

● FEBRUARY 2016

SAVANNAH RIVER NUCLEAR SOLUTIONS



SRNS Today

Working
the H Canyon
cranes takes
**Smooth
Operators**



This month

H Canyon resumes key process • Safety at SRNS • STEM education • Ambulance makeover





Carol Johnson
SRNS President and CEO

Welcome

to the February 2016 edition of

SRNS Today



“Why SRS Matters”

To see the H Canyon segment of our video series “Why SRS Matters,” please [click here](#) or visit www.savannahrivernuclearsolutions.com/annual/Why_H-AREA_Matters.mp4

Technology is fascinating, but it’s people who make the technology hum.

Everywhere you go at the Savannah River Site, you’ll discover complex systems, amazing engineering and one-of-a-kind facilities used to support our nation’s nuclear materials missions and programs.

To make all this work, it takes a small city of people. Knowledgeable, experienced, dedicated people. Savannah River Nuclear Solutions kind of people.

On the next page, we feature our crane operators in H Canyon. It’s extraordinarily specialized work. No one steps right into these jobs—it takes years of dedicated practice to gain the know-how demonstrated by these operators. On Page 6, we highlight our SRNS teams who have worked to make the resumption of H Canyon’s second uranium cycle a reality. This system is the third and finishing processing step in H Canyon’s spent fuel processing campaign, and had not been run in several years. Our teams demonstrated attention to detail and careful procedure execution to make this resumption a success. I’m proud of our H Canyon employees; their great work is one of the many reasons SRNS makes the world safer.

SRNS people make a difference. They watch out for each other’s safety. They think creatively to save taxpayer dollars. And when they leave work, they bring their knowledge and enthusiasm to the community. SRNS people proudly and actively take part in providing science, technology, engineering and math, or STEM, education to students in our region. Whether they help with the Engineering Buddy program, the Savannah River Regional Science Bowl competition, or the on-going Teach-Ins in local schools, SRNS people reach out to make science interesting in a real-life way. Who knew that a peanut butter and jelly sandwich could be used to teach students how to write computer code!

I hope you enjoy this edition of “SRNS Today.” As always, thank you for your interest in Savannah River Nuclear Solutions.

Carol



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Savannah River Nuclear Solutions, LLC, is a Fluor-led company whose members are Fluor Federal Services, Newport News Nuclear and Honeywell. Since August 2008, SRNS has been the management and operating contractor for the Savannah River Site, a Department of Energy-owned site near Aiken, South Carolina, including the Savannah River National Laboratory. The SRNS corporate and community offices are located in the renovated 1912 “Old Post Office” building in Aiken, S.C. The primary initiatives of SRNS are national security, clean energy and environmental stewardship. SRNS Today is published monthly by SRNS Corporate Communications to inform our stakeholders of the company’s operational and community-related activities. If you have questions or comments, please contact us at 803.952.9584 or visit our website.

www.savannahrivernuclearsolutions.com



Smooth Operators

Skill, practice, dedication are hallmarks of H Canyon crane operators

H Canyon operations at SRS have changed substantially since the facility’s construction in 1950, but the training, dedication and skill of its crane operators have not.

With an interior resembling a canyon, the chemical separations facility has a “hot” side with higher radiation levels than its “warm” side. Highly skilled operators perform work remotely using overhead bridge cranes. Originally, warm side work was done by sight by crane operators in a shielded cab suspended over the canyon, while the hot side operations were conducted by crane operators looking through a periscope in a lead-lined cab. In the early 1990s, operations moved into a control room where the operators now use video cameras suspended from the crane bridge.

“It takes a lot of skill and practice to become a crane operator,” said H Canyon Senior Operations Support Specialist Russell Jordan, who began as an SRS crane operator trainee in 1984. “Working in the hot canyon, before the crane control room came along, was really hard because you had to keep both eyes open to see through the periscope. Now, it’s all done through video cameras and computer. That sounds easier, but it’s really not; it’s just a different set of skills.”

It can take up to four years for new operators to complete training that begins in the classroom and ends with hands-on practice. Jordan says operators become proficient in six years. “You have to have a knack for it, too,” he said. “You have to have a lot of patience and to love it, and most of all, respect what you are doing.

