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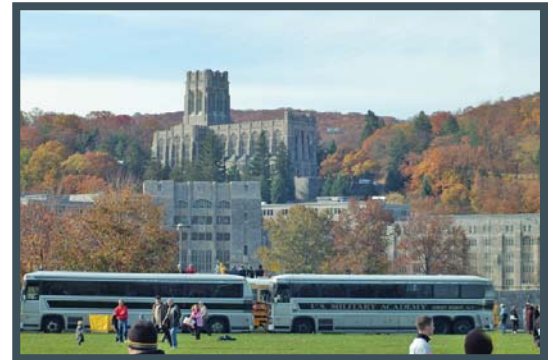
AKIMA'S PRESENCE AT WEST POINT CONTINUES

BY KATHERINE BEEKMAN AND MARIE LEDFORD

Akima has held a contract at U. S. Military Academy (USMA) at West Point since 1999. This past year, following a fierce competition, the contract was awarded to Akima for another 5 years. Our long-running successful performance is attributed to hard work, dedication of an excellent project team, and a satisfied customer.

USMA is a unique military installation tasked with the education and training of our nation's future Army officers. It is the nation's oldest military school and the oldest continuously occupied military post. This prestigious institution hosts numerous special events each year, all supported by Akima's vehicle maintenance and operations team. Our work comprises the operation and maintenance of nearly 1,600 passenger, commercial, tactical, and emergency vehicles; operation of a fuel point; and transportation for the nearly 4,400 cadets and distinguished visitors. Transportation is provided within a 500-mile radius (Washington DC to Canada.) The vehicle maintenance team works to keep all equipment at USMA in running order.

Though accustomed to supporting numerous important events throughout the year, Akima's West Point team was handed a task of monumental proportion over the Thanksgiving weekend. President Barack Obama planned to announce his plans for the war in Afghanistan at the military academy on December 1. The Akima team provided equipment maintenance and vehicle operations support.



Akima's responsibilities include maintenance and repair of heavy equipment and transportation, supporting 4,400 cadets and military personnel.



Akima's team at the U.S. Military Academy at West Point provided critical transportation support during President Obama's recent visit.

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AKIMA'S PRESENCE AT WEST POINT CONTINUES

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The maintenance team was on site to support grounds maintenance should their equipment need repairs. The vehicle operations team provided transportation for a multitude of dignitaries, members of the national media, and other very important military and civilian visitors. A massive undertaking, to say the least!

All went very well and according to plan. With 4,400 cadets, along with the full cadre of dignitaries and White House staff and Secret Service agents in attendance, President Obama delivered his address to the nation. Soon after, Colonel Dan Bruno, Commander, U.S. Army Garrison West Point, wrote to each of the supporting teams saying, *"thanks for enormous efforts over this past week and through the Thanksgiving holiday in preparation for President Obama's national address. I know that many gave up their holiday weekend and time with family and friends to make this event possible for West Point and the nation ... and world. The praise for what you accomplished continues to be heard throughout the post and beyond. The extraordinary*

efforts that many accomplished in light of recent events at the White House involving security are significantly noteworthy. Thank you."

Many more important events and taskings await the Akima team over the next few years. An especially bright spot for everyone is the new transportation motor pool and consolidated maintenance facilities now under construction. Though currently in detached interim locations, the Akima team will all be in one location by third quarter 2010. The new larger facility will be dedicated to equipment maintenance, vehicle operations, refueling, and project management. In addition to the

new facilities, we will have new equipment and machinery assigned to our personnel. The current Transportation Motor Pool (TMP) site will soon be the location for the United States Military Academy Prep School (USMAPS). Operation of this facility has the potential to offer additional opportunities for the Akima team to excel in providing our excellent customer service and support to the West Point community.



Akima's equipment maintenance group at West Point is scheduled to take occupancy at the new transportation and maintenance facility by June 2010. The operations and project management group will follow by September 2010.

AKIMA EMPLOYEES SAVE A LIFE AT NGA

BY JOE ROGERS

On August 25, 2009 Dr. Tracy Shuman and Liz Katich, RN, responded to an emergency call regarding an unresponsive employee. The medical team quickly initiated basic life saving techniques to include oxygen support and cardiopulmonary resuscitation methods. Resuscitation efforts were successful, resulting in the patient's stabilization and safe transfer to a nearby hospital for further medical care and observation. As a result of their actions, Vice Admiral Robert Murrett, NGA Director, awarded Dr. Shuman and Nurse Katich with Director's Coins!



Vice Admiral Robert Murrett, NGA Director, awarded Director's Coins to Dr. Shuman (left) and Nurse Katich (right) for their heroic lifesaving efforts at NGA.

PRESIDENT'S CORNER

ED MORRIS, PRESIDENT AND CEO



As Akima nears its 15th birthday, I am reminded of how far we've come in the past few years. Measured in revenue, we're nearly 20 times the size we were just 10 years ago. In terms of employees, the increase is equally amazing. The truly impressive aspect of our growth is the manner in which we have built on outstanding performance and not only increased market presence in many key areas but also branched into related fields with equal success.

