

Turtles, Towers, and Teamwork in Connecticut:

Safely Meeting Power Demand

Headquartered in Berlin, Connecticut, Northeast Utilities (NU) is the largest utility in New England. NU supplies power to 1.9 million customers in Connecticut, New Hampshire, and Massachusetts through subsidiaries Connecticut Light and Power, Public Service Company of New Hampshire, and Western Massachusetts Electric Company. In addition, NU's Yankee Gas utility provides natural gas to more than 199,000 customers in Connecticut.

Consistent with its vision "to become the highest performing regional provider of energy products and services, strengthening our region's security, stability, and vitality," NU contracted with Henkels & McCoy (H&M) to rebuild the 115 kV transmission lines between substations in Bethel and Danbury, Connecticut. As NU Project Manager Helen Wong states, "The project was needed to meet load growth in Bethel and Danbury. In the five years prior to the 2004 planning stage, Bethel customers increased by five percent while electricity usage increased by twenty-two percent. In Danbury, customers increased by six percent and electrical usage increased by twenty-seven percent. If something happens to the power line, we have pretty much lost the power source in the western part of Connecticut."



The Scope

The overall project spanned 1.8 miles and included the replacement of sixteen 115 kV lattice steel towers with thirty-two steel monopole structures. New conductors and Optical Ground Wire (OPGW) were strung over the full span of the right-of-way (ROW). Two new monopoles replaced each lattice tower. The work was executed by a crew of twelve (General Foreman, Foremen, Operators, Linemen, and Laborers).

Work started in July 2006, with construction of the tower foundations and monopole towers on the north side, all with the existing lines energized. According to H&M construction manager Danny Ashmore, "In the final configuration, there were two monopoles with arms tipped in toward the existing lattice structure, which was then removed."



To arrive at that final arrangement, however, a temporary line was needed. As Ashmore explains: "We built the north side towers with arms going out in both directions. Then we installed a temporary line

on the farthest outside arms. Next we transferred the existing conductor from the lattice structure to the inside arms of the tower and removed the lattice structure arms. For safety reasons, this move was done with the line de-energized. Now, with the two lines installed on the tower, we removed the center and south side lines from the lattice structures and dismantled them. In Phase Two, we built the south side foundations and monopole towers and installed the south side lines. We then removed the temporary lines on the outside of the north towers."

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Old lattice structure being taken down and replaced by new monopole.

Management Message

Goal, Values, and Mission

by Rod Henkels,
President, CEO



T. Roderick Henkels

In 1966, forty-three years after our founding, John (Jack) B. Henkels Jr. published *An American Adventure*, detailing the company's early years: its successes, failures, and most importantly his business philosophy. Today, forty-one years later, we decided it was important to clearly articulate the company's goal, values, and mission. To accomplish this task, I asked twenty managers and family members (520+ years of work experience with H&M) to respond in writing to a draft. I then had a one-on-one, hour-long conversation with each and did a final review and approval with our Chairman Paul M. Henkels and the Board.

The Goal, Values, and Mission are published in the center section of this newsletter. We will begin to incorporate these into our new hire orientations, and posters will be distributed to our offices and job trailers. They are available through hmcentral.com. Please read and reflect on them. As you reflect on them, ask the questions: How well does the management team emulate the values? How well do I emulate the values? None of us is perfect, but if we strive to live these values while working here, the company will continue to be successful to the benefit of our customers, society, ourselves, and our families.

As my father says to new and old employees, "If you have good values, bring them with you to work; Henkels & McCoy is a place you can live them every day."

If you have any questions, thoughts, or comments, you can e-mail me at rhenkels@henkels.com.

See pages 4 and 5. For a PDF version of *An American Adventure*, visit <http://www.henkels.com/corporate/timeline/AnAmericanAdventure.pdf>

Safely Meeting Power Demand

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Safety and the Environment

Safety was paramount in the minds of NU and H&M management. As Wong states, "Safety, reliability, regulatory compliance, and residents' concerns are the areas that we need to pay attention to during the project. Safety is our top priority." H&M's Terry McNerney was deployed as the full-time, on-site Safety Manager. According to McNerney, "Due

to the leadership of H&M General Foreman Butch Bruno, the team's day-to-day safety focus was outstanding." Ashmore adds, "We had a special safety plan with respect to the demolition of the lattice



structures because of constraints such as terrain and the fact that the line traverses residential neighborhoods." Crews had as little as five feet clearance between the existing lattice tower and the conductors, so NU reconfigured their grid to maintain full service while the conductors were de-energized.