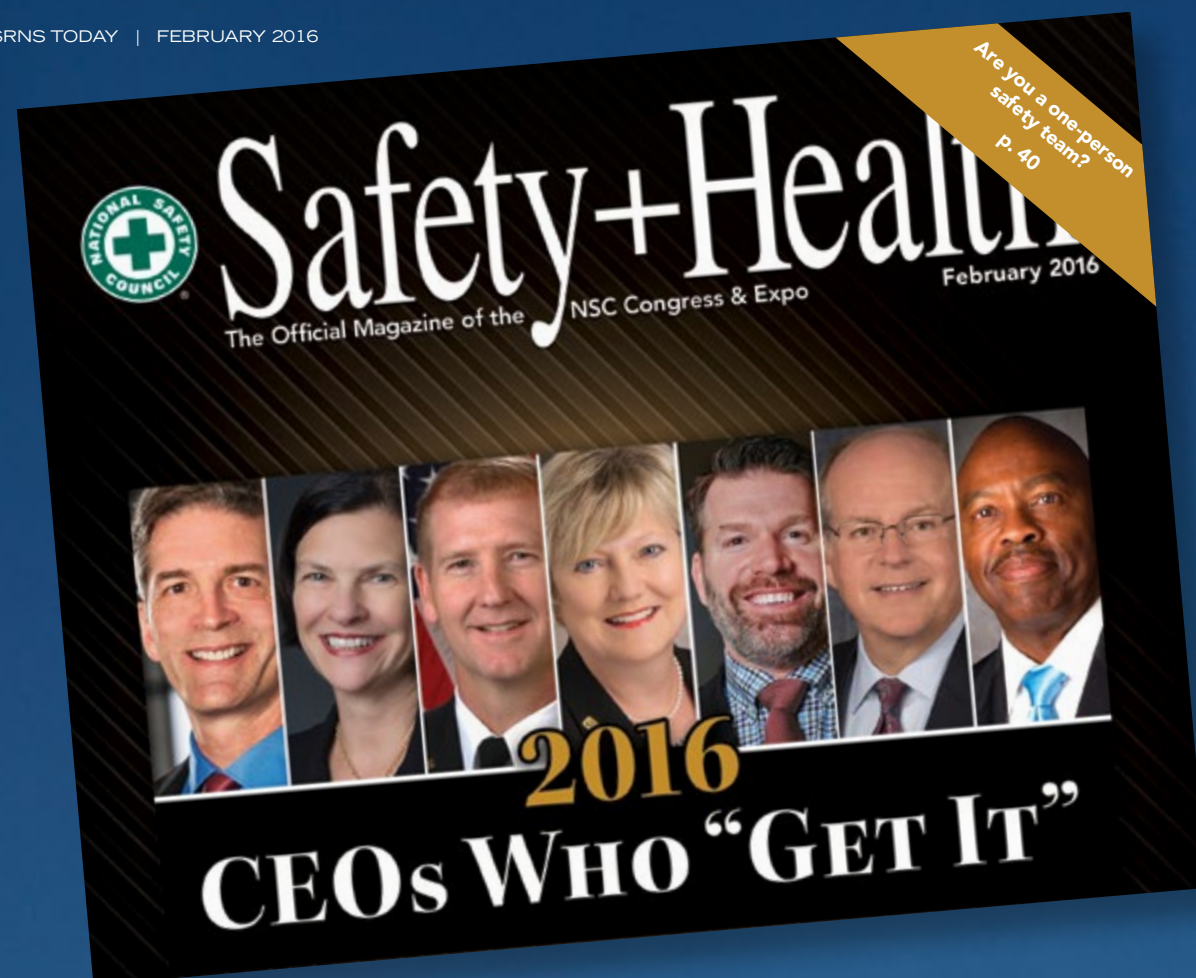
We are working with some truly hazardous materials, and it’s important not to lose sight of that.”

Jordan had wanted to be a crane operator since he was a child. “When my parents took me to the fair, my favorite game was one operating a crane. I’m lucky to be doing what I love,” he said.

Crane operator Bruce Cain joked that people ask him if running a crane is like playing video games. “Everyone asks us that, but no. This is much, much different than video games,” he said.

