can't afford to put anything aside. Yet, even investing as little as 5% of your pay can make a big difference at retirement. In your plan, your money has a chance to grow without being reduced by current taxes. The growth on your account is not taxed until you withdraw it. This special feature is called tax-deferred compounding, and it has the potential to greatly increase your account earnings over time. With the power of compounding, investing even a small amount early in your career can mean big things at retirement.

- ESG contributes 3% of your salary! You are fully vested, it's your money!!!!
- You control where your money is invested!
- You decide how much to invest and what funds to invest in!
- You control how aggressive or conservative you want to be.

For those of you who are in the plan, but not participating at this time, or those of you who would like to change your contribution percent, the next quarter to make changes is January 1, 2008. Please contact your Project Manager for the correct 401(k) change form today!!

Your Corporate Administrative Services and Human Resources Team:

Debbie Linton, Administrative Services & Human Resources Director (Corporate) **Connie Skinner,** HR Coordinator (Vidalia) **Lisa Rice,** Staff Accountant (Corporate) Christina Settles has just joined us as part time Office Assistant (Corporate)

COMMUNICATING with our Associates Client-Partners

We continue working to develop and implement new ideas that will improve communications between our Associates and our existing clientpartners and projects—as well as assist us as we bring in new business and share the ESG story with others.

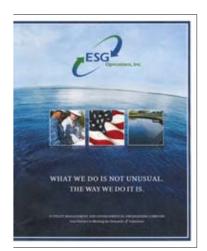
In 2008 we look forward to introducing our redesigned company website which will be a fantastic tool in communicating the ESG story, as well as a way to keep our existing projects up to date on the latest corporate news. Projects and Associates will be highlighted on the website as well as a place to read current news and events. Our new website will explain "who we are" and "what we do" and will provide detailed information about our company and the services we provide. There will



The Home Page of our redesigned website.

also be a designated page on the website for current job openings.

In the coming months we also look forward to sharing our newly designed corporate brochure. This printed piece will be another tool we can use



as we explain to others what we do, how we do it, and how we can assist communities, counties and municipalities in providing public works and utility services to their citizens.



redesigned website with the latest company news and information.

visit us online at www.esqoperations.com



TUPELO, MISSISSIPPI

A TEAM EFFORT: New Wastewater Treatment Plant Finally Completed

TUPELO Dives Right In!

ESG/TUPELO DIVES INTO NEW WWTP! Leading the effort was Chris Holloway and the rest of the ESG/Tupelo staff. The WWTP was under construction for almost two years. The new plant went online officially July 13, 2007. The liquid treatment portion of the old plant was completely abandoned and replaced with new headworks, three new multichannel "Orbal" aeration basins, three new clarifiers, new RAS/WAS pump station, chlorine contact basin and step-aerator. Tupelo's treatment facility is "state-of-theart" and is already yielding dividends as the new Toyoto manufacturing facility and satellite industries locate to the area.

On August 3, 2007 ESG Operations was unanimously voted in to run the Pontotoc County WWTP. Leading the efforts were **Chris Holloway** and **Jeff Faye.** Pontotoc County consists of Lemtec Biological Treatment Modular covers and a Lemna Polishing Reactor 0.075 MGD.

We are proud to announce these promotions at the ESG/Tupelo Project:

- Roy Myers promoted to Maintenance Supervisor
- Jeff Faye promoted to Assistant Project Manager.

WAYCROSS, GEORGIA



ESG's Team Waycross—a dedicated group of Associates serving the citizens of Waycross, Georgia

News from Waycross, Georgia Team Waycross

WASTEWATER

Elery George continues to be the company's "Johnny-on-the-Spot" for belt press operations (Appalachicola, Warner Robins and Perry).

C&D

Steven Lee will be fielding the first of the company's specialized C&D Crew Service trucks (both this and the maintenance truck will feature hydraulic powered tools).

MAINTENANCE

Kelly Griffis will be fielding a new maintenance vehicle.

METER READING

Alvin Baldwin was promoted to Department Supervisor. **Jerry Baldwin** was promoted to Customer Service Technician.

NEW MEMBERS OF TEAM WAYCROSS

We are happy to welcome these new members to the ESG/Waycross Team: **Chris Ebersole** in the Meter Department and **Derick Smith** in the C&D Department.

