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# Bering Sea Group

A Division of TDX Holdings LLC

May 2009

## Quarterly Newsletter

Diversification and Growth  
Through a Unified Goal of  
Exceeding Customer Expectations

Don't Look Now But things are Changing... Again and Again

William Arterburn - CEO

Do things seem more "chaotic" these days? As I watch from my hotel room the hysteria and seeming chaos generated in the news media over a potential flu epidemic, my thoughts turn to the task at hand, which is attempting to navigate our company through waters of change, that, at the moment, seem more front and center, than in the past. In mathematics, currently, "chaos theory" is invoked as a method of describing the behavior of certain dynamic systems that evolve over time, as, for instance, the weather. As a company with origins in the Bering Sea, weather, really stormy weather, has been a constant. Let's see...is there something here?

This quarter we start gathering and reporting our operations under the convenient mantle of Bering Sea Group, which incorporates BSE, Bering Sea Environmental (BSEn) and TDXNet. While BSE is encouraged by its recent success in the award of the Range Sustainment Contract, we have seen considerable evolution in circumstances since we submitted that costly proposal over a year ago. Consider that the economy has changed, and our revenues have slowed down. Consider, that the government, our main customer, has changed in direction, and a level of reassessment is taking place, which has led to delays and a level of inactivity. That has lent a level of chaos to our operations. Our newer TDX owned ventures, Bering Sea Environmental and TDXNet are caught in some of the chaotic events as well, as they seek to develop corporate and contractual identities, based

on plans laid well before the current stormy situation.

Internally, our company has changed with process implementation of new networks, an attempt to better secure document control, collaboration, and records management, using electronic methods. Our software and methods of project management are changing, and we have changing and new faces within the company. Moreover, our marketing and management strategies are changing with new corporate reorganizations, new divisions, welcoming new personnel, and initiating new lines of work as we seek to address changes and opportunities. Before I conclude and try to organize all this "chaos" into an organic whole, let's add the thought that a huge bubble of spending is working its way through the system, swiftly. A bubble for which we will all be challenged to read and interpret the tea leaves, and to change and adapt ourselves, to be assured of achieving our stake in the stimulus effect, and the change and growth opportunities promised in the bubble.

It's all a bit overwhelming. Let's face it, given our druthers, most of us prefer a nice neat box in which we know our boundaries, what is expected of us, and what we can expect in return. Sunshine and blue skies. If we dwell on the chaos too long, we run the risk of being swamped, of drowning in the implications, or losing ourselves in the uncertainty of the storm that surrounds us.

Let's all take a deep breath. The truth is, despite the seeming chaotic circumstances,

despite the stormy appearance of the stage, our outcome is determined by what we apply to the circumstances we face, whether those circumstances seem to arise from external or internal sources. Our future state is determined by our actions and responses, nothing more, nothing less. A state of equilibrium will be achieved in time by all chaotic states of change and process within the systems in which we operate. That is the essence of the theory of chaos.

Storms of change can and do occur. We coalesce and grow, or we die out and get replaced by another system. Bering Sea Group is the latest outcome of the process we started with Bering Sea Eccotech in 1994. It is no more or less than "us" as we understand and perceive ourselves to organize and meet the new opportunities presented within the new circumstances we face. We want to address them with the same determination, the same care for customer and customer result, and the same dedication to performance without compromise that got us here in the first place. That is the only path from chaos to equilibrium that I can see. Deep down, we would get bored and complacent without occasional storms.

Welcome to Bering Sea Group. Bound by the principles which built us, the present storm presents no threat to us, only a new path to opportunity that emerges when the clouds blow away and the clear skies return. We have much more to accomplish. Read on to see what we have accomplished this quarter.



## Change is inevitable...except from vending machines<sup>1</sup>

James Storch, Quality Manager  
jstorch@bseak.com

Just because everything is different doesn't mean anything has changed.<sup>2</sup> Our quality commitment to fulfill goals, objectives, and core values remains the same. Almost thirty corporate policy updates have been posted since the beginning of the year. These outline our organizational direction and boundaries to guide us in both present and future decisions and actions. Now that these policy updates are written it's up to all of us to implement them, and apply them consistently and fairly to work practices every day. More policy information can be found in the employee resources section of the BSE website.

Today, if you are not confused, you are not thinking clearly.<sup>3</sup> Let's face it, if you didn't care it wouldn't matter; but you do care, and it does matter. With the breadth and pace of our changes, even our best attempts to effectively communicate may leave you wondering. If things seem foggy please ask. Ask a coworker, a supervisor, a manager, or maybe even a director; chances are you're not wondering alone. There's a good chance you'll find some clarity in the employee resources section of the BSE website.