H Canyon has undertaken a variety of processing missions over the years, a versatility made easier by the fact that canyon equipment can be remotely removed. Mockups of the canyon cells allow testing of new or replacement mission equipment to ensure proper fit before installing in the highly contaminated and radioactive canyon environment. Specialty crane tools have been developed over the years, such as stainless steel brushes attached to impact wrenches to clean sealing surfaces. The crane operators often design and initiate the fabrication of the specialty tools to assist in their work.

H Canyon is the only operating, production-scale, radiologically shielded chemical separations facility in the U.S. Originally constructed to produce nuclear materials to support the nation’s defense weapons programs, the facility’s mission changed after the Cold War into one of helping to disposition and stabilize nuclear materials and spent nuclear fuel from legacy cleanup, and foreign and domestic research reactors.



Johnson: A CEO who 'gets it'

SRNS President honored by National Safety Council

The National Safety Council has announced the 2016 CEOs Who "Get It," presented annually to organizational leaders who demonstrate continued and outstanding dedication to employee safety and well-being both on and off the job.

SRNS president and CEO Carol Johnson is one of the seven honorees of this prestigious national safety award for 2016.

"These CEOs understand that safety must start at the top," said Deborah A.P. Hersman, President and CEO of the National Safety Council. "They have set a safety standard for both their colleagues and employees, and we are proud to recognize their efforts to make our world safer."

Johnson was selected for this award based on her focus and dedication to SRNS' safety performance, culture and continuous safety improvement. It is not uncommon to see Johnson walking work areas across SRS, shaking hands and getting to know the estimated 5,000 SRNS employees she refers to as her team.

"I care about SRNS employees and the important work they do to keep the world safer," said Johnson. "We are a team, and it is my job to do my very best to ensure that each member of our team goes home in the same condition they arrived at work each day. This is my priority as president and CEO of SRNS."

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Carol Johnson

This year's CEOs Who "Get It" represent national and multinational organizations of all sizes. Each honoree has built his or her organization's safety strategy using four components: leadership and employee engagement, safety management solutions, risk reduction and performance measurement.

"I am honored that the National Safety Council has validated the safety leadership we strive to achieve at SRNS. Safety is a journey with no end point, and this recognition reinforces that we are on the right path and must do all that we can to stay the course for the safety of SRNS employees," said Johnson.

Profiles of the CEOs Who "Get It" are featured in the February 2016 issue of Safety+Health magazine. Johnson's profile is on the next page.

2016 CEOs WHO "GET IT"



CAROL JOHNSON

PRESIDENT AND CEO
SAVANNAH RIVER NUCLEAR SOLUTIONS
AIKEN, SC

Savannah River Nuclear Solutions manages and operates the Savannah River Site in Aiken, SC. A key facility in the U.S. Department of Energy complex, SRS is dedicated to environmental stewardship, supporting the nuclear weapons stockpile and nuclear materials management and storage. SRNS employs 5,000 workers.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

I think the biggest challenge that SRNS faces is complacency. SRNS employs a highly skilled and technical workforce. As such, many employees are seasoned veterans with decades of experience in the nuclear industry. Although that is a positive attribute for any company, it also brings with it a unique challenge: ensuring employees stay engaged in the routine

and possibly mundane requirements that are designed to keep us safe. We combat this challenge in multiple ways. First, we take a very deliberate approach to communications. Challenges are never overcome by denying their existence. Therefore, we openly discuss complacency with our workforce on a routine basis. Second, we utilize a robust continuous improvement program to inspire employees to help identify new and innovative ways to conduct business. This helps keep seasoned employees engaged, and leverages their experience to help SRNS achieve its missions in a safe and cost-effective manner. Lastly, we employ safety programs like behavior-based safety and the Integrated Safety Management System methodology to empower employees to speak up when safety is called to question. The success of these programs in combating complacency is largely driven by strong expectations set forth by senior leadership, as well as a healthy recognition program that is specifically designed to encourage employees to identify hazards that may lead to safety incidents.



Read the full Q&A
at <http://sh-mag/1TSrdiy>.

How do you instill a sense of safety in employees on an ongoing basis?

