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# Bering Sea Group

A Division of TDX Holdings LLC

May 2012

## Quarterly Newsletter

Diversification and Growth  
Through a Unified Goal of  
Exceeding Customer Expectations

### Sleepy Reflections - Past, Present, and Future

William Arterburn - Bering Sea Group Executive VP

Trying to sleep on my mother-in-law's fold out sofa sleeper always puts me in a reflective mood, as sleep with this unit is a challenge to be sure. While waiting for sleep to overcome me, it's a good time to reflect back on the years past, and take away some thoughts about defining success and failure, leadership and growth in the business environment.

You know it's been my experience that business opportunity is rarely the result of heavy planning and strategy formulas that direct step by step actions towards the achievement of a given goal or objective. Yet we all rigorously strive to set them and point toward them. Perhaps it is because as humans we need to see that we are going somewhere, and take measurement from time to time to convince ourselves that we are going in the right direction. But I think the real crowning achievements of our lives, the things we talk and think about and that define us, somehow arrive out of the clear blue. I think Steve Jobs, our latest business saint, said it best when he remarked that, *"Sometimes life hits you in the head with a brick. Don't lose faith."*

Steve Jobs' point was that being enthusiastic about what you do, trying to find better ways to do them, and being diligent in how you address things from day to day is way more important than the so called "grand plan." On this matter, Jobs said, *"Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future."* The acknowledged greatest business innovator of our time

clearly accepted that luck, circumstance, and belief played a much stronger role in business success than detailed, scripted, consciously directed strategic planning.

I studied Russian in college, because at the time, languages came easy to me, and what the Russians were doing in the 1950's and 60's seemed to be a matter of great interest in the world in which I lived and grew up. That I never became a famous spy or diplomat, or even a gifted translator, never disappointed me. I was young, had a family and needed work, so I took what was available managing housing programs and developing housing.

I moved to Alaska, when I was passed over for a promotion, and the dots somehow connected me to St. Paul Island. If there was ever a point in my life when I should have begun to feel hopelessly isolated and dead ended, this must surely have been it, 850 miles from Anchorage, in remote Alaska. Yet I found there a small community of struggling, hopeful, and resilient Native American Aleuts, who were looking for a way to survive and to self-express economically, after being deprived and denied for 150 or more years. They had not a clue where to go but were determined and enthusiastic about going there with a faith that would inspire even the most cynical of persons.

It took a few shipwrecks, some logical gambles, and a bit of reckless abandon, some bricks, if you will, before the community was able to turn its position around and grow to what it has become today, and what

it will become in the days to come. Along the way, there were some struggles and battles for access to resources, learning how to contract services, development of seafood processing facilities, docks and warehouses, hotels, and energy production.

Was there luck? Yes, most certainly, and help too from many sources. Is continued success guaranteed? No, not by any means. And challenges continue to maintain growth, and achieve security, provide profits, and adapt to a changing business climate. What worked then may not work as well now. And of course time spares no one its impacts. We can connect the dots backwards and see what happened, but riding the dots forward will fall to a new generation, with new ideas and new opportunities. Finding the solutions and recognizing opportunity will continue to be the biggest challenges for our companies and enterprises.

Because Steve Jobs had slow developing cancer, he was blessed with a particularly helpful foresight that made him the business leader and innovator he ultimately became. He led by not taking himself too seriously or getting hung up on personal success. Jobs inspires me and should inspire you with this insightful quote that summarized his approach to work and life in general: *"Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart."*

Now if I could just find a comfortable spot on this darn sofa sleeper....



## Insider Threat - Betrayed

### Security Awareness Program

Lenora Kochutin FSO - [lkochutin@bseak.com](mailto:lkochutin@bseak.com)

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This quarter, we've had a tremendous level of quality security training from outside sources. We are pleased to have hosted FBI Special Agent Suzanne Turnau as she shared a tremendous briefing regarding "The Insider Threat." This training equally applied to government classified information and industry's intellectual properties. This remarkable feat brought together BSG employees from Alaska, Europe, Hawaii, and throughout the continental U.S. in a single meeting via video teleconferencing. We still have minor bugs to work out, but overall great, great context. The lions-share of the training centered on an FBI produced film entitled "Betrayed." A DVD of this film will be in a BSG office near you soon.