If you want to make enemies, try to change something.<sup>4</sup> None of us are out to make enemies, but I'm probably not alone experiencing adversarial responses to changes from time to time. So far the changes have ultimately provided a benefit; however this has not always been realized immediately, and not always occurred without the need for much discussion leading to Plan B, C, etc... My recommendation is to shake hands, huddle, and keep things moving in the right direction.

<sup>1</sup> Robert C. Gallagher <sup>2</sup> Irene Peter

<sup>3</sup> Irene Peter <sup>4</sup> Woodrow Wilson

## Human Resources Reminder

**Health Plan Open Enrollment** – Any eligible employee and their eligible dependents who did not enroll and become covered under the **Health Plan** when first eligible, may enroll during the **Open Enrollment** period which is from May 1st through May 31st of this year. An enrollment form must be completed and submitted to the HR Department during this period. Coverage will become effective on June 1st. Employees enrolling during the **Open Enrollment** period will be subject to the **Preexisting Conditions Exclusion Period** as described in the **Medical Benefits Section** of the **Summary Plan Description**.

## Personally Identifiable Information (PII) BSE's Security Program

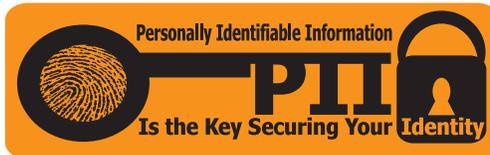
Elary Gromoff, Executive VP/FSO - egromoff@bseak.com

Melvin Johnson, Deputy FSO/Safety Officer - mjohanson@bseak.com

While BSE has enjoyed a tremendous record of protecting its employees identity, the crime of identity theft is one of the leading crimes in the United States. That is why it is important that you know what Personally Identifiable Information (PII) is and what you can do to ensure it remains protected.

Background; in the United States over 100 million records were stolen containing PII. This was possible due in large part by human error. Some of those records contained PII and lead to identity theft. The department of defense defines PII as: Personal information about an individual that identifies, links, relates, or is unique to or describes him or her (e.g. a social security number, age, military rank, civilian grade, material status, race, salary, home or office phone numbers or other demographic, biographic, personnel, medical, financial information, etc). Such information is also known as personally identifiable information (e.g. information which can be used to distinguish or trace an individual's identify, such as his or her name, social security account number, date and place of birth, mother's maiden name: and biometric records, including any other personally information which is linked or linkable to a specific individual.

(Reference DoDD 5400.11 8 May 07)



With this working definition of PII, all BSE employees should be aware that PII is protected by the Privacy act of 1974. This means the unauthorized disclosure of such information is prohibited. To increase your knowledge base we have added an interactive DoD PII presentation to the BSE security awareness webpage. Upon completion of

## Moving Forward

Robert Bulger - Chief Information Officer  
robert.bulger@tdxnet.com

TDXNet has been busy moving into new offices across from the HQ building in Anchorage. The new space, located in the Anchorage Business Park, will help position TDxNet for the future.

Our Intertribal Information Technology Company (IITC) document conversion contracts have ramped up, allowing for better utilization of our Saint Paul scanning lab, as well as creating new opportunities for our Anchorage-based employees.

this presentation, you will be presented a Department of Defense Certificate of Completion.

### How Can You Protect PII?

If transmitting PII electronically is necessary be sure to positively identify the requester and his/her need for the information. Additionally, you can protect the information sent to ensure only the receiver can access the data by encrypting/password protecting. This feature is available via ms word and acrobat reader (.doc & .pdf) files. For .doc files, after you have composed your document you wish to safe guard perform the following steps:

1. Click the Microsoft Office Button , point to Prepare, and then click Encrypt Document.
2. In the Encrypt Document dialog box, in the Password box, type a password, and then click OK.
3. In the Confirm Password dialog box, in the Reenter password box, type the password again, and then click OK.
4. To save the password, save the file.

For .pdf files with PII that you want to safe guard perform the following steps:

1. In the "Secure" drop-down menu select 2 "encrypt with password"
2. Dialog box "are you sure you want to change the security setting of this document?" select "YES"
3. Check square next to the phrase "Require a password to open the document" then type in your password and click OK
4. Retype your password and click OK. And save document

BSE is committed to attending to the security needs of all its employees. If you have any security questions or concerns your security office stands ready to support!

On the common infrastructure side, we're busy instituting new technologies for home drives, backups, web filtering, and security. Speaking of security, we will be instituting new procedures across all subsidiaries in TDx to better comply with our US Government contracts. Some of these changes are physical and some will be electronic. We'll keep you posted.

As always, if you have any questions or need assistance, please call us on the Help Desk Hotline:

907-569-HELP (4357), or email us at helpdesk@tdxnet.com.