Environmentally, specific procedures were followed, including a procedure to ensure that the local box turtle population would not be adversely affected. The Eastern box turtle is listed by the Connecticut Department of Environmental Protection as a "Species of Special Concern." According to H&M Project Manager (PM) Brian Healy, "Box turtles have a strong homing instinct. If a turtle was encountered approaching the ROW, we were required to move it to the other side in the direction it was headed."

Additional challenges came in the form of significant amounts of solid rock. Because the tower foundations required drilling holes twenty feet deep and ten feet in diameter, blasting equipment was brought in to ensure schedule compliance.

Project Management and Communication

According to Healy, the application of the Henkels & McCoy Project Management Methodologies proved a significant advantage. "The Project Management and Construction Management interface worked extremely well. Project Management nurtured the client relationship, manag-



A view of suburban Connecticut's lovely autumn colors from atop a new tower (left). Above, old lattice structure being made ready for removal.

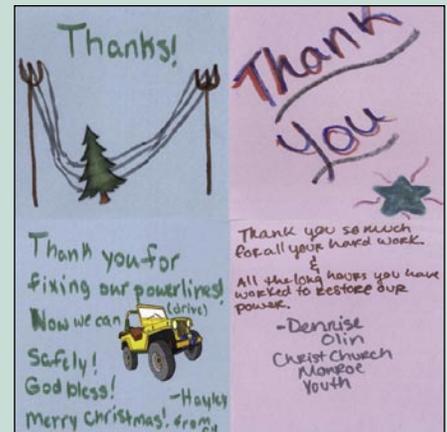
ing weekly meetings, change orders, and schedule updates. This allowed Construction Management to focus on getting work done in the field."

The project was wrapped up in mid-April. H&M has attained a Contractor of Choice (COC) contract with Northeast Utilities for future opportunities. According to Wong, "There has been a very good working relationship with Brian Healy and Tim Smith (Tim assumed the PM responsibilities for the latter stages of the project). We worked as a team and had weekly project meetings. This particular project required a lot of coordination. We were very successful in keeping each other informed about the process and tried to make changes as needed with everybody on the same page."

A true team effort, the success of this project reflects the commitment to excellence brought to the table by all stakeholders. In addition to those already mentioned, key H&M participants included Project Sponsor Bryan Ellis and Area Manager Butch Cole. Significant contributions came from NU team members Paul Bukowsky (PM Engineer), Josaun DeLawrence (PM Engineer), Dick Lucas (Contract Manager), Carol McLaughlin (Planner/Scheduler), Frank Morelli (Engineering and Materials), Don Beitler (Construction Representative), Dick Collier (Field Construction Representative), and George Breitwieser (Public Relations). Major subcontractor contributors for H&M included K.W. Reese (constructed access mats and platforms allowing efficient access to the work areas) and Tri-State Drilling (responsible for drilling foundation holes and constructing the foundations).

The residents, human and turtle, of western Connecticut thank you.

Customer Correspondence



Recently we had a gas meter installed. I am sending you this note to inform you that both people I dealt with from your company were extremely professional, considerate, and nice. I dealt with Bonnie, who helped me with scheduling everything, and Brian Hettrick, who installed the gas meter for us. It was late and a little cold that night, but Brian still came out because we did not have heat. I must say, it was a pleasure dealing with your company.

**Laura
Blue Bell, PA**

I wanted to thank you for Henkels' response to the requests I have had throughout the audit. Henkels' IT staff was very efficient and knowledgeable in sending me the electronic data I requested. Special thanks to Mike Seutter and his staff for being very professional and helpful. Thanks for your hard work in allowing me to perform the audit.

TVA Auditor

Your foreman, Jim Henry, worked in my neighborhood with a crew of men. The electricity had to be cut for three or four hours. My husband uses an electric oxygen machine and we missed the notice of "service shut off." Had I gotten it, I could have made auxiliary arrangements. As a precaution, Jim provided us with temporary usage. I very much appreciate his concern and kindness. He cared enough to go the "extra mile" for strangers. Thanks again.

**Pat
West Region**

The Partnership

by **Bill Mattiford CSP,**
Corporate Safety Director

In August 2004, utility contractor CEOs and safety professionals, trade association and union leadership, and OSHA (Occupational Safety & Health Administration) executives held a historic meeting. They met for the first time to form the Electric Transmission and Distribution OSHA Strategic Partnership. The Partnership was formed with the sole mission and purpose of eliminating significant injuries and fatalities in the electric transmission and distribution construction industry.