Some of the main points of this training included:

- **The Insider Threat Defined**
- **Espionage Indicators**
- **Disgruntled Employees**
- **Divided Loyalty**
- **Working Odd Hours**
- **Removing Classified Information without Authorization**
- **Seeking and/or Obtaining Classified Information without a Need-to-Know**
- **Bringing Unauthorized Recording Devices into Work Areas**
- **Unnecessary Photocopying of Classified Materials**
- **Unreported Foreign Travel**
- **Unreported Foreign Contact**
- **Unexplained Affluence**

Some of these more subtle signs of insider threats are often overlooked or presumed to be one-time incidents. So, if you see something that just does not look right, you would be right by challenging it.

### Bering Sea Group Security Awareness Web Site

<http://www.beringseagroup.com/bsg-secure/bsg/training-security.html>

## Booz Allen Hamilton Suspension Should Encourage Contractors to Guard Against Conflicts of Interest

Mike Taylor, Director of Contracting [mtaylor@beringseagroup.com](mailto:mtaylor@beringseagroup.com)

Booz Allen Hamilton announced on April 13 that the Air Force lifted a two-month-long suspension from the company's San Antonio office. The company had agreed to enhance its ethics and compliance program, and to file quarterly reports on the implementation of remedial measures. The suspension occurred because former Air Force Lt. Col. Joselito Meneses brought an external hard-drive, containing sensitive information, with him on his first day of work at Booz Allen. He then shared information about an IT services contract for which his new employer was in competition.

Government agencies are placing a greater emphasis on enforcement of these types of incidents and ethics rules are getting more stringent. Companies have to invest in compliance programs and training programs to make sure their employees are not only aware of the rules, but also what to do if they observe any violations. Organizational conflict of interest problems are likely happening more often because of the current government contracting environment. Government procurement, he said, has moved from 60-70 percent products to 60-70 percent services. Military staffing cuts have led to more people moving between the government sectors and contracting sector, blurring the lines between the two worlds.

## Security Awareness Fun

In mid April we unveiled BSG's 2012 security awareness poster. We actually drafted three posters and with support of management, one of them was selected to go forward and be produced. We used a little satire to make a point however, the serious message of the poster is obvious ... Classified Information must be protected 24/7, and should only be view or discussed in controlled environments. We have decided to enter this poster into the NCMS National Security Awareness poster contest. In doing so, we had to give the poster a name so we asked for your input. Here are some of the responses:

"GSA Conference in Vegas"

"All Jokes Aside"

"Was the Bar in Columbia?"

"Hey isn't that BT's Laptop?"

"Thinking or not; that is the question?"

"The Bar of No Return"

"Lap top on 'your LAP'? Think!!"

"Guess Who's Buying"

"Security is everyone's responsibility; bar none"

"Classified Material is not for Public Consumption"

### Security "Shout-Out" goes to this year's winner...

"Un-Happy Hour" - Wayne Supplee, Langley AFB, VA

Also a security "Shout-Out" goes to Warren Perkins for being aware to report foreign contact, and doing so in a timely manner.

Please go to our security awareness web site to see how your co-workers completed this phrase in reference to the poster:

"Two Guys Walk Into A Bar..."



### How Contractors Can Avoid Conflict of Interest Issues?

1. Actually want to avoid the problem and not seek to take advantage of it;
2. Conduct conflict of interest analysis on each employee.
3. Follow reporting rules for potential conflict of interest so that the government can determine if a potential issues exists

### Suspension Impacts

Booz Allen will weather the suspension storm fine, noting, "Companies that swiftly and proactively address such allegations rarely suffer any enduring shadows over their reputation." Some in the contracting world question whether large and small contractors are being held to the same standards -- pointing out that small companies have been suspended for violating the Foreign Corrupt Practices Act, while some larger firms have only been fined.

The government has reached a point where it cannot live without some of the biggest contractors, making a company-wide suspension of the "Lockheed Martins" of the world nearly impossible. While the United States may be a little constrained in what it could do to Russia, the "Grenadas and Panamas of the world better watch out!"



## Fiber & Cable Division Lands Expansion Project with GCI in Alaska

Don Lee, Project Manager / Guy Sanford, Program Manager  
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As soon as the snow melts and specialized micro trenching and related equipment arrives from its California base of operations, BSE's Fiber & Cable Division personnel, as well as a number of local hires will begin working on a prototype project for Alaska's largest internet and cable service provider, General Communications Incorporated (GCI).