As an Alaska Native Company, Akima is committed to its shareholders on many levels. Our success improves our shareholders' employment and educational opportunities and allows us to contribute generously toward maintaining their culture and their way of life, factors very dear to the Inupiat people in northern Alaska. Beyond contributions made through

our business success are the personal contributions many Akima employees have made this year not only to our shareholders (see article below) but to their communities as well.

This issue of North Star highlights many, but certainly not all, of the great achievements of individuals and project teams throughout the Akima family of companies. The result of these outstanding individual and team efforts is obvious with each new contract award, each contract repeat award, every certificate of achievement, the many excellent ratings from our customers, your involvement in charities and your communities, and profits we share with our shareholders.

I personally thank each of you for your extraordinary efforts every day. I am proud to be part of such a great team!

Ed Morris, President and CEO

AKIMA DONATES MORE THAN \$20,000 TO AQQALUK TRUST



Jerry Garza, Akima project manager at ERRC, presents a check for \$3,070 to Dood Lincoln and Lester Hadley, members of NANA's board of directors and Akima shareholders.

The Robert Aqqaluk Newlin Memorial Trust was established by NANA Regional Corporation in 1989. Founded in memory of one of the greatest leaders of the Inupiat Eskimos, the trust was established to benefit the Alaska Natives of the NANA region by preserving and enhancing the Inupiat culture. This goal is achieved by providing scholarships to eligible and qualified students who are pursuing college and university degrees and postsecondary vocational training.

Robert Newlin was born in Noorvik, Alaska, Akima's partnership village, and was the first chairman of NANA Regional Corporation, owned by more than 11,400 Inupiat Eskimos of Northwest Alaska. As part of the NANA family of companies, Akima not only supports the Aqqaluk Trust, but supports NANA's internship program by creating intern opportunities for our shareholders. The mission of the Trust is to improve lives through education, culture, and language enrichment throughout a region with a poverty rate of 58%.

At our recent annual Project Managers' Conference in Charlotte, we raised over \$20,000 for Robert Aqqaluk Newlin Memorial Trust by holding a silent auction of Native American artwork from the NANA Region of Alaska and holding a raffle.

Additional support came through a generous donation from the Akima team at USDA's Eastern Regional Research Center (ERRC). They donated one nickel for each safe hour worked during the fiscal year. The 61,405 accident-free hours worked in fiscal year 2009 equated to a donation of \$3,070 to the Trust for its scholarship program. For more information on the Aqqaluk Trust, please visit www.aqqaluktrust.com.

GOOD TEAMWORK MAKES FOR A SUCCESSFUL TRANSITION

BY CAROL ANN BARTZ



Wolverine supports a 160-acre campus, including more than 100 structures, for NIOSH.

Wolverine Services became part of Akima Management Services (AMS), effective October 1, 2009. The support staff at AMS quickly made a difference in the company operations through impacts to the two largest Wolverine contracts – National Institutes of Occupational Safety and Health (NIOSH) and Fort Greely.

Wolverine phased-in the facilities operations and maintenance contract for NIOSH during July 2009. Shortly after contract start, the two union contracts were up for renegotiation. Christine Bishofberger and Chuck Murtorff quickly started working with the program manager, John Bedner, and Wolverine president, Carol Ann Bartz, to open effective negotiations with both unions. Reducing costs was critical to maintaining staffing levels at NIOSH. Christine worked diligently with union representatives to identify an agreement where employee health and welfare benefits remained high, while simultaneously reducing overall contract costs. The resulting agreements have met customer expectations and help ensure Wolverine performance on the contract through its four-and-a-half-year duration.

Shortly after NIOSH union agreements were obtained, representatives from Akima Facilities Management and AMS corporate marketing services support, pricing, human resources, and finance assisted Carol Ann with the quick proposal development, negotiations, and phase-in of the Fort Greely Base Operations Support Bridge contract through the holiday season. Without the help of so many AMS people, Wolverine may not have been able to meet the customer's requirements to establish continued services so quickly. With the expertise and support from AMS, Wolverine is on track for great expansion through 2010. This is what teamwork is all about!

AKIMA PROPERTY MANAGEMENT TEAM RECOGNIZED FOR JOB WELL DONE

BY JOE ROGERS

“It takes a lot of hard work and coordination to achieve the results that Mr. Danny Thomas and his folks obtain each and every month. They deserve a pat on the back and thanks for making National Geospatial-Intelligence Agency (NGA) West the property accountability showplace for all of NGA. Please pass on our sentiments,” was the message recently received from his customer by Joe Rogers, project manager for Akima's NGA base operations support contract in St. Louis, MO.



Property Manager, Danny Thomas, Dave Last, James Steward, Tina Auld, Brian Rhodes, Dave Stratton, and Steven Jones of Akima's property management team at NGA were praised recently for 100% accuracy.

According to Joe, *“these Akima professionals are a well-rounded team with a focus on customer satisfaction and attention to detail. They all have cross-functional expertise as they perform duties, establishing and maintaining accurate, automated, and complete records for all NGA West real and personal property.”* The proof is in the November metrics. The Akima property management team met 100% of required inventories accurately and on time! Throughout the 10 years Akima has been providing services at NGA West, the average metrics score has been 99.6%. The property management team is also recognized for taking the lead at NGA for beta testing and implementation of the Defense Property Accountability System (DPAS) and the Radio Frequency Identification accountability system (RFID).