The Partnership involves a multi-tiered approach, with an Executive Team, a Steering Team, and Task Teams developing findings and recommendations for review and subsequent adoption by consensus. The Executive Team is composed of the Chief Executive Officer or designated top official of each Partner. The Steering Team is made up of individuals primarily responsible for employee safety and health from each Partner. An OSHA representative acts as a nonvoting member of all teams, offering consultation and advice. Task Teams are composed of members of each Partner organization.

Analysis of OSHA data from 1995-2003 began shortly after the formation of the Partnership. Task Team I examined hundreds of incident reports regarding types and causes of incidents. Task Team II reviewed training requirements and Task Team III developed Best Practices which, when applied, would support the Partnership's mission and purpose. An independent consultant conducted focus groups with linemen and supervisors, asking hard questions as to why the industry was experiencing significant injuries and fatalities.

Task Team I identified contact with energized lines or equipment as the definitive, number one cause of significant injuries and fatalities. There were 303 documented contact incidents for the time period analyzed. The second largest volume of incidents (77) during this time resulted from falls.

Task Team II's effort resulted in a pair of firsts: OSHA-approved initiatives focusing on an industry-specific, 10-hour training program, and a 20-hour program designed to address safety, leadership, and accountability.

Task Team III developed and received Executive Committee approval for seven Best Practices designed to reduce the number of incidents. They are currently being assimilated into the Partners' work processes, and include:

- Administrative Controls to enhance pre-planning and risk control
- Job Briefings to provide a uniform methodology for documenting job requirements
- Pre-use inspection of rubber protective equipment to provide a uniform, industrywide approach to inspection guidelines
- Qualified Observer to be identified and utilized during critical tasks
- Insulate & Isolate (I&I) Safety Performance Checks to ensure clarity of and compliance with I&I rules
- Lock-to-Lock use of insulating rubber gloves and sleeves
- Cradle-to-Cradle use of insulating rubber gloves and sleeves

Another group, Task Team IV, is leading the effort to communicate the Partnership's accomplishments to all internal stakeholders as well as those not directly associated with the Partnership.



Bill Mattiford

Over the past thirty-two months, Henkels & McCoy, a founding member, has been fully engaged in the Electric Transmission and Distribution OSHA Strategic Partnership. Our commitment will continue. We know our efforts and the efforts of other Partnership members will lead to a safer work environment and the elimination of significant injuries and fatalities in the industry. These efforts cross over all our lines of business, to the benefit of our people, their families, and our customers. This is just another way to say Safety is a Value at Henkels & McCoy.

H&M Millwrights to the Rescue

Public Service Electric and Gas Company (PSE&G) contacted Bruce Merlino, Project Manager for the Henkels & McCoy (H&M) East Region Industrial Rigging and Millwrighting group, to assist in an emergency outage of its Mercer, New Jersey generating station Unit #2. The plant is a coal-fired electric generating station that uses a Gas-Gas Heater (GGH) as part of a process to reduce emissions and air pollutants in the Selective Catalyst Reduction (SCR) stage of the plant operation. The SCR system works by conditioning the exiting flue gas prior to release into the air.

The GGH machine is 20 feet high, 80 feet in diameter, and sits approximately 100 feet off the ground. The disc weighs approximately 1,100 tons, and as the unit rotates, exiting flue gases pass through catalyst modules. The lower support bearing that carries the entire 1,100 tons failed, shutting down one-half of the generating capacity of the plant. PSE&G located a new bearing in Scotland which was the only bearing left in the world until the manufacturer resumed production in fifty weeks. Under the able supervision of General Foreman



(left to right) Greg Class, Bobby Nelms, and Bruce Merlino with the PSE&G Award. (Below left) H&M Millwrights jack the massive, two-million-pound unit prior to removing the old bearing assembly. (Bottom) The PSE&G Mercer Generating Station.



Bobby Nelms, the H&M Industrial Group jacked up the 1,100-ton unit, rigged, and lowered the old bearing assembly (8,000 lbs) to the ground, raised the new bearing, and rigged it into place. The job required some difficult manual rigging. H&M was given an award for quick response and outstanding service in returning the plant to full capabilities. Greg Class, Director,

Specialty Work, Bobby Nelms, General Foreman, and Bruce Merlino, Manager accepted the award for Henkels & McCoy.