The project is slated to start soon after a shipment of specialized micro-trenching and supporting equipment arrive via ocean shipment from the port of Seattle. That arrival date is May 14th. The equipment had to be trucked from Sacramento to Seattle before making the ocean voyage to Anchorage.



GCI first became aware of BSE Fiber & Cable capabilities a couple of summers ago when we were asked to come up and do a demo project, demonstrating the advantages of micro trenching. Despite some inclement weather, the demo was a success. In the two years since then BSE Fiber & Cable have continued to work on improving the micro-trenching system and the backfill and finish portions of the OSP (Outside Plant) construction and install techniques. In addition BSE Fiber & Cable personnel have been working closely with

Vermeer Equipment on recommending improvements and changes to their equipment line to address the specialized issues in the deployment of fiber optic networks. Factory engineers have listened to and made a number of recommended changes. As we gain more experience in other construction locations, we continue to provide input on "continuously" improving the equipment and procedures. It is important to know that every project is different and requires a different approach and procedure. On this project BSE maybe using specialized equipment that cannot be found anywhere in Alaska.

BSE will be using ducting and fiber from the Lite Access Technology (LAT) Product line. The advantages of this system are that it is a sealed system, air and water tight. It is future proof in that it has the ability to easily add or remove fiber due to network growth or technological improvements. LAT Products excel at the ease of installation and versatility, it can be plowed in, micro trenched, and done aerially as well. One of the most important factors to this product line is the speed of installation, in time, distance and the number of splice points needed in the network. Another important aspect is the ease of transition to other telecom technologies, Pole's, manhole's and to building installations. Finally is the ability of make repairs to the system when needed.

One of the recent developments in the Fiber & Cable Division is the added capability of drawing and designing networks. We have put together a very qualified group of design

and AutoCAD specialists that have been able to produce incredible results. From "Fiber To The Home" (FTTH) in neighborhoods in Kansas City, Kansas, for FTTH rollout project, to GCI's "Fiber To The Premise" (FTTP) high speed internet access for industrial parks in Anchorage. Our customers have been very pleased with the resulting drawings that have been created by this group. There is nothing too large or small for our design team to tackle. With that being said BSE is always looking for more ways to show it can be a productive force in the Fiber & Cable business.



In other related Fiber & Cable news, work in Fairbanks will begin approximately June 1st on a splicing project with GCI. GCI will be working in conjunction with a team that is made up of BSE, with CEI/TDXNet to provide splicer's equipped with the S-60 Fujikura state of the art fusion splicer. A trailer will keep the elements out which is critical to the splicing process. This is the first time we have had the opportunity to work with a team of fiber optic techs from Shelton Choy's group. This should be the start of many opportunities to work together with another project coming up in Hawaii.

## BSE Supports USCG Rescue 21

Jeffrey Bryant, Project Manager UXO Services  
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Recently BSE was selected as a sub-contractor by General Dynamics to provide UXO support in the construction of a series of Rescue 21 towers in the Marianas Islands. The Rescue 21 system is the latest communication system used by the United States Coast Guard (USCG) to protect the nation's coastline and assist first responders. Rescue 21 replaces the National Distress and Response System (NDRS), which was limited to approximately 20 nautical miles.

Initially, the UXO Division provided support to General Dynamics by conducting UXO risk assessments. Four sites were selected for new tower construction. Three of the sites were categorized as low risk, and the

site in Saipan was categorized as medium risk. The reason the Saipan site was a higher risk was because the site was within 50 yards of a Japanese bunker and US forces bombarded the site before seizing the summit. The summit was vital because it offered an unobstructed view of the entire island.

Once construction of the new tower was scheduled to begin, BSE mobilized a two-person UXO team to Saipan to provide construction support to General Dynamics. The UXO team provided UXO Hazard Awareness Training and conducted UXO surface and subsurface clearances. During the UXO clearances, numerous WWII relics were discovered with metal detectors. The relics were cleaned, identified, and turned over to the National World War II Museum in Saipan.

*Story Continued On Next Page.*



## Volunteer Partnership with National World War II Museum

Jeffrey Bryant, Project Manager UXO Services  
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One of the great benefits of UXO work is traveling to new places and meeting new people. It's even better when you can do it with old friends. Recently, I traveled to Saipan to do some UXO work with an old co-worker (Walter Brown) and we had an opportunity to establish a relationship with the National World War II Museum in Saipan.