LEADING THE WAY IN SAFETY

BY KEN WEBER, KAY HOYT, JOE FURR, BROOKE GERARD, AND FELICIA NELSON

What is an accident? By dictionary definition, “an accident is a sudden and unforeseen event.” Given that definition, can we say that the Apollo fire that killed three astronauts on the launch pad and the Challenger disaster were accidents?

The first Apollo fatalities were due to a fire that occurred when the spacecraft cabin was charged with pure oxygen and an electrical short started a fire at the same time. A poorly designed escape hatch trapped the astronauts in the cabin. The hatch’s shortcomings were known factors.

The Challenger exploded because cold temperatures affected the performance of a seal, a defect recognized in previous inspections.

“Were they accidents or errors?”

In both cases cited above, experts were in charge and had plenty of opportunities to remedy the problems. Why were the warning signs allowed to exist? The simple answer is that they were overlooked. Ask yourself: “Were they accidents or errors?”

Be alert to warning signs. Irritated by metal filings hitting you in the face and eyes while you grind? This is a warning that you need eye and face protection. Do you keep banging your knuckles when your wrench slips? This is a warning that your old favorite tool is worn out and needs to be replaced. Think about what might go wrong before you act, and accept minor problems as a warning. Consider solutions and fix or change what you are doing to cause the problem. Accidents are usually errors, not an incidental part of your job.

While much about safety is common sense, many potential hazards require not only a trained eye but also a willingness to speak up. Akima’s policy is to encourage safety awareness through communication on job sites and by sharing ways our teams promote safety in their work environments. The result of those efforts is a growing number of project sites with zero accidents for a whole year or more. In fact, during fiscal year 2009, an impressive number of our project sites (22) received Akima safety banners to display in their work areas, acknowledgement of a full year with no accidents.



Aster Gizaw, site safety coordinator at PTOSS, and Saychareunsouk Pathammavong, chairperson of the PTOSS contract safety council, proudly display one of 22 Akima safety banners distributed for 2009.

The Akima team at **Malmstrom Air Force Base** continuously thinks up innovative ways to promote safety throughout their work areas. The latest idea was an 8-week campaign titled “Safety Critter: Outfitted for Success.” Each shop participating chose its own “safety critter,” named it, and modified it each week

to demonstrate a new safety hazard. Each modification had to be accompanied by an explanation of no more than 50 words, and the critter was to be prominently displayed in the work center. The emphasis of the campaign was that safety is a part of work and play every day. Everyone was encouraged to take a closer look around and identify safety hazards and lessons that can be applied to the safety critters. The winning shop got the choice of a feast, and the critter travelled to Charlotte to be displayed during the annual project manager conference.

The winning safety critter at Malmstrom was Crispy the sheep, chosen and modified each week by the Land Mobile Radio and Personal Wireless Communications Systems work center. Crispy got her name from a real life safety issue from a customer who brought in a vehicle for the Land Mobile Radio folks to work on. An airman grounded himself on a battery post, causing a frightful spark and flash. Each week Crispy was outfitted with personal protective equipment and provided the safety devices needed to avoid a specific job-related mishap.



Crispy the sheep shown wearing her signature safety goggles.

LEADING THE WAY IN SAFETY

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The Akima project sites listed have been awarded the 2009 Akima Safety Banner for achieving a full year of zero recordable accidents.

1. Naval Air Station Jacksonville – Warehouse Support
2. Eastern Regional Research Center – Facility Operations and Maintenance
3. Kauai Test Facility – Facility Operations and Maintenance
4. Military Affiliate Radio System, Fort Huachuca – Communications Support
5. Human Intelligence Interrogator Training, Fort Huachuca – Training Support
6. Hurlburt Field 1 – Training Range Support
7. Hurlburt Field 2 – Training Range Support
8. Western Regional Research Center – Facility Operations and Maintenance
9. National Geospatial-Intelligence Agency – Base Operations Support
10. Fort Gordon – Personnel Support
11. Fort Sill – Training Support
12. U.S. Patent and Trademark Office, PADACAP 2 – Records Digitization
13. U.S. Patent and Trademark Office, PTOSS – Office Support
14. U.S. Army, TRADOC – Training Support
15. Fort Sill 434th – Training Support
16. Baltimore Corps of Engineers - Construction
17. Darnall Army Medical Center, Fort Hood - Construction
18. Walter Reed Army Medical Center - Construction
19. Eielson Air Force Base – Fuels Management
20. Elmendorf Air Force Base – Fuels Management
21. National Aeronautics and Space Administration – IT Support
22. Cannon Air Force Base – Training Range Support

ACCIDENT FREE



2009

AKIMA HANFORD SERVICES

BY MIKE WILSON

As a partner in the Mission Support Alliance (MSA), Akima Hanford Services, an Akima Facilities Management company, provides warehouse operations and asset control services at U.S. Department of Energy's (DOE) Hanford Site in the southeastern portion of the State of Washington. In the 1940s, Hanford Site's mission was plutonium production to support the national defense program as part of the Manhattan Project. Today, under the direction of DOE, Hanford Site is engaged in the world's largest environmental cleanup project.