Goal

Our Goal is to recreate Henkels & McCoy continuously as a strong, prosperous, and diverse business that lives the values of its founders.

Mission

Henkels & McCoy designs, builds, and maintains infrastructure for the energy, communications, and water markets. We provide project management, engineering, construction, installation, maintenance, and training services to utility, commercial, industrial, and government customers.

We are committed to Performance, always striving to lead in these diversified services throughout the United States and in selected international locations. We accomplish this mission with integrity and the innovative application of technology and business processes to every aspect of Company safety, quality, and productivity. Through these endeavors, we provide unique value to our customers, our people, and society.

PERFORMANCE has built our business...®
“is a statement of fact and a promise to the future.”
Paul M. Henkels



Core Values

Integrity

Be honest and keep our promises, living our values through action.

Strong Work Ethic

Work safely and effectively, taking personal pride in our work and in those who perform it.

Compassion, Commitment and Respect

These define our relationships with each other.

Responsibility and Accountability

Lead by example. If we make a mistake, we admit it, correct it, learn from it, and move ahead.

Continuous Personal and Team Improvement

Stay open-minded, listening and seeking knowledge for the development of ourselves and the Company.

Stewardship

Share our time, talents, and good fortune both in and outside the Company.

Perspective

Maintain a constructive balance between our personal lives and our work.

*With these values, we carry forward our founders' belief that:
"The life of the business is the work we do, and since it is good work
it is a good life."*

John B. Henkels Jr. & Anne M. Henkels

Regional Roundup

East Region News

The East Region is pleased to welcome Kevin Shoosmith, Ed Wenger, and Bob Smith to the team. Kevin is our new Manager for Gas & Underground Utilities, and Ed is a Senior Estimator in our Underground Utilities Group. Both men will report to Merrill Anders, Director. Bob Smith is our new Safety Specialist for the New England area. Bob has transferred from our Training Group and reports to Steve Benjamin, Regional Safety Director.

Our Underground Utilities Group was recently awarded a \$1.3 million project for PSE&G in Plainfield, New Jersey. The work involves the installation of 12-inch and 16-inch steel gas mains. The project began in mid-April and will be completed by mid-July. This group was also awarded the site and civil contract for First Energy's Manalapan, New Jersey substation. The project is valued at \$825,000 and will be completed this May.

In March, the Power Group was awarded a \$2.7 million contract for the second phase of a 12-mile power transmission line project for the PPL Corporation. The Phase 1 contract was for construction of seventy foundations required to support the new transmission towers and conductors that are being installed in Phase 2. The foundation work was valued at \$2.4 million.

Our General Construction Group has just started building a new pumping station for New Jersey American Water (NJAW), valued at \$2 million. The GC Group has also teamed with the aforementioned Underground Utilities Group to construct a wastewater pumping facility for NJAW in Candlewood, New Jersey.

Our Telecommunications Group out of York, Pa. has been awarded two phases of tunnel conduit work. This work involves removing and replacing old conduit while working in two tunnels and around a busy train schedule.

Central Region News

Mike Jordan, Mark Crowson, Kevin Shoosmith, Russell Smith, Carl Moeller, and Jason Butts recently sponsored a table at The University of Wisconsin-Madison Construction Club's Banquet on March 16. This event recognizes and honors select individuals, chosen by UW-Madison faculty, students, and people within the industry, for their outstanding contributions to construction and engineering.

The banquet gives students and members of the construction industry a chance to meet and converse in a casual environment. There were approximately three hundred people in attendance, including forty students and representatives of more than thirty companies. All proceeds from the event fund the student-led Construction Club. This organization is dedicated to providing students with real-life experiences, simulations, competitions, site visits, and guest speakers from the industry.

The Central Region has recently hired Lance Lorenz as a Project Manager in the Batavia office, focusing on "summer critical" work. Lance brings seven years of experience in power operations. His background includes working as a Switchgear Technician, Field Support Specialist, Maintenance Engineer, and Project Manager for Substation and Transmission projects. Most recently he was Senior CMI Coordinator for Michigan Electric Transmission Company.

Lance's skills in project management, planning/scheduling, subcontract management, and safety policy and procedure development will prove to be a significant asset.

Lance earned a double diploma in Power Line Construction/Maintenance and SCADA Technologies from Mitchell Technical Institute in Mitchell, South Dakota.

West Region News



Picture Caption: John B. Henkels, III (right) presents Area Supervisor Bob Yoder (center) his twenty-five year service award. Also pictured is Oregon Area Manager Bill Walker (left).