Earlier in the newsletter you may have read about the relics we found on the construction site. The relics found on the site were most likely heading with all of the other metal debris to a recycling bin. After some discussion, we realized the proper thing to do was to find a better home for the relics. We approached the construction manager with the idea of giving the pieces to the WWII museum and he liked the idea too.

After work we went to the museum to give the museum the pieces of frag. What's interesting is how the frag tells a story. Measuring thickness of metal and widths of rotating bands, and other features, the origin can be determined from historical documents and UXO publications. For instance, one piece found was positively identified being from a 155mm howitzer. Research told us that only one Marine Unit had the 155mm howitzer during this particular battle.

Once we met with the curator of the museum, we were allowed to see some artifacts that weren't on public display. It was soon apparent that many items were mislabeled and some might possibly be unsafe. We volunteered to research all of the pieces and also identify anything unsafe. We took pictures of everything to start the research. We were able to identify all of the ordnance items and a few items that weren't so easy to identify. After a couple of visits to the museum we offered our continued support.

The museum is managed by the National Parks Service and has many exhibits illustrating the Battle of Saipan. It also has a memorial with the names of the 2,949 Americans killed during the Battle of Saipan.



## Fire Destroy's Anderson Building on St. Paul Island, Alaska

Brandon Wheeler - Corporate Health and Safety Manager  
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As many readers may know, the Anderson Building succumbed to fire in February of this year. This building, owned by TDX and leased to Trident for warehouse storage, has a long history and was originally built by encompassing three seal processing buildings which date back to the early 1900s. The building was expanded to

engineering firm, G-Logics, to assess any resulting contamination and propose how to keep it contained and respond to its cleanup moving forwards. They visited the site in the peak of the blizzard season and sampled frozen surface water and soils by chisel and drill. They also secured the few exposed liquids by covering or removing into sealed containers. They will be proposing a plan to address any contamination resulting from stored materials, building materials, and its resulting mobilization from fire suppression water and spring melt off.

TDX and BSEn are working closely with Trident, G-Logics, and the Alaska Department of Environmental Conservation (ADEC) to ensure that all issues are addressed related to the Anderson Building. TDX and BSEn will likely participate in the demolition and cleanup of the site and are currently working with the insurance company to nail down the approach and costs before beginning to mobilize and staff the effort. BSEn has proposed to ship an excavator with a shear that has the capability to safely cut the metal into manageable sizes which can be packaged into transportable parcels. BSEn will also require some skilled labor to cut metal with torches, strap and band scrap steel, and transport to the final accumulation point.

The end placement is still being decided but may either be transported to the TDX landfill, or it may be economical to combine it with other scrap metal from St. Paul and send it south to the Seattle area for recycle value. There are multiple factors driving this decision of final destination.

The following phase will be for TDX to rebuild. It is likely that the new building will not resemble the original Anderson Building. In contrast to the multi-generation, multi-build, evolution from seal processing to seafood processing to storage building, its replacement will probably be a single, solid building with multiple modernized features and spaces that best suit TDX Corporation, shareholders, and clients.

Although it was a tragedy to lose a building with such history in the heart of town, once it is said and done, the village of St. Paul will have a wonderful new building with many new possibilities.



house two full seafood processing lines with cleaning decks, brine tanks, boilers, packaging rooms, and blast freezers. In recent years it was mainly used for cold storage.

The local response to put out the fire, and multiple flare ups for days afterward, was nothing less than excellent. The neighboring buildings were protected, no responders were injured, and environmental concerns of moving fire water were handled by snow berms, sand berms, and absorbent boom. Trident deployed an environmental





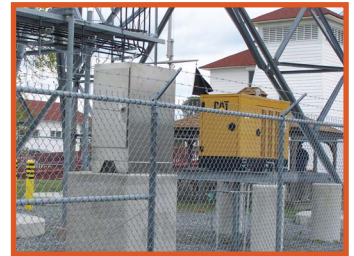
## Langley Air Force Base Live Monitor Project Moves Forward

Wayne Supplee, Site Manager Langley AFB, VA  
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Langley Air Force Base is on board for installation of the Live Monitor System to support the Air Combat Training System for the 1st Fighter Wing. The installation will cover several phases to be completed before becoming fully operational. There are two key installations that will be taking place during the install. One will be Range Remote Unit and Radio Equipment Integration (RRU/REI) being installed at U.S. Coast Guard Station Chincoteague on the Eastern Shore of Virginia. The second will be to install the Transportable Ground Systems (TGS) with Live Monitor to be located within the 27th and 94th Fighter Squadrons. Several organizations along with the Technical Services Division will be involved in the coordination and installation process. The 633rd Communication Squadron, ACC, Cubic, DRS, BSEn Fiber & Cable Division along with several other sub contractors will play roles in making this project a reality.