'WAY TO GO, TERRANCE!

Terrance Thomas will be testing for his Class III Wastewater License.

OPELIKA, ALABAMA

Making A Difference

Public Works

ESG OPERATIONS, INC. TEAM OPELIKA recently received an award from the Alabama Water and Pollution Control Association for first runner up in the **BEST PLANT OF THE YEAR AWARD** for Plants 2.6-5.0 MGD.

(The winner of the award was Fairhope, Alabama—where the inspector lives!).



Congratulations to **Derrick Askew**, Wastewater Superintendent, and the ESG/Opelika Wastewater team for their hard work and commitment to excellence. We are proud of this honor and recognition.

City Officials Applaud ESG Operations Team Opelika for Continued City Improvements

Opelika council credits ESG for city improvements

cognizable structures and spots ving marked progress flashed

talling a new roof at the

of the \$804,711.89 stremmed from un-collected sever revenue fees. "ESG's exparitise in sever opera-tions helped thentify revenue collec-tion," Seymour said. And after the city cracked down on a weed ordinance, 24 lots covered with several several properties.

Front Page article from the Opelika-Auburn News • August 25, 2007

ESG OPERATIONS, INC. TEAM OPELIKA was recently recognized for the improvements that have been made to the City of Opelika, Alabama since the transition to ESG on November 1, 2005. The presentation showed dramatic changes in many areas that ESG operates on behalf of the City.

TEAM OPELIKA purchased \$73,521.28 worth of equipment that was funded solely by the sale of old, outdated equipment. The new equipment included computer/printer upgrades, a plasma cutter, a transmission machine, check valves, metal detectors, a water distillation unit, a PH meter, 2-way radios, gas detectors, chain saws, weed eaters, hedge trimmers, a tire changer, a gravity convection oven, landscape renovations for five different city buildings and many various small tools. These upgrades will improve efficiency, capability, SAFETY and decrease costs on day-to-day repairs. The departments have been in need of this equipment for many years and the funds have not been available to purchase what was needed. Congratulations to Mike Hilyer, Project Director, and Team Opelika for their outstanding achievements.

The following are just a couple of the "before and after" photos that were included in the presentation to the Opelika City Council.

Opelika Mayor Gary Fuller remarked during the presentation that "finding funds and taking care of 3,200 backlogged work orders were ESG highlights. The backlogged work orders were tackled within 90 days of ESG review."









VIDALIA, GEORGIA

ESG's Inaugural Project Celebrates an Anniversary

VIDALIA CELEBRATES FOUR YEARS!

On June 1, 2003, ESG Operations was awarded its first project in Vidalia, Georgia, beginning with 24 Associates. Dave Marshall and Sean Meyer headed up the project—restructuring the work force to accomplish many tasks, reducing the backlog of Street Department and C&D work orders left behind by the previous contractor. Four years have past since that date and the project continues to press forward with many accomplishments and rewards due to the diligence and perseverance of each Associate. Marvin Lee currently serves as the Project Director assisted by Robbie Akins. **Paul Pratt** serves as the Street Department Supervisor; James O'Neal supervises the C&D and the Meter Reading and Utility Location departments; and Spencer Ricks serves as Operations Supervisor in the Water



Clay Sykes pictured with some ESG / Vidalia Associates at a recent Safety Training course.

Works Department. To celebrate this significant milestone. Clay Sykes and Dan Groselle visited and served lunch to the Vidalia Team to thank everyone. They gave an update on the successes of the company and recognized Robbie Akins, Phillip Davis, Mark Durden, Frank Landrum, Andy Peterson, Paul Pratt, Spencer Ricks, Al Thorpe, and Connie Skinner as they are part of the original team from June 1, 2003.

Here's to many more successful and rewarding years for Vidalia and ESG Operations!

More from Vidalia...

Thinking Outside the Box!

