

# INSIDE



**ASRC Energy Services**  
a subsidiary of Arctic Slope Regional Corporation

June 2007

## *Inside AES*

Our quarterly newsletter, *Inside AES*, reaches ASRC Energy Services (AES) employees working in all of our divisions and subsidiaries in Alaska, Louisiana, Canada, and Russia.

Our goal is to keep you informed about the state of the company, with a focus on providing information about our business plans, current projects, new opportunities, and employee achievements.

Visit [www.asrcenergy.com](http://www.asrcenergy.com) to learn more about our organization.

We welcome your comments and suggestions at [newsletter@asrcenergy.com](mailto:newsletter@asrcenergy.com).

If you have an idea for a story, or a recommendation for an employee who deserves special recognition, we want to hear from you!

## *Exploring ASRC's Wide Reach SKW/Eskimos, Inc.*

Arctic Slope Regional Corporation, our parent company, operates in many different industries and locations. To give you a better sense of ASRC's wide reach, we'll highlight some of these "sister companies" in upcoming issues of the newsletter.

SKW/Eskimos, Inc. (SKW) is a civil, commercial, industrial, and service construction company which has operated throughout Alaska for more than 30 years.

SKW has a long resume which includes major civil and industrial projects such as the Alpine Development Project.

This project included construction of drill pads, an airport runway, and roads. Projects also have included construction

of water, sewer, and power plant infrastructure across the North Slope.

A major component of SKW's construction expertise includes building schools across rural Alaska. In 2006 and 2007, 12 school construction projects were in progress. These schools include Teller, Brevig Mission, Akiak, Akiachak, King Cove, and Koyuk. SKW has seven schools in progress today. Other projects include construction of medical and DOT facilities in various communities, construction of elder housing in Kotzebue, and a major remodel of the senior center in Barrow.

Work is currently underway on the Barrow airport runway reconstruction and paving project. SKW also recently completed Kotzebue's ARFF/SREB (Aircraft Rescue and Firefighting / Snow Removal Equipment Building) facility.

SKW takes pride in its commitment to support the communities in which it operates. This includes a focus on using local hire for construction projects, using local businesses for supplies, and providing training and workforce development opportunities.

Jim Dokoozian was recently appointed to serve as SKW's President and General Manager. Jim comes to SKW with nearly 30 years of construction experience. Cheryl Stine, COO of ASRC Construction Holding Company (SKW's owner), notes that "We are pleased to have someone with Jim's capacity lead SKW's team going forward."

Cheryl describes the company as "a major player in the rural construction marketplace. All of SKW's current projects have opportunities for strong local resource utilization." A mission, she says, that is at the core of ASRC's values.

## The Nanuq Hits the Water



Pictured is the Nanuq, AES Response Operations' largest oil spill response vessel. The vessel, owned by Edison Chouest Offshore, hit the water for the first time on May 2, 2007 in Louisiana. It created an eight-foot wave across the bayou when it slid off the dry dock! The Nanuq was built specifically to meet the needs of AES Response Operations, and will be home to more than 44 responders during the summer season. AES Response Operations is a new company within AES which provides oil spill response services, equipment, and personnel to Alaska's offshore developers.

# AES Stakeholder Relations: Playing an Integral Role in Client Projects

By Meghan Powell, Project Development Manager, Regulatory and Technical Services

An important aspect of our clients' projects is efficient and ongoing communication with affected stakeholders and the communities impacted by project activities.

The AES Regulatory and Technical Services (RTS) stakeholder relations department provides an array of communication services. We aim to help clients bridge cultural gaps between Alaska Natives and oil and gas companies, build relationships, and identify and resolve conflicts. We work with clients to identify community stakeholders and coordinate outreach programs.

RTS has been providing stakeholder relations services for a number of years; in September 2006, those activities increased when we established a dedicated stakeholder relations department.

The department has since grown from a staff of two to a staff of five. We'd like to take a moment to introduce these hard-working stakeholder relations staff members.



**Elizabeth Benson**  
**Stakeholder Relations Department Manager**

Elizabeth has more than 28 years of experience in community, environmental, and coastal management planning, with 26 of those years spent working with Alaskan communities.