Safety and security are engrained in everything that we do, from front-line workers to senior vice presidents – there is not a single SRNS employee who is not touched with a safety message every day. These fundamental values are visible from the moment employees enter the 310-square-mile site, where they are greeted daily by a robust communications campaign that reinforces our branded safety culture through multiple avenues. We also instill our safety culture into every employee through training, mentoring, leadership development and a team approach to safety success. This cultural expectation is reinforced each and every day by incorporating safety discussions before every work package is started. Safety is not just a condition of employment for SRNS employees; it is a way of life. Because of our safety culture legacy and indoctrination approach, employees take safety very personally and look for creative ways to continuously improve safety culture and systems at SRS.

How does your organization measure safety?

Leading indicators serve as our safety compass at SRNS. We utilize a spectrum of indicators that are both formal and informal to keep a pulse on the health of our safety performance. From monthly safety culture surveys to behavior-based safety observations, management field observations and a robust safety reporting system, we are able to monitor safety performance at all levels of the organization. Additionally, just trusting our intuition when we feel trouble is on the horizon. I am a firm believer that intuition is a powerful leading indicator and we often brush it off because there may not be the hard data to support our gut feelings.

ACCOMPLISHMENTS:

- Established an official 'Standard of Excellence' – marrying fundamental safety behaviors into a company expectation
- Expects transparent communication – initiated bimonthly safety video-messages and emails
- Ensured open lines of communication by creating an "Ask Carol" email account so employees can speak openly with the Office of the President, and conducts monthly roundtable meetings with workers



H Canyon resumes 2nd uranium cycle process

In February, SRS resumed a key step in the Environmental Management (EM) mission for H Canyon, a major facility managed and operated by SRNS. The second uranium cycle is the third and finishing processing step in H Canyon's spent fuel processing campaign, and had not been run in several years.

H Canyon is the only operating production-scale nuclear chemical separation facility in the U.S. It was originally constructed to produce nuclear materials in support of our nation's defense weapons systems. Today, it continues to play an important role in the efforts to safely eliminate or minimize nuclear materials through stabilization and/or out-of-state disposition of DOE's nuclear materials.

"We are really excited to be back in operation," said Stephanie Hudlow, SRNS H Canyon Operations Manager. "The Operations team did an excellent job with procedure execution and recognizing the need for slow and deliberate operations since it has been so long since this equipment has run."

In the spent fuel campaign, low-enriched uranium (LEU) is formed by blending highly enriched uranium (HEU) with natural uranium. This blended material can be used to make fuel for commercial nuclear power reactors. SRS will provide the LEU to the Tennessee Valley

Authority (TVA) for the manufacture of commercial reactor fuel for use in its reactors. Between 2003 and 2011, H Canyon provided approximately 300 metric tons of LEU to the TVA.

"That quantity of uranium resulting from approximately 300 metric tons of LEU would provide enough power for every house in the U.S. for approximately 47 days," said Patrick McGuire, DOE Assistant Manager for Nuclear Material Stabilization. "It's important to note that this process recycles spent fuel for another beneficial use, rather than disposing of it."

In the current process, H Canyon is working with bundles of Material Test Reactor fuel rods. The HEU is run through three process operations in H Canyon, with each stage further purifying the uranium to meet TVA specifications. The last cycle, which has just begun, is the second uranium process. This process involves two evaporators and two mixer-settler banks to separate impurities from the uranium solution.

"This campaign is important because it removes spent nuclear fuel from the state of South Carolina," said Mike Swain, SRNS Director, EM Programs. "It also supports nuclear nonproliferation and provides a service to the TVA and a return to the taxpayer."

SRNL names Associate Lab Director for Science and Technology

SRNL has a new member on its leadership team. Dr. Ralph James has accepted the position of Associate Laboratory Director for Science and Technology, and will begin work at SRNL effective March 7.

Dr. James comes to SRNL from Brookhaven National Laboratory, where he served as a program manager and group leader for Radiation Detection Research and Development in Nonproliferation and National Security.

Dr. James will also take on the role of SRNL Chief Research Officer. He will assess the laboratory core competencies and its growing Laboratory Directed Research and Development Program. This program is instrumental in promoting highly innovative exploratory research in support of the DOE mission.