Akima Hanford Services' project is led by Mike Wilson. Our warehouse operations support a network of warehouses throughout the 560-square-mile Hanford Site. Akima personnel at these warehouses manage the shipping, receiving, and storage of items and equipment used to support Hanford's mission. In close cooperation with our warehouse operations is the asset control

group, managed by John Horton. Under asset control, Akima personnel manage the general supplies, spare parts, and convenience storage inventories, as well as manage E-commerce, just-in-time contracts, and the PC Nationalization Program at Hanford. Clearly, Akima Hanford Services performs many critical roles in support of our MSA and DOE customer such that we attain total customer satisfaction!

Akima Hanford Services, in conjunction with MSA's site business management organization, was recently recognized for providing the highest percentage of contributions to the United Way campaign. Additionally, the Akima Hanford Services team provided toys to the Salvation Army Angel Tree charity thus making the holiday season a bit brighter for many less fortunate children. These are just two examples of how the Akima Hanford Services team gives back to the community.

AKIMA PRESIDENT SAFETY AWARDS

KEN WEBER, MICHAEL TILTON, AND CONNIE BENDER

Akima's annual President Safety Awards were presented recently at the 9th Annual Project Manager Conference in Charlotte, NC. Awards were issued in the categories of individual and project site. Nominations were graded on overall safety performance, self-starting safety objectives, and accomplishments due to their safety culture. The Akima Executive Safety Council combed through many nominations in order to choose the 2009 winners. When the votes were tallied, two winners were recognized.

Terry Marshall, a mechanic helper at Akima Facilities Management's Fort Gordon installation support contract, is this year's recipient of the 2009 Individual Akima President Safety Award. Terry and his coworkers are responsible for several hundred vehicles and pieces of equipment at Fort Gordon, many that require large tires. By welding scrap metal from the shop together just right, Terry designed and fabricated the "Tire Tote," a device that improved safety and simplified the task of moving one of the heavy tires from the service bays to the tire shop. "Terry has done a masterful job in making the transport of oversize tires more safe, easy, and efficient," according to Connie Bender, health, safety, and environmental (HSE) manager.



Top photo: John Fullbright (left), Akima project manager, accepts the annual safety award from Ed Morris (right), Akima President and CEO, on behalf of award winner, Terry Marshall. Inset is photo of Terry with his innovative "Tire Tote."



Bob Johnson, president, Akima Intra-Data, presenting the President Safety Award to Michael Tilton, safety supervisor, Akima/DTSV.

The **U.S. Patent and Trademark Office** support services (PTOSS) contract is this year's winner of the 2009 Project Site Akima President Safety Award. According to Michael Tilton, Akima's PTOSS safety supervisor, "The PTOSS safety program is a very important part of employee life. There is always employee participation at the weekly safety meetings and good turnout for any safety contest held. We have people like Maria-Lea Ulanday, the 2008 President's Award winner, and Aster Gizan, our safety coordinator, helping to push the safety program and increase safety awareness in PTOSS."

By continuously encouraging employees to be mindful of safe practices and work environments, the PTOSS contract now has more than 500 consecutive days without an accident. The project site safety council, led by Michael Tilton, has implemented many successful programs and events, effectively keeping safety in the forefront of everyone's thoughts, at work and at home.

Twenty-two Akima project sites, including PTOSS, completed the entire year without an accident. Each of these sites has been awarded a safety banner they can proudly display to promote the importance of safety (see list on page 6).



MAKING A DIFFERENCE

BY CHRISTINE BISHOFBERGER, JERRY ELLIS, KEITH CONNER, TOM BROOKS, AND CHRISTY HARVEY

Christine Bishofberger, Akima's labor relations coordinator in the Charlotte office, participated in the Walt Disney World® Marathon Weekend experience in Orlando in January. As a member of the Leukemia & Lymphoma Society's (LLS) Team In Training (TNT), Christine helped LLS reach its remarkable milestone of raising \$1 billion to support blood cancer research and patient services.



Christine Bishofberger participated in a marathon that raised \$5.4 million for blood cancer research.

For more than 21 years, TNT has grown to become an unparalleled charity endurance training program. More than 420,000 participants, from first-timers to seasoned athletes, have trained with TNT and achieved their best at marathons, half marathons, triathlons, 100-mile century bike rides, and hiking adventures. Thanks to people like Christine, LLS has been able to invest more than \$680 million in research since 1949—over \$69 million in 2009 alone—specifically targeting leukemia, lymphoma, and myeloma. You can learn more about the LLS Team In Training program at www.teamintraining.org.

The “Akima West” office in Colorado Springs helped make the holidays brighter for many families. Akima West comprises corporate representatives from Akima Management Services, Akima Construction Services, Five Rivers Services, Ki, and Wolverine Services. These five organizations worked together to support the local Colorado Springs community. Alicia Rohlfing led a collection for turkeys to contribute to the local food bank, Care and Share (www.careandshare.org), in time for Thanksgiving meal distributions. Jerry Ellis and Michelle Delpriore headed up a collection for the Toys for Tots program (www.toysfortots.org). Tim St. Cyr and Janet Garner led the effort to collect donations to support a woman who took her four children out of a bad situation in the middle of the night. Donated furniture, bedding, food,

toys, and clothing were provided to the family members. The Colorado Springs office extended the warmth of their corporate family to improve the lives of those less fortunate this holiday season.