Elizabeth has been involved with resource development planning, community planning, and community outreach for clients and communities throughout Alaska. She works to develop goals, policies, objectives, and strategic action

plans. Elizabeth is past president of the Alaska Chapter of the American Planning Association (APA), and past development officer and planning commission training officer for Alaska APA. Elizabeth also served as planning commissioner for the Fairbanks North Star Borough.



**Arlene Thomas**  
**Senior Stakeholder Relations Coordinator**

Arlene has 10 years in community and transportation planning. She grew up in Barrow and was a Community Planner for the North Slope Borough's Planning Department for seven years and worked for Arctic Slope Consulting Group (ASCG) as a planner for three years. In both positions, Arlene was responsible for performing research, preparing reports, conducting public meetings, and making presentations to a variety of boards and councils. Arlene is an ASRC Shareholder and is fluent in Inupiaq.



**Jennifer Tobey**  
**Associate Scientist and Stakeholder Relations Coordinator**

Jennifer has more than ten years of planning and compliance experience from the cultural resource management field.

Her background in anthropological studies and historical resources brings a well-rounded balance to the stakeholder relations team.



**Tupaaq Heath**  
**Stakeholder Relations Coordinator**

Tupaaq has worked with the communities of the North Slope in several communications and resource development positions. Her five years of experience with the North Slope Borough (NSB) gives her perspective on issues within rural communities and a familiarity of the region which is crucial for effective stakeholder relations. Tupaaq's experience as deputy director of the NSB Planning Department gives her a strong foundation in local government and oil and gas development issues.

Tupaaq is an ASRC Shareholder who grew up in Barrow.



**Doris Hugo-Shavings**  
**Stakeholder Relations Coordinator**

Doris is a skilled cultural communications and cultural relations advisor. As an ASRC Shareholder and Inupiat who was born and raised in Barrow, Doris provides important cultural insight for clients that help ease and avoid potential community tensions.

Doris holds a B.A. in political science and is currently working on her second bachelor's degree in strategic communication at the University of Alaska Anchorage. She is embedded full-time with a client's stakeholder engagement and community relations program.

# Safety Highlight: Preventing and Controlling Spills

By Richard Oelkers, HSET Coordinator

At AES, protecting the environment is essential to our business. This is especially true because we are part of Arctic Slope Regional Corporation, an Alaska Native corporation with close ties to the land, a strong interest in sustainable development, and a commitment to environmental preservation.

Spill prevention is a vital component of protecting the environment. Many strategies can be adopted to help prevent spills, including using drip pans and containment systems under vehicles and equipment during fluid transfers; checking proper positioning for those pans; and ensuring the containment system is large enough for the job. Minimizing the time a vehicle idles is also important. Whenever a vehicle idles, the risk of a spill or leak increases.

Maintenance is a simple way to ensure a vehicle is not leaking and is working properly. Keep an eye on hydraulic hoses for wear, check fluid levels often, and schedule regular maintenance appointments. If something doesn't seem right, take the vehicle to the shop immediately.

If a spill is discovered, we need to do what we can to contain the spill and clean it up as safely as possible, regardless of

how it happened or who caused it. In any situation, first get the spill contained if it is possible to do so safely. Next, report the spill to the proper authority. You may need to call a hotline, the security department, the environmental team, or your supervisor. Procedures for how to report and clean up a spill vary depending on your work location. Make sure that you know what your responsibilities are. In some cases, it may be our responsibility to clean up the spill.

When cleaning a spill, try to remove 100% of the spilled material without collecting excessive amounts of clean material. Be sure to properly label and dispose of the collected material.

When estimating the size of a spill, remember that spills often look larger than they really are. Think about what spilled, how it spilled, and what it spilled onto. For example, an ounce of diesel fuel spilled on water will spread out and look like a bigger spill. But a gallon of hot antifreeze may melt straight down through snow and ice and look very small. A hydraulic leak that sprayed as a mist might cover a large gravel area but only have a volume of a few cups.

You can learn to estimate the volume of a spill by asking the spill response group



Richard Oelkers is AES's HSET Coordinator. When he's not at work, you'll find him practicing safety in the Alaskan wilderness!

in your work location for help or asking a mechanic about the volume of various containers. You can also try a few simple experiments to learn how to gauge the size of a spill. For example, you could add a small amount of popcorn oil to a paper towel. Notice how far the oil spreads after a few minutes. When you are at home, observe what happens to a gallon of water spilled on a gravel road.