## A New Business Landscape

BT Smith, Director TSD  
btsmith@bseak.com

I just had the pleasure of attending Air Combat Command's (ACC) annual Range and Airspace Conference and it was announced that many of the staff billets at ACC, which were contractor positions have been converted to GS (General Scale), positions, also known as government employees. It was stated that this effort was in response to the increasing costs of contract personnel. Obviously this was a little disconcerting to me and I took a hard look at the operations with TSD and BSG as a whole. After some additional discussions it is clear that our operations with what we do and how we do it should not be at much

## New Additions to the Team! Bering Sea Environmental

Derek Peterson - Chemical Services Division  
dpeterson@bsenv.com

Bering Sea Environmental is pleased to announce the addition of its new Boiler and Chemical Services Divisions to the Bering Sea Group.

The Boiler Division will be responsible for executing Boiler Outages and Turnarounds across the nation in the Power, Pulp & Paper industries. This group will not only expand the list of mechanical services that BSEn currently has, but also offers an in-house Fabrication shop where structures, piping and spools can be constructed and shipped to clients across the world.

The Chemical Services Division will be responsible for selling, planning



risk. In-fact, we have just been give the go-ahead to add two additional personnel at Mountain Home, which will be filled under a sub-contracting effort to TDXNet, which will allow TDXNet to obtain the past performance if this contract remains an 8a set aside. We have been asked to provide pricing to install radios, provide communications links at both Seymour Johnson and Langley AFBs along with possibly standing up three new sites next year. So bottom line, our focus of meeting and exceeding customer expectations with an exceptional workforce will keep us strong and growing for years to come.

and executing a variety of Chemical Cleaning and Project Engineering services in the refinery, petrochemical, power, pulp & paper industries. The BSEn Chemical Services Division has a tiered management structure that includes veteran Project Managers, degreed Chemical Engineers, Environmental Scientists and field execution personnel with over 25 years of experience in these fields.

Both the Boiler Division and the Chemical Services Division have begun introducing their respective services to the market and look forward to supporting the other companies inside of the Bering Sea Group.

If you have any questions, comments or know of any upcoming outages where either of these Divisions could be of assistance, please call Warren Perkins in his Longview, Texas office at 907-553-0010.

## Welcome to the World

### New Family Additions

Congratulations to BSE's newest arrival within the Technical Services Division. On 7 April Neil and Donna Emiro had a bouncing baby boy, Wesley Jacob Emiro. He was 9lbs 12.3oz and 21 ¾ inches long.



Actually this photo is a slight dramatization as a photo was not available at press time. We understand he is already finishing calculus II classes and will be ready for employment with BSE by the time he is 5!

## Employee of the Quarter

### Mark Scardina

Pod Technician  
Eglin AFB, FL



For a full recount of everything Mr. Scardina has achieved this past quarter visit the BSE Website Employee Awards Section. <http://www.bseak.com>

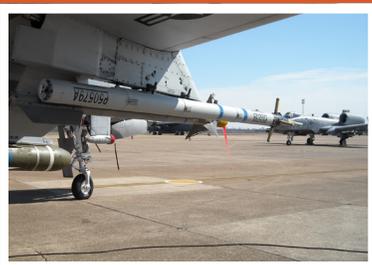
Congratulations to our Employee of the Quarter! I know everyone enjoys reading about the various accomplishments of our Employees of the Quarter and Employees of the Year, but do you know what goes into selecting these individuals? First each site is allowed to nominate one employee for each award. The packages/individuals are scored in three areas. First is Job Performance, which is 80% of the over all score. Unless there was something unique, an upgrade, acceptance of a new system (P5) or flight support for engineering testing (new software or hardware) or supporting a new airframe (KFIR F-21), the scoring of this section can be very close. When Job Performance scores are close, which is usually the case the 10% given Self Improvement and Community Involvement make all the difference.

It should be noted that within TSD there are two individuals working on their Masters Degree, four working on Bachelor Degrees three on Associates Degrees and two more working on Electronic Certifications (almost 30% of all TSD employees are working on furthering their education). It should be noted that, in my opinion, life is like a pyramid, you are either growing and learning or you are in your death spiral, there is no plateau where you can relax with the feeling you have all the knowledge you will need for life. Keep up the good work and always keep learning.

## Green Flag East Exercise Mission a Big Success

### Jesse Cummings, Site Manager Barksdale AFB, LA

Here at Green Flag East, we hosted a herd of A-10 warthogs from the 354 Fighter Squadron, 355 Wing out of Davis Mothan AFB, Arizona. They touched down on 13 February, and with our support, they flew exercise sorties nearly 24/7. We had to modify and test our entire fleet of pods to allow them to interface with the highly modified A-10's. The Squadron flew a variety of missions, such as: close air support, forward air control, show of force, troops in combat, and live bombing and strafing missions, all as part of an integrated and joint force ground battalion training at Ft. Polk, Louisiana. At the



completion of the exercise, the Fighting Bulldogs declared this their "most successful and best training exercise ever!"