Thanks to some crafty thinking and ingenuity Vidalia has an improved piece of vital equipment. When the VCR portion of the TV/VCR combo of the City's mini video camera began to fail, James O'Neal came up with a solution to solve the problem. His



idea was to convert the VCR to DVD-R so we could incorporate all videos into GBA and attach them to the work orders. The City purchased a new television with a larger screen and DVD-R to replace the TV/VCR combo in order to facilitate video needs; since the combo was self contained the new equipment presented some new challenges for mobility. James presented a solution—purchase a cart, battery, and AC converter and make this equipment completely self contained and self reliant. he result is a completely mobile unit that requires no generator in the field, accessibility to locations without any power, and overall versatility better than the original set up. The line reel can be used while mounted to the cart or removed for easier operation; a battery charger is part of the system in order to keep the unit in "ready state" and all the components of the cart are covered with a standard grill cover for transportation during rain events. The first project for the newly redesigned camera system was inside the local hospital where we were able to move in and camera the hospital's sewer system without making multiple trips to bring in each piece of needed equipment.

Hats off to James for some crafty thinking! Remember...**everyone is paid to THINK!** This is a perfect example of this—and we appreciate James "thinking outside the box" and coming up with this needed solution.

PERRY, GEORGIA

Perry Project Continues to Experience Expansion

The Perry Project recently assumed responsibility for Operation and Maintenance of the City's Water System. ESG/Perry is currently treating 2.6 MGD of potable water. The wastewater treatment plant is scheduled for an upgrade to increase flow from 3.0 MGD to 4.5 MGD with construction scheduled to start in January 2008. Some of the upgrades include a new influent pump station, sand filters, laboratory and operations building upgrade, the addition of re-used water system, and the addition of a training center.

We recently added two new sewage pump stations to our responsibilities. We are currently responsible for 13 stations (increased from



9 stations at start up a year ago). Due to the continued growth in Perry, we are currently upgrading several of the existing stations to handle additional flow from new schools and new residential areas. (Photo above of employees completing a recent upgrade at the Wooden Eagle Lift Station).

Team Waycross recently provided technical support for our client by using ground penetrating radar to locate underground piping



and valves for a necessary repair. (Photo above of the unit in service).

We welcome these six new employees: Kyle Knowles, Greg Carroll, Alan Culpepper, David Keene, Mike Gibson, and Kenneth Baker. Our Lab Analyst, Cindy Mason, transferred to the Warner Robins Project and received a promotion to Lab Director.

WAKULLA COUNTY, FLORIDA



Jack Granger, New Operations Supervisor for Team Wakulla

TEAM WAKULLA is pleased to welcome Jack Granger, our new Operations Supervisor. Jack comes to us from our local Sheriff's Department with mechanical and electrical experience. (He quickly proved his worth when he was able to repair Cleve's AC in one day, to prevent him from another scorcher night!). Jack will be taking the place of Jeff Fringer, who left after 11 years, to fulfill his long time dream of returning to Colorado. We all wish Jeff the

Nannette Watts' son Tyler, a Marine, has safely returned home from Iraq after serving there for 6 months. We have two Solid Waste employees who are in "the family

way." Loretta Green is expecting her second child in February, and Eric Wells and his wife Lecreisha are expecting number three in December.

We have recently experienced the loss of a good friend and employee, Leroy Morgan, who passed away suddenly on July 15. Leroy was only 52 years old. We would like to take this opportunity to remind all of our ESG family that we are fortunate to have employers that offer us quality insurance at reasonable rates. Please take advantage of this, and take care of yourselves.

We would like to extend our deepest sympathy to Cleve Fleming and his family over the loss of his sister, Mary Fleming.

We thank him for setting such a good example of brotherly love. Not only did Cleve donate one of his kidneys to her ten years ago, but he has also been very involved in taking care of her over these last eight months as her health deteriorated.

In Memoriam



Leroy Morgan July 15, 2007

ESG Delivers Sparkling Water to St. Joe Resort

The ESG Summer Camp project continues to deliver sparkling water to the St. Joe Resort. Bill Stephens has done a great job in managing all aspects of the project. Recently we helped the client with a hurricane preparedness plan. The big news at the project is the upcoming start-up of the projects SBR wastewater plant. John Eddlemon has been working with the State and St. Joe engineers in developing a plan to start up the new facility. It will be a unique start-up due to the low flows the plant will see.