In the end, an ounce of prevention is worth a pound of cure. With regards to spills, this couldn't be more true. In fact, with spills, an ounce of prevention is probably worth a hundred pounds of cure.

Thank you for your dedication to safe operations and the effort you put into spill prevention. Any questions you have on this can be directed to your local HSET representative or your supervisor.

## The Concerns Resolution Program is on the Move

The Concerns Resolution Program (CRP) moved to the ASRC Service Center effective December 25, 2006.

This move is part of a consolidation of the Human Resources group and is an expansion of the services provided by the Service Center. The CRP is managed by Joel Summers and is staffed by Angie Gates, who serves as the program liaison. Both of these experienced professionals report to Tony Delia, Human Resources Executive Director.

The Concerns Resolution Program began serving AES employees in 2002 and to date has processed more than 1,800 cases. Currently, the CRP covers AES and

its non-union employees.

The CRP is a unique program which investigates concerns or problems raised by employees. The program is designed to provide quick, fair, accessible, and inexpensive resolution of concerns.

It is based on an open door / mediation / arbitration system found in a number of other larger companies' employee programs. Think of it as a parallel legal system with the same rights you are afforded in today's court system at a much lower cost and, typically, with quicker results.

The best aspects of the program are

that it is fast and cost effective for both the employee and the company, and employees are able to achieve the same results they would receive in the courts.

What does the future hold? The year 2007 is set to be an exciting year for us. ASRC will roll out the CRP to most of its Alaska-based companies. While this will be a new challenge, the CRP team is looking forward to working with each new company and their employees.

The CRP staff take calls 24 hours a day, seven days a week. Employees can call (907) 770-7697 or toll-free 1-866-770-7697 or e-mail [crp@asc.asrc.com](mailto:crp@asc.asrc.com).

# Spotlight: Omega Natchiq's Panel Department

By Troy Hebert, Electrical Panel Project Manager, and Gary Melancon, Pneumatic Panel Project Manager

The Panel Manufacturing Group at Omega Natchiq, our Gulf Coast subsidiary, designs and fabricates electronic, pneumatic, and hydraulic control panels.

The Panel Manufacturing Group provides services to clients in various markets, including oil and gas production and municipal facilities.

The control panels fabricated by the group include programmable logic controllers (PLCs), surface controlled sub-surface control panels, generator control panels, interface junction boxes, master control panels, well control panels, glycol control panels, line heater control panels, compressor panels, pipeline control panels, and LACT control panels.

The electronic control panels serve multiple purposes, including controlling safety system on production platforms, monitoring flow rates of oil and gas on production platforms, and opening or closing wells manually or remotely.

The panels also keep track and log all of

these functions through programmable software in the PLC. These electrical control panels are usually equipped with a HMI (Human Machine Interface) that communicates directly with the PLC and allows



This provides faster troubleshooting of problem areas and results in increased production for our clients.

The pneumatic and hydraulic control panels are also used

for monitoring and controlling the production platform. The pneumatic and hydraulic devices monitor and control pressure vessels, flowlines, and pipelines.

The basic logic in a pneumatic control panel consists of an Emergency Shutdown (ESD) circuit and Temperature Safety Element (TSE) (also known as a Fusible Loop) with a pneumatic push button to charge the system. Upon loss of the pressurized loop, a total shutdown of all valves occurs. Individual circuits also monitor a variety of production equipment. These circuits use a relay that, upon an upset, closes and shuts down necessary valves to prevent an accident.

The hydraulic systems consist of an air-driven hydraulic pump, gauges, and valves. This circuit opens the Surface Controlled Sub-Surface Valve located at the end of the tubing string.

These two different panels (electronic and pneumatic) are typically joined together inside of a single enclosure and separated by a device wall. These devices consist of pressure transmitters, solenoids, and pressure switches.

Omega Natchiq's panel manufacturing facility is state of the art, with a spacious and climate controlled area to allow our clients to test panels in comfort. During testing, we fully simulate on-location conditions, decreasing commissioning and start-up time.

That's an overview of our panel group. We'll see you in the next issue with more news and information from Omega Natchiq!



the process control of the production platform to be easily accessed through a series of screens located on the HMI. This allows the opening or closing of the wells at a touch of a button. It also allows the monitoring of the safety systems of the production platform through a series of alarms produced on the screen.