A key component after install will be maintaining and protecting all the equipment and resources. The RRU/REI located on Chincoteague Island is a vital part of the system. To protect this equipment from the harsh elements of Mother Nature, Langley's Technical Services Division installed the weather proof containment shelter in preparation of the upcoming installation. The four team member include: Wayne Supplee (Site Manager), (Wesley) Puiu Solea (Lead Tech), Thomas Truitt (Tech II) and Howard Jefferson (Cameraman for a day). The team coordinated several meetings to plan and lay out the process

of the intricate installation of the shelter. After several successful dry runs, the plan was successfully put into play on April 11, 2012. The team trekked the 217 mile passage which included crossing the Chesapeake Bay Bridge Tunnel and arrived safely on Chincoteague Island to begin installation of the shelter shown below.



## RAF Lakenheath and Teamwork

William Anderson, Site Manager RAF Lakenheath, UK  
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RAF Lakenheath is located about an hour and half's drive from the greater London area in Suffolk, England. This UK base is host to the 48th FW also known as the "Statue of Liberty Wing." The wing is comprised of two F-15E fighter squadrons, 492nd (The Mad Hatters) and 494th (The Black Panthers) also the F-15C's of the 493rd or as they are lovingly called "The Grim Reapers." They are the flagship air to air squadron in USAFE. The wing has a long history including being used as decoy base in the beginning of WWII to trick the Germans into bombing here instead of at the nearby base of RAF Mildenhall. That sacrifice by the base and local community of Lakenheath translated into a sort of teamwork that kept allied bombers flying out of RAF Mildenhall. Teamwork is a rare commodity.

The pod shop here at Lakenheath recently was given an award. We were named the Test and Training Division External Support Team of the Year for 2011. I am not a big award person but really felt that this was due to the team here at Lakenheath that has always consistently supported each other. Teamwork by definition is, cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause. So what is



our cause? It is to provide the best possible P5 training environment for the fighter pilots of the 48FW. What did we do? The team here hosted the acceptance testing of all of USAFE's P5 pods due to frequency limitations that occurred in Spangdahlem and Aviano. It wasn't just us here at Lakenheath we also had support from the other sites in making this all happen pretty seamlessly last summer.

Supporting the 48FW has its unique requirements as the wing conducts training throughout the European Theatre and with both NATO and non-NATO countries. We are challenged every day to adapt to ensure they obtain the training they need. One thing is certain, we will adapt as we all

strive to provide the best possible service in good times and in bad.

We successfully transitioned operations to Team BSEn with BSE and DRS as team members. We work on team building by getting together every so often and having a shop BBQ or even setting up a shop dinner at a local restaurant. These are little things that I'm sure many in the Technical Services Division (TSD) do to keep some cohesion and levity. Since coming over to TSD I have found that the support we get from ACC sites is amazing and allows a constant data flow over the ocean to give us the information we need to do the best for the company and the customer. We have weekly conference calls providing interaction that keeps everyone in the loop on current events in the P5 world. I hope that Lakenheath can give a helping hand to anyone out there in the Bering Sea Group, and if we don't have the answer we can definitely try to help or point you in the right direction.



## Defining Leadership

Kim "BT" Smith, Director Technical Services Division  
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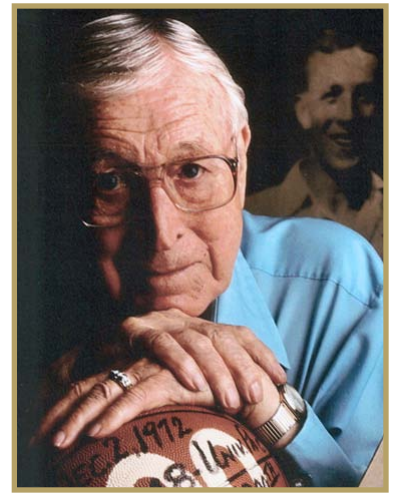
When it comes to leadership, John Wooden, the legendary UCLA basketball coach, said it best *"The most productive model for good leadership is a good parent."* Makes sense, parenting is, without question, the most important task in the world and leadership is not far behind. So what are the qualities that a good leader should possess, and the specific endeavor should not matter, sports, business, PTA, it should all be the same. I agree with John Wooden and his list of leadership qualities are listed below.