ROCKDALE COUNTY, GEORGIA

Rockdale County completed its first year of operation on August 1, 2007. The first year in Rockdale has presented many challenges but the Rockdale Team has been up to the task. Some major accomplishments this year have been:

- Completed the update and training associated with the Risk Management Plan at Quigg.
- Completely rebuilt and installed two new aerators on the oxidation ditches at Almand Branch.
- Rebuilt and re-installed both bar screens at Quigg.
- Fully implemented the preventative maintenance system per the new GBA CMMS.
- Increased compliance with the County's Food, Oil and Grease (FOG) program from 65% to 98% compliance.

There have been many personnel changes during the past few months as well.

- **Rob Burton** was brought on as Assistant Project Manager.
- Daryl Waits was hired as Operations
 Supervisor for all of the treatment plants.
- John ("Dickey") Thompkins was promoted to Maintenance Supervisor.
- Matt Wilcox was hired as a Wastewater Operator for Quigg.
- Ibn Shakir was hired as a Laboratory Analyst in Training.
- Mike Crawford was hired as a Wastewater Operator for Quigg, and was subsequently transferred to the Warner Robins Project.
- Dan Bedingfield was transferred to the position of IPP
 Technician and also runs the Food, Oil and Grease Program.
 (98% compliance—'way to go Dan!)
- Jay Jones was hired as a Mechanic in Training.
- Chris Jones, Lead Mechanic, was transferred to the Warner Robins Project.

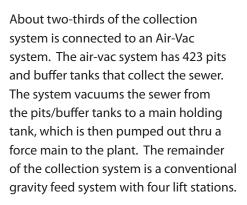
As our second contract year begins, Team Rockdale is excited about the opportunities before us. We will be performing some extra scope projects for Rockdale County, such as performing the bypass and wash down of a 500,000 gallon industrial pre-treatment tank; implementing operational improvements in the areas of operator training and development, process control plans, and preventative maintenance training; and above all—we are looking forward to the energy and excitement brought to Rockdale by our new staff as well as the continued professionalism and commitment to excellence by the entire Rockdale Team.



Dickey Thompkins

APALACHICOLA, FLORIDA

Apalachicola became an ESG project on July 1 2007. Prior to that date ESG was a subcontractor of Veolia for two years. This project entails the operation and maintenance of the collection system, the distribution system, the Wastewater Treatment Facility, the Water Treatment Facility, and meter reading. The project is fully staffed with 7 people so that means everyone has to be some what of a "Jack of all Trades". We have to know a little about everything and a lot about some things. The crew may be fixing a broken water line one day and the next day operating the wastewater facility.



The wastewater plant is permitted for 1 MGD. The plant is an SBR system with three SBR's, two digesters, and eight drying beds. The City is in the process of gathering all information needed to do some capital improvements at the plant. These improvements include rehab of the bar screen and grit collection system, rehab of a lift station at the plant, and possible installation of a belt press.

The water system has 3 wells, 2 elevated storage tanks, and a 1.66 MGD water treatment facility.













ESG Operations, Inc. Welcomes These **New Associates** to the ESG Family

Correll, Daryl Aguilar-Sanchez, Manuel Brewer, Robert

Poythress, Brinson Williams, Calvin Green, Loretta Crawford, Michael Fountain, Charles

Wilburn, Michael Stephens, William

Shakir, Ibn

Joseph, Thomas
Sager, Mia
Pritchett, Donald
Hilyer, Michael J.
Wilcox, Matthew
Smith, Derick
Culpepper, Alan
Baker, Kenneth
Gibson, Michael
Keene, David

Jones, Jay Ebersole, Christopher Linton, Debra

Carroll, Greg Blazek, Teresa Bronson, Kenneth Donaldson, Adam

Donaldson, Adam
Epps, Freddie
Fenton, John
McGruder, Chris
Sampson, Stephen
Spann, Dee Dee
Williams, Tracy
Williams, Scott

Wilson, Jamon

VIDALIA

APALACHICOLA

OPELIKA
OPELIKA
VIDALIA
WAKULLA
ROCKDALE
ROCKDALE

WAKULLA

SUMMER CAMP/ST. JOE RESORT

ROCKDALE
OPELIKA
VIDALIA
OPELIKA
OPELIKA
ROCKDALE
WAYCROSS
PERRY
PERRY
PERRY
PERRY
ROCKDALE

PERRY WARNER ROBINS

WAYCROSS

CORPORATE

WARNER ROBINS

Knowles, Kyle Waits, Daryl Crosby, John Jackson, Willie J. Lamb, James Granger, Jack Bradford, Christopher