"We are thrilled to have a researcher of Dr. James' caliber joining us at SRNL," said Laboratory Director and SRNS Executive Vice President Dr. Terry Michalske. "Dr. James' research in advanced materials and radiation detection will help SRNL move forward in applied technologies and advanced manufacturing. His proven leadership in research and development will be a great asset to our lab."

His research background includes the fields of nonproliferation, national security, environmental remediation, nuclear medicine, energy, and astrophysics. He has received international honors for his work on nuclear detection and imaging, and his awards include Discover magazine's Innovator of the Year and six R&D100 awards for the development of cutting-edge technologies.



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"This is a grassroots, teacher-driven, first-of-its-kind program in Aiken County. One of our primary goals is to create a 'school of engineers' and let the students reap the benefits, which is why we are so pleased with the SRS Engineering Buddy Program."

Jason Holt

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SRNS Engineer Michael Mitchell assists Jackson Middle School student Le'Landra Jarvis with a science project as her teacher Sally Brady looks on as a part of the new SRS outreach program known as the "Engineering Buddy Program."

Who's your buddy?

Engineering outreach transforms STEM classes from theory to reality

With the help of SRS engineers, Jackson Middle School teachers are revolutionizing the way classes are taught by introducing science, technology, engineering and math (STEM) into all areas of their school curriculum, including English, history and art.

Jackson Middle School Principal Jason Holt is leading the way to increase his students' thirst for knowledge using a STEM-based system designed to significantly change the way the information is delivered, processed and then understood.

"This is a grassroots, teacher-driven, first-of-its-kind program in Aiken County," said Holt. "One of our primary goals is to create a 'school of engineers' and let the students reap the benefits, which is why we are so pleased with the SRS Engineering Buddy Program."

Managed by SRNS personnel, this new program connects SRS engineers with Holt and his staff of teachers. Holt explained that the Buddy Program is designed to help create relationships between the students and site engineers, experts in fields related to STEM. Participating SRS engineers are asked to engage and challenge students to reveal how academics are applied in real life situations.

Even the arts program at the school often reinforces what the students are currently learning in traditional STEM-based classes. For example, a science class may be studying photosynthesis in nature, while art teachers assign tasks requiring a form of artistic expression, whether painting, sculpture or another discipline, to further reinforce how plants obtain energy.

"We no longer want our teachers to continually pour out information in a form of one-way communication, be it

mathematics, history or any other subject area," said Holt. "Our teachers have embraced this innovative concept of primarily being facilitators, encouraging an investigative, give and take approach that creates a questioning and discerning attitude towards learning. The increased student interaction and potential benefits related to this shift in perspective are endless."

Twice a year, student growth will be measured. Holt and the school staff will use this data to demonstrate to parents that the program is practical and effective. "Our kids are really pushing us to take it to the next level," said Holt. "They want to be challenged, and we want to create as many junior scholars as possible."

"Our engineers can ask the students constructive and probing questions to further increase the overall value of solving a task," said Kim Mitchell, SRNS Education Outreach and coordinator for the Buddy Program. "We want the SRS Engineering Buddy Program to result in the creation of a new instructional model involving SRS engineers working within the STEM system."



Michael Mitchell assists Aubrey Newton and Jessica Matlock in computer studies.

Life saver, cost saver

Third SRS ambulance receives 'makeover' to improve service

The third of four SRS ambulances recently received a new truck for the existing box-like portion of the vehicle currently used to transport medical patients and first responders to area hospitals.

Working in partnership with the SRNS Portable Equipment Commodity Management Center and SRNS Fleet Management, the fire department upgraded an existing ambulance that was 15 years old and had 89,134 miles on the odometer.

"Every second counts when responding to an emergency, and the reliability of our ambulances plays a major role in our emergency response time," said Rob Still, SRNS Fire Department Chief.

"Remounting the ambulance to a new truck allows us to replace the aging vehicle and gives us an opportunity to introduce new features to bring the ambulance up to National Fire Protection Association codes."

According to Still, the remounted ambulance includes a state-of-the-art power load system. Emergency medical technicians (EMTs) are able to lift and lower the stretcher into the ambulance with a push of a button, eliminating the injury potential from heavy lifting.

Not only is the improved ambulance safer, but it's also a cost savings. The price of a new ambulance that would meet SRS specifications would cost approximately \$200,000, and the price of the remount is approximately \$150,000, for a savings of approximately \$50,000.