## Onshore Gas Compressor Assembly at the AES Anchorage Fabrication Facility



This photograph was taken at the AES Anchorage Fabrication Facility in May 2007. It shows a gas cooler being test fitted to roof of the Pioneer Natural Resources Oooguruk onshore gas compressor modules.

# Todd Carlson Advances to the Finals of BP's International Driving Championship

Todd Carlson, a fueller with AES O&M's BP Roads and Pads group at Prudhoe Bay, recently competed in the Western Hemisphere Regional Competition of BP's International Driving Championship (IDC). Placing third qualified him to advance to the finals to be held in Las Vegas in October!

Todd is among the two first competitors chosen to compete from BP's Alaska operations.

The competition embodies a commitment to a zero incident culture, testing professional drivers on driver safety, knowledge of driving standards, on-scene first aid, vehicle inspection, and vehicle fire fighting. Competitions include heavy articulated, heavy rigid, and light vehicle operators. Todd competed in the light vehicle category.

The Western Hemisphere Regional Event was held in Nashville, Tennessee in April. Todd reports that his extensive experience and training for his work on the North Slope definitely prepared him for the competition with a field of drivers from around the world who have been repeatedly invited to the competition.

"My job is all about safety and using it," Todd explains. "My wife was invited too, and it changed her outlook about my constant talk of safety."

Todd has worked on the North Slope for 14 years, and hopes his success in the competition will encourage others to challenge themselves to work safely



Jeff Kinneeveauk (Senior Vice President, O&M) (left) and Doug Smith (Business Unit Manager – BP, O&M) (right) congratulating Todd Carlson (center) on his success at BP's International Driving Championship.

and perhaps get a chance to be future competitors at the IDC.

Todd doesn't admit to having a strategy other than doing the best he can, but he is excited about the upcoming challenge at the IDC world championship.

## Craft Training Students Complete Core Curriculum

By Bo Underwood, Craft Training and Apprenticeship Administrator

With the first semester of the Craft Training and Apprenticeship program coming to a close, we want to take the opportunity to congratulate the students.

They have finished the core curriculum ahead of schedule and have established themselves as employees who are willing to devote extra effort to improve their skills. Congratulations on completing the initial step toward earning the title of Journey Person!

Special recognition goes out to James Foley (written tests) and Steve Washburn (hands-on tests) for being the first to complete these portions of the training.

In addition to the employees named here, we have numerous others who are very close to graduating from the core curriculum. Keep up the good work! We would also like to thank all of our employees who have earned the title of Certified Craft Instructor for their

### Core Curriculum Graduates

George K. Ahmaogak	Denalee Hemmrich
Wayne Ahnupkana	John Johnston
Dave Birchmeier	James Koonaloak
Ralph Bradley	Matt Kramp
Alvin Brower	Jamie Martin
Tim Epple	Calvin Medler
Bjorn Finnoff	Jerime Reid
Robert Flake	Daniel Riley
James Foley	Mike Riley
Erik Goode	Randy Rush
Brian Gordon	Scott Smith
Jeoff Halvorson	Jeanette Tautfest
John Hankins	Kenny Tautfest
	Travis Vonheeder
	Steve Washburn

leadership and dedication. These instructors play a pivotal role for our students, our program, and our company as they mentor students during their craft-specific training.

**E&I Instructors:** Scott Provost, Marty Slade, Rufus Murry, Pat McMahon, John Pake, Kevin Wellbourne

**Scaffolding Instructors:** J.D. Spurgeon, Don Hanley, Joe Mushat, John Ivy, Ron Chenault, Brian Haney, Scott Godwin

**Welding and Pipefitting Instructors:** Walt Buffington, Roy Taylor, Andy Tidd

**Insulation and Sheet Metal Instructors:** Kevin Rentz, Steve Johnson, Richard Colbert, Rhett Miller, Matt Johnson, Benny Simpson

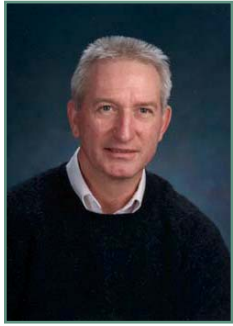
**Heavy Equipment Instructors:** Kurt Armstrong, Fred Thome, Scott Montgomery, Brian Martin, Nick McBride

**Mobile Crane Instructors:** Brad Bidwell, Lynn Coffman, Cliff Wittmer, Darryl McAllister

**Administrative Instructors:** Marie Sheperd, Pavian Grinage, Sheri Stoaks, Marlene Jaycox

# Understanding “Emotional Intelligence”

By John Lewis, President, AES E&P Technology



In the last issue of the newsletter, I introduced the topic of communication and personality types. This time, I'd like to build on the theme of

strategies to improve communication and introduce Emotional Intelligence or “EQ.”