After the exercise, we downloaded all the pods, and then brought each of them into the shop and removed the A-10 adapter from inside the pod, and then tested them. We also then cleaned each pod while it was in the shop, which is something we normally do, however, the A-10, with its smoking Gatling gun, tends to generate more dirt and grime than other aircraft do.

## BSE Wins \$100 Million Range Sustainment Contract

**Nicholas Henegan-Director Prgm Mgt**  
[nhenegan@bseak.com](mailto:nhenegan@bseak.com)

BSE has won an Indefinite Delivery/Indefinite Quantity (IDIQ) contract with the US Navy to provide range sustainment services. The scope of work for this contract is to provide a broad range of environmental and sustainment services for Navy, including Marine Corps, ranges. Services may include permitting, environmental investigations, remediation, construction, as well as BSE's forte of clean-up and recycling. The ranges targeted for this contract are primarily located in the western United States. The contract has a base year with four renewable years giving it a five year life. It has a total ceiling of \$100 million that is shared with four other firms. The contract was awarded this month after nearly a year under review by the Navy. Another great win for BSE and the UXO Services Division.



## New Employee Highlights Bering Sea Group

**Dean Hughes- Chief Operations Officer**  
[dhughes@beringseagroup.com](mailto:dhughes@beringseagroup.com)

We have now made it to the half way point in our year, and looking back, I realize that we have added a few new folks to our companies. I want to take a moment to introduce you to them and what they do for our group as well as welcome them to our team!



**Guy Sanford**  
Fiber Program Manager/  
Assistant Director,  
BSE Los Angeles, CA

Guy comes to us from the UCLA Med Center expansion program, and brings us a wealth of fiber and cabling knowledge. Guy was hired to fill the Program Manager position on the Drum Road and Redding to Eureka fiber deployments.



**Nicholas R. Henegan, PE, PG**  
Programs Manager  
BSE Anchorage, AK

Nicholas Henegan is a civil engineer with approximately 25 years of professional experience that spans both the public and private sectors. He has a broad background in civil engineering, environmental science, and horizontal construction. Immediately prior to joining BSE, Nicholas was a federal civilian employee where he managed the facilities, construction, and environmental programs for the Alaska Army National Guard; He is registered as a licensed civil engineer and geologist in several states. Among other responsibilities, Nicholas will serve as the BSE Program Manager for the recently awarded Range Sustainment contract.



**Vernon Yellott,**  
Boiler Group Manager,  
BSEn Longview TX

Mr. Yellott has 35 years in the Welding & Boiler Mechanical Industries. Mr. Yellott has performed numerous projects for a variety of clients in the refinery, petrochemical, power, pulp & paper industries over his career. Mr. Yellott does continuing education at Rice University with a concentration in Marketing and Sales. He also completed a four (4) year Pipefitter Apprenticeship with the Local Union 195. In his career, Mr. Yellott has held a variety of management and sales positions as well field level roles.



**Derek Peterson,**  
Chemical Cleaning  
Group Manager,  
BSEn Lake Charles LA

Mr. Peterson has 5 years of experience in the Chemical Services arena and has performed numerous projects for a variety of clients in the refinery, petrochemical, power, pulp & paper industries. In his career, Mr. Peterson has worked in all levels of project management and sales.

Mr. Peterson has a degree in Chemical Engineering from McNeese State located in Lake Charles, LA. While attending school, Mr. Peterson worked two years as a Process Operations Engineer for CITGO Petroleum also located in Lake Charles, LA. Mr. Peterson is an Engineer in Training as certified by the Louisiana State Board of Engineers.

**Article Deadline for the August Edition of  
the Quarterly Newsletter is July 28th 2009**

## Adak Project - Fuel Pipeline Decommission Project

**Jolene Lekanof - Management Intern**  
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BSE won a \$3.7 million dollar contract with the Navy in March. BSE will be decommissioning approximately 9 miles of pipeline that is no longer in service at the Former Naval Air Facility of Adak. The job consists of removing residual water and fuel waste from the pipelines. BSE will propel a Polly foam pig through the lines and grout the underground lines with a foam grout mix. In addition, BSE will be responsible for excavating and removing any pipeline that is broken. BSE will be mobilizing 2 million pounds from Alaska Logistic in Seattle, WA on

April 30. BSE will be taking clean soil, equipment, and many other items to Adak. The demobilization will happen sometime between September and October and will be returning with 200 cubic yards of petroleum contaminated soil. The project will have a 12 person crew, with six of them being TDX Shareholders. The project is estimated to be executed in five months.

I've been given the opportunity of working on this project from when the project was submitted as a proposal, from when it was awarded, during my management internship with Bering Sea Eccotech. I've learned how



a company goes from winning a contract, to witnessing the project being implemented. This has given me the opportunity to learn what a project manager does, the significant of managing the budget, and the importance of following the contract statement of work. This has been a very exciting learning experience.