The West Region provided consulting services to a large Southern California electric utility generating station in conjunction with making repairs and restoring service to a 230 kV underground line following a catastrophic failure of one of the pothead terminations. The cable run from the step-up transformer to the switchyard was successfully returned to service after the cable vendor replaced the cable and pothead.

City of Glendale Water & Power awarded a contract to install a fiber-optic cable network for their Supervisory Control and Data Acquisition (SCADA) system and commercial use to Henkels & McCoy. The project includes providing all labor, material, and equipment to install approximately twenty-six miles of underground 144-strand loose tube fiber-optic cable, including installation of pull boxes, removal of existing supervisory cable and conduit reparations, and removal of existing lead cable. The route was divided into several segments to incorporate fourteen electrical substations with SONET (Synchronous Optical Network) ring.

Safety Awards

Henkels & McCoy's Annual Management Dinner in January was the setting for the presentation of Safety Awards for outstanding 2006 performance.

The **President's Award** was earned by the Region showing the greatest percentage improvement in OSHA Recordable Rate from the previous year. Awarded to Network Systems & Solutions.

The **Most Improved Safety Award** went to the Area or Supervisor achieving the greatest percentage reduction in OSHA Recordable Rate from the previous year (minimum of 50,000 hours worked). Awarded to Central Region's Area 55G2.

The **Line of Business Awards** were presented to the Area or Supervisor with the lowest OSHA Recordable Rate in 2006 (minimum of 50,000 hours worked). Awarded to Central Region's Area 55G2 for Power, Central Region's Area 55F for Telecom, Pipeline Operation's Area 17L for Gas, and Washington Capital Region's O4M for Teledata.

Henkels & McCoy is proud to acknowledge all those whose unwavering commitment to the spirit and culture of safety energizes our efforts on a daily basis.



Engineering News

Henkels & McCoy provides engineering services in the West, Central, and East Regions and across our lines of business. Disciplines include civil, structural, mechanical, electrical, and chemical engineering. Among these services, H&M provides the design of power transmission, distribution, and substations to the power industry. We provide corrosion protection design for underground utilities and fiber, copper, and wireless design for the communications industry. Additional services include mechanical, electrical, and structural design to the manufacturing industry.

Engineering Strategic Development

Conferences are held regularly to better serve our clients. These conferences include members from all H&M regions, representing all lines of business. The promotion of resource and capability sharing among regions is a major objective. Engineers and designers focus on industry trends, staff development, and technical training. A team approach supports engineering and construction activities and improves job efficiency and quality. By way of example, the regions recently worked together designing power collection and transmission systems for several wind farm projects.

The West Region recently hired two Professional Electrical Engineers, Kim Nelson and Pravin Ghantiwala, and has aggressively been pursuing engineering, procurement, and construction; substation; and transmission work. The I-710 Transportation Corridor Project in Southern California is an example.

H&M's West Region Engineering partnered with Parsons Brinckerhoff to develop a bid proposal for the Los Angeles Metropolitan Transit Authority to upgrade the existing I-710 Freeway corridor. The project seeks to address multiple environmental issues while alleviating congestion caused by the surge of imported freight container traffic. H&M is dealing with relocation issues associated with several 230 kV transmission lines located adjacent to the corridor. A multimillion-dollar award is pending for the environmental studies portion of this project.

NSS News

Committed to expanding its portfolio of services to include servicing of Voice/Internet Protocol (VoIP), Wireless Local Area Network (LAN), Security/Internet Protocol (IP), and data center environments, the Network Systems & Solutions Division (NSS) is focusing now more than ever on developing strategic, consistent, and committed relationships with select partners. Which partner represents an additional "value add" varies from partnership to partnership and project to project.

For example, NSS has developed an alliance with SRA International, Inc., a Fairfax, Virginia-based provider of technology and strategic consulting services and solutions. NSS currently serves as a subcontractor to SRA on several federal government contracts. SRA delivers systems design, development, integration, outsourcing, and managed services to clients in national security, civil government, health care, and public health markets.

The NSS/SRA relationship has evolved

continuously since the late 1990s. It gained measurable and sustainable momentum in 2002 when NSS provided initial support for several classified projects managed by SRA's C3I (Command and Control, Communications, and Intelligence) Sector.

Attentive to the evolving needs of its customers, SRA is selective when choosing partners. SRA and NSS are currently working on a deployment for which NSS is well positioned due to the geographic distribution of its field resources.