First, let's recap: Understanding the different personality types facilitates effective communication. We need to acknowledge that, fundamentally, people's personalities differ widely and may require different methods of communications presentations in order to receive our message effectively.

The enneagram is a useful tool for identifying personality types and their various communication requirements for effective transmittal and reception of a given message. (Visit [www.enneagraminstitute.com](http://www.enneagraminstitute.com) to learn more.)

Remember that only 7% of our message is received from the words we speak; 38% of our message is communicated through tone of voice; and 55% is picked up through facial expression and body language.

Let me introduce another fairly new concept, “Emotional Intelligence,” into this consideration of effective communication and leadership.

As described by Daniel Goleman, in his 1995 book *Emotional Intelligence*, EQ can be summed up this way: “IQ gets you hired, but EQ gets you promoted.”

Other scholars define EQ as “the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions.”

EQ involves “the attributes of self-awareness, impulse control, persistence, confidence, self motivation, empathy, social deftness, trustworthiness,

adaptability, and a talent for collaboration.”

Simply put, from my perspective EQ is doing what feels right. While some of us may subconsciously do this as a natural tendency, this concept has acquired sufficient status to be recognized as an “intelligence” well worthy of serious consideration. (We'll talk more about the other intelligences in future issues.)

Captain D. Michael Abrashoff, former Commander of the USS Benfold and author of *It's Your Ship*, writes, “Real leadership is about understanding yourself first.” He adds, “In general, however, I decided that on just about everything I did, my standard should be simply whether or not it felt right.” Whether it ‘feels right’ or not is what EQ is all about.

One of the beauties of EQ is that once you recognize its value, you can actually learn how to control your emotions and increase your self-control. Developing your EQ will improve your emotional self-insight, goal orientation, motivation, ability to express emotions, social insight, and empathy. “Getting it” will actually improve your self-confidence.

To get started, I recommend you visit [www.Queendom.com](http://www.Queendom.com). You can take their free Emotional IQ Test, read about EQ, and get a few pointers about how you can enhance some of these important areas of self awareness.

On a last note, I offer a tip on “emotional hijacking.”

Emotional hijacking kills effective communication. Emotional hijacking occurs when you are so frustrated and angry about the way that a conversation is going that a chemical action actually takes place in the limbic section of the brain. This is the “fight or flight” part of your brain. When this occurs, judgment is most certainly impaired and we tend to react poorly to the discussion and situation. We will say and even do things we regret later.

Once initiated, it takes at least 18 to 20 minutes for your body to clear these emotions. This is a real reaction, not just frustration. So, we need to be aware when emotional hijacking is occurring and recognize that it is a real condition that, once initiated, needs time to dissipate.

The best course of action is to stop the discussion, explain that you need time to think, take a walk to compose yourself, and do not resume the discussion until your mind has cleared. Research has shown that deep breathing and feelings of self appreciation will clear the emotions sooner.

This might sound a little “touchy feely,” but there you go. Ignore at your own peril!

## Module Assembly Project Nears Completion



The crew at the AES Anchorage Fabrication Facility has been hard at work on the Pioneer Natural Resources Ooguruk module assembly project. This photograph, taken in May 2007, shows the crew in front of the onshore gas compressor modules as this successful year-long project nears completion.

# AES E&PT Employees Achieve Client Recognition

We would like to commend four AES E&P Technology employees who recently received client recognition for their exceptional performance.

Lowell Anderson and Phil Smith were praised for their contributions to the successful de-completion of the P-215 well without incident or injury. The client recognized the challenging nature of the project and the level of engagement and dedication "above and beyond" normal expectations.

Mike Bill was applauded for his work on the Badami EPA Permit Renewal and his knowledge, attention to detail, and accuracy.

Skip Coyner was commended for his hard work on the NS-33 well, and his planning skills, leadership, and dedication.

It is with the combined efforts and professionalism of all of our consulting staff that we are able to support and take such an active role in Alaska's oil industry.