Meanwhile, the **Ki team at Fort Hood, Texas** directed their community giving to the Killeen Caring Family Network, which serves abused and neglected children. “*The generosity of our team was unwavering and overwhelming,*” said Ki employee Grazyna Musick. In addition to cash, employees contributed enough toys to fill five large trash bags to provide Christmas joy to the foster and adoptive children in the care of the Caring Family Network. Learn more about this program at www.cfntexas.com.



Program manager, Keith Conner (left), and Christopher Varville (right), VI Production Center manager, present the donation to Kendra Maxie, branch director of Caring Family Network.



Tom Brooks, Akima program manager, reaches for another toy while packing for pickup by the Children's Advocacy Center of Georgia.

The Akima Infrastructure Services team supporting Fort Gordon's Military Personnel Services Division held a toy drive during the holidays to support Children's Advocacy Center of Georgia, which manages the Court Appointed Special Advocates (CASA) program.

CASA representatives are volunteers trained to assist children who have been removed from their homes, where the parents have lost custody of their children through the court system and are placed in foster care or with relatives.

NOORVIK MAKES NATIONAL HEADLINES FOR BEING THE FIRST!

SOURCE: ARTICLE BY ANDREA STONE FOR AOL NEWS

"It's kind of our responsibility to put a smile on their face," said Tom Brooks, program manager with Akima. *"Many are in shelters or a foster home, and it's not the same as home."*

"It's kind of our responsibility to put a smile on their face ..."

Tom Brooks, Fort Gordon Program Manager

The Akima/IAP Worldservices team on the Fort Gordon, GA installation support contract conducted joint food and toy drives to benefit agencies in the local area. Employees donated over 900 pounds of food that was delivered to Golden Harvest Food Bank. In addition, two truckloads of gifts were delivered to the Child Advocacy Center. Checks for \$500 were also presented to each agency. To learn more about these agencies, go to www.goldenharvest.org and www.cacga.org.



John Fullbright, Akima general manager, Fort Gordon Support Project (second from right), presents a \$500 check to Dan Hillman, executive director of the Child Advocacy Center. Also pictured (L-R) are Sally Aenchbacher (IAP), and Walter Herrington (Akima).

Christy Harvey, Akima human resources manager, Fort Gordon Support Project, presents a \$500 check to Travis McNeal, Special Projects director at Golden Harvest Food Bank. Also pictured (L-R) are Sally Aenchbacher (IAP), Able Suber (Akima), Gloria Allen (Akima), and Feliz Vega (Akima).



The stories presented here are just a few of the many examples of Akima employees' generosity and support of their local communities. **We are very proud to be associated with each and every one of you!**

On January 25th, Akima's Alaska village partner made national headlines as the first stop when the U.S. Census Bureau began Census 2010. Robert Groves, U.S. Census Bureau director, conducted the first interview himself by interviewing Clifton Jackson, a retired commercial fisherman and sled dog trainer and one of Akima's more than 12,000 Inupiat shareholders.

In 2005, Akima formed a partnership with the village of Noorvik. Located in the NANA region of Alaska, the remote village is 30 miles above the Arctic Circle and accessible only by boat in the summer, snow machine in the winter, or single-engine propeller plane from Kotzebue, 42 miles away. Akima's partnership with Noorvik was formed to further our commitment to support Inupiat cultures, enhance education and career opportunities for our shareholders, and improve our shareholders' economic stability.

Noorvik had 634 residents in 2000, but it is expected that the population will be less in the 2010 census. Like other remote villages where much of the food, fuel, and necessities must be flown or barged in, the cost of living and lack of employment opportunities have prompted many to move to larger cities in Alaska, such as Anchorage and Fairbanks. Despite these changes, Walter Sampson, president of the Northwest Arctic Borough, said village elders were eager to host the first census count. *"This is very important,"* he said. *"Hopefully, this will mean more funding for schools and projects."* Census data is used to distribute more than \$400 billion in federal money each year and to draw state and local legislative district lines.



Noorvik's elders, many of whom rely on hunting and fishing for income, spent weeks preparing for a visit from Robert Groves, director of the U.S. Census Bureau.

NANA DEVELOPMENT CORPORATION BOARD MEMBERS VISIT FORT HOOD

Akima was very honored that the NDC Board chose to visit our three project sites at Fort Hood, Texas last November. Three of our operating companies are represented at Fort Hood – Five Rivers Services (FRS) holds the Training Aids, Devices, Simulation, and Simulators (TADSS) contract; Ki has the Visual Information Support (VIS) contract; and Akima Construction Services (ACS) is constructing a 50,000-square-foot expansion of the Darnall Army Medical Center.