### Leadership Qualities by John Wooden

- **Character**
- **Consistency**
- **Dependability**
- **Accountability**
- **Knowledge**
- **Good Judgement**
- **Selflessness**
- **Respect**
- **Courage**
- **Discipline**
- **Fairness**
- **Structure**

If you look at each of these I am certain you will agree, that these qualities are what you would expect to see in a family and are just as applicable to a business. As I look back on it seems obvious that I have always treated those as if I have been tasked with leading as an extended family, and these qualities are something, I can honestly say, I have always strived to achieve.

Making friends is not the responsibility or the goal of the leader. Sometimes for the sake of the family or business you have to make difficult decisions that are necessary. A leaders responsibility is to do what is right, and you can expect in any organization some will resist and even be angered by your decisions. That is what John would say makes leadership, at times, a solitary profession. Look at those that are responsible for leading you, do they have or exhibit those qualities, if not which are they missing and if they are missing, but if they were present would it be beneficial to you and your contributions? I think you will say yes. If you are already in a leadership position, look at yourself and work on developing and using those qualities, those you lead or those who you will lead will appreciate and understand you more. If you are not yet in a leadership position, write these qualities down and strive to implement for yourself so when it comes time to lead you will have a head start.



John Wooden, UCLA Basketball Coach

## Technical Services Division Update

Kim "BT" Smith, Director Technical Services Division - btsmith@beringseagroup.com

Technical Services Division (TSD) is going through another "growth spurt" this year. Last year we doubled our employee base while quadrupling our gross revenues. Very impressive, thanks to everyone within TSD. I have just returned from Fairbanks AK, where we are increasing the number of our employees by almost 20%. This is going to be a challenging summer, as we are on tap to support three major Red Flag Alaska exercises. We already have employees deployed supporting the 31FW out of Aviano IT and soon a team deployed to support the Tactical Leadership Program (TLP) for our USAFE customers. We are on track to send our technical team over to Europe to provide upgrades to our operational USAFE sites. The good news is that each of these will offer some of our TSD employees an opportunity to "excel". However, if you are tapped to support any of these endeavors you need to heed my advice, which is "Common Sense Is Authorized." Be aware of your surroundings, adhere to safety procedures, make sure you watch out for each other, be a good wingman. You won't go wrong if you put everything you do to the common sense test!



## Technical Services Division - Employee of the Quarter



**William Anderson**  
**Site Manager**  
**RAF Lakenheath, United Kingdom**

### Job Performance

- Provided Outstanding oversight of operations and maintenance for the P5CTS system supporting the 48 FW's 64 assigned aircraft utilizing two Mission Design Series Aircraft
  - » Supported 1,992 total sorties, the second highest sortie total for all ACTS sites
  - » Achieved a 100% system availability rate and an outstanding 99.3% mission effectiveness rate and a 98.7% FMC rate on all assigned ACTS pods and maintained an 100% FMC rate on 10 assigned P5CTS Ground Systems
- Site was awarded Test and Training Division External Support Team of the Year for 2011- ACTS Special Project Office (SPO)

- Multi-talented—has been backfilling for our sub-contractor's Computer Engineer since early December—met or exceeded all customer needs while completing all Site Manager tasks!
- Identified critical P5 requirements--will provide necessary capabilities for P5--allows USAFE to eliminate the out dated USAFE Rangeless Interim Training System (URITS)

### Self Improvement

- Completing Bachelors Degree in Math Education through on-base satellite program
- Tackling self-pace CompTIA A + certification; 25% completed

### Community Involvement

- Head coach for on-base youth soccer league
- Volunteer--organized the 48FW Annual Awards Banquet—lauded by 48FW Commander
- Contributor with the 48FW Bone Marrow Donor Program
- Participant in OSS intramural basketball, flag football, softball and soccer programs

**For a complete rundown of all the accomplishments of our Employee of the Quarter please visit the Employee Awards web page at [www.bseak.com/employee-awards.html](http://www.bseak.com/employee-awards.html)**