Please join us in congratulating Lowell, Mike, Skip, and Phil on a job very well done!



Lowell Anderson is a well site leader. He is a long-time Alaska with a passion for rafting and fishing western Alaskan wilderness rivers in search of large rainbow trout. When he's on dry land, he and his wife of 36 years enjoy watching their four grandchildren grow.

As part of the Alaska Drilling and Wells Group, Lowell ensures that well operations are conducted safely and in compliance with Drilling and Wells Policy and the Wells Group Standard Operating Practices.



Mike Bill is a senior staff engineer and has been with E&PT since 2003. He has more than 30 years of petroleum engineering experience, and is a registered Professional Petroleum Engineer. He grew up on a family dairy farm in Wisconsin, but has been an Alaskan since 1979. With his wife of 32 years, Mike enjoys serving in his church and being a father of three and a grandfather of three.

As part of the Alaska Drilling and Wells Group, Mike works on waste disposal and regulatory issues.



Skip Coyner is a senior drilling engineer/ project manager and has been with E&PT since 2002. He has 24 years of experience in drilling/production engineering. A native of Oklahoma, Skip came to Alaska in 2001 after assignments that took him around the world. In 2006-2007, he served as the lead drilling engineer for what will be the deepest well in the history of Alaska, Northstar NS-33.

As part of the Alaska Drilling and Wells Group, Skip designs, plans, and supervises safe, cost effective drilling, workover, and completion operations on land and offshore.



Phil Smith is a senior drilling engineer, and has been with E&PT since 2002. He is a University of Alaska Fairbanks alumnus with 20 years of engineering experience in Alaska and South America. He is also a paraglider, downhill skier, mountain biker, woodworker – and a new father! His daughter Ellie was born January 27 this year.

As part of the Alaska Drilling and Wells Group, Phil provides well design and daily operations support for new well, sidetrack, and workover operations in Prudhoe Bay and satellite fields.

## AES Invests in Project Management Training

The AES Operations and Maintenance (O&M) BP business unit is investing in project management training for North Slope personnel.

This training will be provided to AES supervisors in the BP business unit, from foremen to operations managers. Doug Smith, the O&M Business Unit Manager – BP, reports that this exciting opportunity will provide AES supervisors with the tools they need to optimize project success. And, he adds, this will benefit both AES and our clients.

The program is patterned after the Scope class taught as part of a Master's program at the University of Alaska Anchorage (UAA). The professional instructor, David Rechenthin, is a former UAA professor.

The course includes eight one-hour sessions. Topics include developing project plans, using the Work Breakdown Structure (WBS) as a baseline for monitoring projects, linking the project estimate and WBS, and understanding methods for determining work progress. Additional topics are the basic principals of Earned Value Management (EVM), forecasting future actions, and project scope control.

# AES Fabrication Facility Trains Workers for the Future

By Mike Colombie, General Manager, Construction

This spring the AES Anchorage Fabrication Facility began a structural fitter apprentice training program in cooperation with the State of Alaska Department of Labor and Workforce Development (Division of Business Partnerships). AES was awarded a STEP grant to offset some of the program costs.

AES has recognized the increasing shortage of skilled workers and has responded with an effort to train and develop a skilled workforce. This training effort will increase our available workforce and prepare us for future construction programs within our state.

Training is conducted at the Anchorage Fabrication Facility. Currently there are nine apprentices enrolled in the ten-week program.

The program consists of on-the-job and classroom training. During the on-the-job

portion of the training, the trainee works closely with a journeyman structural fitter on a current project in the shop.

The classroom portion is conducted by Joseph Williams, the general foreman for the structural fabrication department. Joe, a life-long Alaskan, has been with AES for 11 years. Joe mentors the trainees in their on-the-job training and then conducts two 3-hour classroom sessions each week.

The classroom instruction includes work place safety, math, AISC shapes and symbols, shop and design drawing interpretation, weld joint preparation, tolerances, and tools of the trade. All apprentices will receive a certificate of completion upon passing written and skilled test.

The intent is to place graduates in permanent positions either at the shop or other locations within the company. A similar program last year was conducted for pipefitters, and many of those graduates are employed with AES either at the shop or on the North Slope.

Thank you to all of the participants, mentors, and instructors for helping to make this a program success!



Joe Williams leading a class for structural fitter apprentices at the AES Anchorage Fabrication Facility, May 2007.

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