Jackson, Willie
Crosby, John
McLendon, Lance
White, Howard
Chase, William

Dorough, Jeff Green, Tracy Burnside, David Settles, Christina Willman, Jason

Mills, Jimmy Mobley, Charles Gray, Brandon

Thomas, Christopher Bacon, Johnny

Thompson, Brian Griffin, Jeffrey Kersey, Jennifer

Armstrong, Douglas Philips, Vincent Samples, Michael McCray, Alfred

Fleming, Donna Strickland, Calvin PERRY ROCKDALE WAKULLA OPELIKA

WARNER ROBINS

WAKULLA WARNER ROBINS

OPELIKA WAKULLA WARNER ROBINS

WAKULLA APALACHICOLA WARNER ROBINS

WARNER ROBINS
WARNER ROBINS
CORPORATE

WARNER ROBINS VIDALIA VIDALIA VIDALIA

WARNER ROBINS VIDALIA

VIDALIA VIDALIA OPELIKA

WARNER ROBINS WAKULLA

WAKULLA
VIDALIA
ROCKDALE
WARNER ROBINS
OPELIKA

WARNER ROBINS

employee \$10tlight



Meet Douglas Armstrong

Assistant Project Manager • Wakulla County, Florida

Since joining the ESG/Wakulla Team, Doug has been working on organizing and streamlining road and bridge maintenance operations using MS Project, reviewing the existing heavy equipment inventory, researching and making recommendations for new equipment, creating cost estimates for Board-approved road paving projects, and prioritizing a list of roads based on paving matrix scores with estimated construction costs for future Board consideration.

Doug is currently working on a wastewater flow-diagram, showing locations, number of pumps, pump sizes, and households served for the east half of the County. This will serve as an analysis tool in determining the rerouting of certain existing wastewater lines and the need of additional lines and pump stations to meet the future wastewater demands of the County.



Meet Doug Armstrong

Doug comes to ESG from Forsyth County, Georgia, where he was the Director of the Road and Bridge Department.

Welcome Doug!

Meet Chris Thomas

Project Manager • Warner Robins, Georgia

The ESG Family of Companies is proud to announce that Chris Thomas has joined the organization as Project Manager for the company's newest project with the City of Warner Robins. Mr. Thomas is a 1996 graduate of the University of Georgia with a Bachelors of Environmental Health Science. He has over ten years experience in the utility industry and possesses a State of Georgia Class I in both Water and Wastewater. Although Chris enjoys all aspects of the utility industry, he especially enjoys participating in community outreach and education. He feels that going into local schools and universities to tell the importance and difficulties of water and wastewater treatment is the best way to recruit promising new applicants into our industry.

Another role that Chris will fill with ESG is resident hunting guide. With his expertise we are certain that the corporate boys will have success this year!!



Meet Chris Thomas

Welcome aboard, Chris.

we would like to know your ideas.

your input is important to us!

Do you have ideas of how we can make *The Clarifier* more informative for our associates and client-partners—or do you know of a story you would like for us to share in an upcoming issue of *The Clarifier?* If so, we would like to know! Please email your ideas to Becky Alexander at balexander@esginc.net. Let us know your thoughts.

The Clarifier • Issue 3 • November 2007



Gathering the information and photos from all of our ESG Projects and putting together The Clarifier each issue is not an easy project. We would like to thank **Becky Alexander** for her coordination of this issue. Thank you, Becky, for your hard work and for dedicating your time to this project. A job well done!

TECHNOLOGY CORNER



ESG is in the process of making several upgrades to our IT infrastructure and systems. On of the major complaints that we have received is the upload/download speed when using GBA and OP10. In order to address this issue, we are installing a T1 service line in our corporate office. This should increase your upload speeds significantly. The installation is

scheduled to be completed the second week of November.

On Friday, November 16, ESG is switching email servers. We have outgrown our current service and are switching to a new provider that will better serve our expected growth. All email users will receive detailed instructions about this changeover. After the changeover you will have to make some changes to your Outlook settings. We will not experience significant downtime during this process and no emails will be lost.

If you have any problems with your email after the changeover, please contact the corporate office.









Proudly Serves These Cities and Counties Across the Southeast