Fort Hood is the largest Army installation in America, with 1 in 10 army soldiers assigned to this location. When Akima completes the new labor and delivery wing at Darnall Army Medical Center, the hospital's birthing area will be tripled. FRS is supporting training missions throughout Fort Hood by not only ensuring training equipment is in the right place at the right time but also operating and maintaining state-of-the-art virtual simulators used to enhance the realism of the training experience for our soldiers. At the same time, Ki is providing photography, graphic design, web site design, video production, and much more, including operation of a television studio, under its visual information services support contract.

The NDC board started their tour at the TADSS contract location where they were able to try out some of the equipment, such as simulators, that improve the realism of training. They then moved on to the construction site of the hospital expansion project where the group was briefed on construction safety by ACS onsite supervisors. The final stop of the day was Ki's VIS contract location. Program manager Keith Conner said his staff was pleased by interest the board members had for the work that was performed. *"It was a unique opportunity for the Ki employees to meet many of the people we had read about and heard about at company meetings,"* recalls Keith, and he adds, *"we were impressed by how approachable they all were and consider ourselves lucky to be able to serve these great folks."*



Paul Borboa, Ki graphics lead illustrator, talks about the broad range of services provided by Ki's graphics self-help center at Fort Hood.



Don Atterberry, FRS training loan and storage section lead, explains the various types of training devices and mock-ups FRS provides to make their training scenarios as realistic as possible. This includes the traditional Middle Eastern clothing he is wearing.

INTERESTING FACTS ABOUT AKIMA

When someone asks about the company you work for, you probably already know that Akima is an Alaska Native Corporation that provides support services to the federal government. But, did you also know the following?

- Akima's fuels team at Travis Air Force Base played a crucial role in that base receiving an award for "best fuels flight in the Air Force."
- Akima's team at NASA Johnson Space Center uses high performance simulation tools to model and analyze the International Space Station's assembly process and ensure its stability.
- Ki personnel at Fort Carson were responsible for maintenance and repair of nearly 12,000 weapons at that location last year.
- The Akima family of companies currently has nearly 4,000 employees on contract sites worldwide.

AKIMA'S ROLE PLAYERS RECOGNIZED FOR "OUTSTANDING SUPPORT"

BY MIKE KOZLIK

Akima has provided role players and foreign language specialists in support of cultural immersion training at numerous Army installations since September 2004. We are currently providing these services at Fort Irwin, CA; Fort Sill, OK; Fort Dix, NJ; Camp Atterbury, IN; and Fort McCoy, WI. Drawing upon the expertise of Iraqi and Afghani nationals, retired military professionals, and local personnel, we provide a high degree of realism for training scenarios. Our personnel at these locations speak eight different Arabic and Middle Eastern, as well as Hispanic, languages. More than 80,000 deploying soldiers have experienced training supported by Akima's role player personnel.

Last fall, we provided role player support for training exercises at Camp Atterbury for a unit deploying on a KFOR-12 (Kosovo) mission. Akima's role players worked some very long hours during this rotation—more than 14,000 total—and completed the rotation without a single reportable accident. Their professionalism, dedication, and patriotism were commended by LTC Michael Miller, battalion commander of the 2-306 INF of the 188th Brigade from Fort Stewart, GA.

In November, Akima received a certificate of appreciation at Fort Dix for "...support and contribution to our extended combat training" by the unit Commander and First Sergeant of the 328th Engineer Company that had just completed predeployment training. When they were getting ready to depart for Iraq, the commander and first sergeant presented us with the Certificate of Appreciation for our efforts in the conduct of their training.



A BUSY WINTER FOR PEGASUS AT THE ANCHORAGE AIRPORT

BY LINDA CLOSE AND MARIE LEDFORD

One of the newer members of the Akima family, Pegasus Aircraft Maintenance, has been making headlines in Anchorage this winter. Not only has it been a noteworthy year for deicing efforts but also Pegasus has been called upon to perform engine change-outs in less-than-desirable conditions, provide maintenance services for a presidential plane, and perform life saving efforts for a passenger. The many capabilities and qualities of the Pegasus team based at Ted Stevens Anchorage International Airport have most certainly allowed that team to shine in the past few months.

During a snow storm on Thanksgiving weekend, a 747 cargo plane owned by Cathay Pacific required an immediate engine change. The work and testing took about 48 hours to complete, and all had to be done outside during the storm. Larry Frial, Cathay Pacific engineering manager, was quite pleased, thanking the Pegasus team for “... an outstanding performance on our recent engine change carried out on our aircraft last Thanksgiving weekend.”



Carlos Nelson, president of Pegasus Aircraft Maintenance, presents Franklin Dias a certificate of appreciation for customer services above and beyond the call of duty.

On the day after Christmas, an Asiana passenger flight en route from Los Angeles to Seoul developed engine problems. The crew had to shut down an engine on the 777 aircraft and divert to Anchorage. Asiana sent a replacement engine and 20 of its maintenance technicians to Anchorage on a cargo flight, arriving a short time later. Pegasus provided the additional manpower and equipment needed to ensure the flight’s safe departure 48 hours later. Keon Jung Kim, general manager of Asiana Airlines, wrote, “I heard it would not have been possible without your superb support to normalize our difficult situation.”