The accountability demonstrated in all aspects of any NSS project, and the open two-way communication shared between operating and management groups of both sides, are what SRA values most in NSS. Honesty and service, the foundation of all of SRA's long-term relationships, are recognized and appreciated as H&M hallmarks.

Corporate News

Sandra Morris (top, right) recently joined Henkels & McCoy as Manager, Training and Development, reporting to Kathy Mills, Director, People Services Department. Sandra brings to the company an extensive background in Training and Developing, Management Development, and Instructional Design. Sandra has over twenty years of experience in numerous industries including financial services and commercial real estate. Initially,

Sandra will be working with Kathy to roll out our new online university.

Sandra resides in Willow Grove, Pa. with her husband, Michael, and son, Michael Jr.

Henkels & McCoy is also pleased to announce the following appointments: Christopher Henkels, Vice President, Information and Performance Systems; James Mulhern, Vice President of Market Planning & Business Development; Richard Pieper, Market Manager, Power; and Eleftherios "Ted" Topakas, Market Manager, Gas.

The Vice President of Market Planning & Business Development and the Line of Business Market Managers will provide quarterly reports to the Executive Management Team. These reports will relate to industry opportunities, assessment of the environmental factors, and determination of the critical success factors so that Company strategic decisions can be more tactically planned and effectively executed by the entire organization.



New Building for Pipeline Division

The Pipeline Division is building an 8,400-square-foot single-story office building and a 10,000-square-foot heavy equipment repair and maintenance facility at 381 West Adkins Hill Road in Goldsby, Oklahoma that will house seventeen permanent staff. After eight phases of remodeling that converted shop space into office space, the current building is unable to accommodate present operations. The new facility is also designed to accommodate future expansion.

Aztec Building Systems, Inc., located at 3361 Deskin Drive, Norman, Oklahoma, is the design/build contractor for the project. Aztec is in the permitting process with construction anticipated to begin soon. Completion is expected late this summer, with relocation planned for September or October.



From left, Carl Branton, Chief Engineer/Estimator; Earl Kesner, General Superintendent; Bob Johnston, Vice President and Division Manager; Goldsby Mayor Glenn Berglan; Mark Alfonso, Executive Director, Heart of Oklahoma Chamber of Commerce; and Chamber President Susan Tarp, break ground at the site of the new facility.

Family Day for CPR, First Aid, More

On March 10, Henkels & McCoy held its First Semi-Annual Corporate Region Family Day Event to instruct employees and their family members in first aid practices, cardiopulmonary resuscitation (CPR), and automated external defibrillators (AEDs). A total of twenty-seven H&M employees and their families turned out for the course, which was sponsored by H&M's Corporate Region Safety Council and held at Washington's Quarters Banquet Hall of the Washington Fire Company in Conshohocken, Pa.

The morning began with a run-through of first aid training, focusing on various injury treatments and medical emergencies relating to heart attacks, strokes, seizures, asthma, and diabetes. Then everyone broke into groups while instructors demonstrated the proper techniques of CPR, rescue breathing, and measures taken in the event of choking for infants, children, and adults. Before leaving for the day, attendees were required to show what they had learned in one-on-one sessions with the instructors.

Looking forward, a second opportunity to take part in such training will be provided later in the year. "I'd just like to thank all the people who came to the class," said Carolyn Fisher (Cash Receipts Coordinator-Accounting), who organized the day along with Steve Kauffman (Coordinator, Corporate Safety/Environmental). "They made it worth the time spent on the event."



Steve Freind (foreground) provides the CPR technique, while Bill Mattiford supervises Elsaid Wahba (right) in the group training session. Henkels & McCoy plans to hold these invaluable training exercises on a regular basis.

H&M Tradeshows 2007

The Tradeshows season for 2007 is in full swing; don't miss Henkels & McCoy at these great shows!

June 3-6

WindPower 2007

Los Angeles Convention Center,
Los Angeles, California

June 18-21

NXTComm

McCormick Place,
Chicago, Illinois

June 23-27

American Public Power Association 2007

Marriott RiverCenter and RiverWalk Hotels,
San Antonio, Texas

July 31-August 1

Midwest Energy Association

Iowa State University,
Ames, Iowa

HENKELS & MCCOY

Performance

A news publication of Henkels & McCoy, Inc.

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- New Digs for Pipeline
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DEPARTMENTS

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PLUS...

- H&M's Mission, Goal, and Core Values posters
- Trade Show Schedule through July

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