This article would not be complete without mentioning the special skills and compassion—demonstrated by Franklin Dias. On January 10th, an Eva Airlines passenger experienced breathing difficulties and flight attendants realized his condition was worsening rapidly. Without hesitation, Franklin Dias, a member of Pegasus’ ramp team, raced to the passenger and began CPR efforts and continued until paramedics arrived. Franklin, who also happens to be a NANA shareholder, joined Pegasus several months ago. According to Andy Fung, Pegasus customer liaison, the decisive action and attention to detail Franklin demonstrated that day are much like the way Franklin goes about his daily job assignments. He does his job right every time and without complaint, and according to Andy, “This is truly customer service.”



Pegasus team services the plane that transported Felipe Calderón, President of Mexico, to Anchorage recently.



FUEL STORAGE SYSTEM UPGRADE

BY TRAVIS SANDERS

In December 2009 the Air Force broke ground on a new \$10 million fuel storage facility at Kirtland Air Force Base. The project is expected to be completed by December 2010. Akima's fuels management team is supporting the transition of current procedures to interim procedures by ensuring security and operational issues are covered. At the same time, aging equipment is being modernized; equipment that includes a pump house built not long after World War II.

"Instead of the older-type valves, there will be new electronic-type

valves so that we can better control and monitor our fuel," Kirtland AFB commander Col. Michael Duvall told the local news media on December 15, 2009. The fuel leak first discovered in 1999 involved aviation fuel seeping from rusty underground pipes at the bulk-fuels facility.

"Thanks for all your help!"

Lynette Conley, Capt, USAF
Kirtland AFB, NM



On December 15, 2009 the U.S. Air Force broke ground on a \$10 million fuel storage facility that is expected to be completed by December 2010 at Kirtland AFB.

"We test our drinking water here at Kirtland on a regular basis, and we have determined it is safe," reported Steve Milligan, Kirtland AFB spokesman. The base acted quickly, spending millions to get rid of the old pipes and cleaning up the spill, but the fuel already had spread into the groundwater. Fortunately, tests prove that the area's drinking water supply has not been affected.

Cleanup efforts continue today and it could take many years to complete the project.

TRAVIS FUELS – "BEST FUELS FLIGHT IN THE AIR FORCE"

BY STEVE RUSINKO

The 60th Logistics Readiness Squadron's Fuels Management Flight recently captured the American Petroleum Institute Award for best fuels flight in the Air Force. The Akima fuels management team at Travis Air Force Base provides critical support. They manage the more than 71 million gallons of fuel pumped annually at that location, making Travis the second-busiest refueling operation in Air Mobility Command and the fifth busiest in the Air Force.

"The award is the result of the flight focusing on training, job proficiency and excellence on a daily basis," said Chief Master Sergeant Joseph Cabral, the flight leader. The jet fuel demand at Travis averages 200,000 to 300,000 gallons a day. In the past year, more than 8,000 refueling operations occurred with zero mishaps on the flightline, as well as no fuel spills or launch delays. During a time of speedy operations tempo and financial belt tightening, a Defense Energy Support Center audit of the flight's \$42 million account led to zero findings. The auditor stated it was *"...the best account I've seen in 30 years."*



The Akima fuels team at Travis AFB: Jon Stone, Jimmy Howard, Adam Fredline, Shelvin Spencer, Travis Wynia, Sondra Watson.

FORT HOOD VISUAL INFORMATION CENTER ASSISTS WITH AFTERMATH OF TRAGEDY

BY KEITH CONNER

At approximately 1:30 on the afternoon of Thursday, November 5, 2009, a lone gunman opened fire at Fort Hood Soldier Readiness Center, killing 12 soldiers and 1 civilian and wounding 30 others. When the shootings started, two Ki personnel, James Perkins and Jeramie Sivley, were about to start work supporting a graduation ceremony at Fort Hood's Howze Theater, which is located next door to the Soldier Readiness Center. News of the shootings came when a wounded soldier made his way to the theater and told the personnel there about the incident. Jeramie, a still photographer, took pictures of what was happening until the entire post was placed on lockdown. It remained locked down until approximately 7:00 that evening when Fort Hood leaders decided that there were no other gunmen involved in the incident.

Learning of the tragic event, Deputy Program Manager Grazyna Musick immediately confirmed that all Ki personnel were okay and fielded calls from our customers with requests for audiovisual services. At the same time, she relayed status information to Program Manager Keith Conner, who was in Charlotte at the Akima project managers conference, and made contact with site managers at the Akima Construction Services and Five Rivers Services project sites.

The next few days were understandably hectic, coordinating requests for rush work orders and supporting press conferences with still photo, video and presentation support services. The news that the President and First Lady were going to attend a memorial service on Tuesday of the following week was announced on Saturday. On Sunday, our Graphics Section was given the assignment of completing the design of a printed program for the memorial service that had to be at a commercial printer on Monday morning.

Preparations for Tuesday's memorial service got into full swing on Monday, when several assignments were handed over to us. Arrangements were also made for several photographers and a videographer to be stationed with the other print and broadcast media at the memorial



President Barack Obama and First Lady Michelle Obama pay tribute to the 13 slain at Fort Hood during a memorial service November 10th, 2009. (U.S. Army photo by Christopher Varville/Released)

service site, as well as to take photos and video of Air Force One arriving and departing.

We also had the formidable task of creating portraits of the 13 casualties of the shooting. One by one the portraits were created and sent to graphics to print on a large-format inkjet printer. The portraits were mounted on gatorboard, and several biographical panels were printed and completed by approximately 5:00 a.m. on the day of the memorial service.

Our teams of photographers and videographers reported for duty at 5:30 a.m. on Tuesday, November 10. Following the memorial service, the images that had been taken by our still photographers throughout the day were reviewed, and several were chosen for captioning and uploading to Department of Defense (DoD). By 7:00 p.m. on Tuesday, it was time to go home and get some rest. In the following days, press conferences were held for which we provided support along with the creation of several disk sets to send to families of the victims.

Thanks to the professionalism of our small team of Ki photographers, illustrators, videographers, presentation support technicians, and customer service personnel, we were able to meet the audiovisual needs of our customers at Fort Hood during this difficult and tragic time.

WALTER REED ARMY MEDICAL CENTER

BY KEVIN MORTON

Originally built in 1909, Walter Reed Army Medical Center (WRAMC) in Washington, D.C. was founded on principles that integrate patient care, teaching, and research. Designed for the highest quality patient care, WRAMC today comprises 5,500 rooms covering nearly 28 acres of floor space and admits more than 14,000 patients per year.

Akima Construction Services was afforded the opportunity to play a critical role in the functionality of the hospital last year – removing and replacing nearly 1,200 linear feet of steam distribution and condensate return system piping located in a 100-year-old tunnel connecting several facilities within the medical complex. Not only were work conditions in close quarters (as narrow as 18”), but the project had to be completed on a fast track schedule so the heating system could be operational in the colder months.

The biggest challenge was that the buildings were occupied throughout the construction, so utilities had to remain functional. Disruption to patients as well as tenant agencies at WRAMC had to be kept to a minimum. One of the primary beneficiaries of system upgrades were the barracks used by Warriors in Transition located on the WRAMC campus. Akima’s project manager, Kevin Morton, said, *“there’s no way you want to disrupt those soldiers’ lives any more than necessary.”*

The project required utility tie-in and outside plant work from the steam plant to five separate buildings. Access to the tunnel was gained from three primary locations using access trenches that were 5 feet deep, 25 feet long, and 8 feet wide. Improvements were also made to the ‘Old Tunnel’ to facilitate future maintenance of the steam distribution system and increase the longevity of the tunnel.

FIVE RIVERS SERVICES—DELIVERING 24/7/365 COMMUNICATIONS IN THE FOG OF WAR

BY LORI THOMAS

Running a sophisticated communication network for users spread out over five countries is an impressive feat for any contractor. But, when that network is a mission-critical Army command and control network that supports Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF), delivering superior performance and maintaining 99.999% operational uptime is imperative. Five Rivers Services (FRS) operates the Regional Network Operations and Security Centers (RNOSC) for IIT Systems Division, the prime contractor, in Afghanistan, Iraq, and Kuwait. Providing direction and support for all communications systems and networks requiring hands-on intervention, FRS staffs each center 24 hours per day, 7 days per week, 365 days per year. Operating in 120 degree heat in tents, bombed-out palaces, and U.S. compounds is an extraordinary accomplishment.

FRS technical experts provide military decision makers a comprehensive, integrated, situational awareness, and operational reporting capability to critical networks, systems, security devices, and applications. Despite the challenges of dust, heat, and combat environments, FRS personnel consistently receive rave reviews from the customer. In a recent past performance questionnaire, our prime contractor (IIT) stated: *“FRS provides exceptional operations and maintenance monitoring capability of the most complex and dynamic battlefield command and control systems ever constructed.”*

This superior performance recently resulted in a subcontract modification to add additional FRS personnel at Camp Lemonier, Djibouti, the primary US base in the Horn of Africa supporting OEF.



FRS Iraq RNOSC personnel in converted Iraqi government building (Camp Victory).

☆ NORTH STAR



Ranked by *Inc.* magazine as one of the fastest growing private companies in America, Akima Management Services, LLC (AMS) attributes its growth to consistent quality, timely performance, and commitment to our clients. Our mission is to support our projects such that we attain absolute total customer satisfaction. Akima Management Services is an Alaska Native Corporation (ANC) holding company with 10 subsidiary companies, each of which is focused on a particular market niche.

Akima's experienced management team and talented personnel successfully administer large, complex programs on a national scale, operating with agility and innovation. Our corporate values permeate every facet of our operations and dealings with customers, partners, and employees—integrity and honesty; customer satisfaction; respect for individuals; quality excellence; cooperative culture; safety and environmental responsibility; and shareholder value.

We understand the value of providing excellent customer service and the importance of proactively supporting our customers. Quality is driven by our commitment to adhering to the processes comprising Akima's ISO 9001:2000 registration. A key element in our approach to performance is our excellence in the leadership and management of technically skilled personnel in safety-driven environments.



Inc. magazine ranks Akima one of the fastest growing private companies in America.

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