With 79 highly trained EMTs, the SRNS Fire Department responded to 90 medical, 53 cardiac, 40 trauma cases and 40 EMS non-transport cases in 2015. The department also has mutual aid agreements with Aiken County Emergency Services, the Aiken County Fire Department, Allendale and Barnwell counties in South Carolina, and Richmond and Burke counties in Georgia.

The department expects to complete the fourth remount by the end of fiscal year 2016, with a total cost savings of \$200,000 since 2012.

"Safety underpins everything at SRS," said Rick Sprague, SRNS Senior Vice President of Technical Services. "These remounted ambulances bring our fleet up to industry standards with the new equipment on board, improving the quality of patient care for both employees on Site and local residents."



Coach Charlotte Smith celebrates with her Lakeside team that includes (from left) Yitao Tu, Fang Shi, Kyle Xiao, James Alton and William Marcus.

Lakeside High School team wins annual Regional Science Bowl

Lakeside High School from Evans, Ga., placed first in this year's Savannah River Regional Science Bowl® competition, sponsored by DOE. SRS is one of only four DOE sites to have sponsored the regional contest each year since the start of the Science Bowl competition in 1991.

The Science Bowl is the only academic competition of its kind that tests students' knowledge in all areas of science and is sponsored by a Federal agency. Each team consists of four students, an alternate and a teacher who serves as an advisor and coach. This year's 23 teams represented 16 high schools from across South Carolina and the greater Augusta area, and included 115 students.

During the day-long event, teams faced off in a fast-paced question-and-answer format similar to the "Jeopardy" television show. Questions came from a range of math and science disciplines including biology, chemistry, earth science, physics and energy.

According to Candice Dermody, SRNS Manager for Education Outreach and Talent Management, this competition tests the students' ability to perform under pressure. "Their work ethic and dedication to winning is impressive," said Dermody. "Nerves are stretched thin throughout each phase of this intriguing contest of wills and use of collective knowledge."

"The Science Bowl regional competition reveals the capabilities of our brightest and most promising students, possibly future employees at SRS," said Jack Craig, Manager, DOE-Savannah River Operations Office. "DOE-Savannah River continues to support education in the greater Augusta area and throughout South Carolina by sponsoring the Science Bowl and a number of other outreach activities with schools across the region."

As this year's champs, the team from Lakeside High School receives an expense-paid trip to represent the region at the National DOE Science Bowl Competition in Washington, D.C., April 28-May 7. The national event, the country's largest such science competition, consists of science activities, sightseeing, competitions, science seminars and hands-on activities.

Philip Almond receives Fluor Silver Medallion for Safety

Philip Almond was recently awarded the Fluor Silver Medallion for safety after saving the life of a coworker in December.

Fluor awards the Silver Medallion for safety award to deserving individuals who go above and beyond the call of duty to prevent significant injury or save a life. SRNS President and CEO Carol Johnson, presented Almond with the award at the SRNS President's Safety Council Meeting in January.



Philip Almond

As an SRNL researcher, Almond rarely has a routine day. He's accustomed to making new discoveries and thinking beyond the status quo. But, even that couldn't prepare him for what would unfold on Dec. 15, 2015.

"I had been working with a fellow researcher, Gene Daniel, in the lab that day. We had just returned to my office when my coworker walked in, clearly in distress. She was choking," said Almond.

His coworker was lucky; Almond could help because he had taken SRS first aid training, where he learned the Heimlich maneuver. Almond had taken the training for his work supporting the Mobile Plutonium Facility, which has been deployed to remote locations. "The first aid training allowed me to react without hesitation and save a coworker's life," he said.

Almond performed the Heimlich maneuver just as he was trained to do. He was able to dislodge a piece of candy from his coworkers throat, while Daniel called 3-3911 for help. Once the candy was dislodged, his coworker was able to breathe normally and even drink water while waiting for the paramedics to arrive.

"I felt a great sense of value that day, because I was able to help a fellow employee in need. I recommend everyone take the first aid training that is provided on Site because one day you may be in a position to save someone's life. Having the necessary training enabled me to respond quickly, confidently and—most importantly—correctly, all of which played a part in my coworker going home that day in the same condition she arrived at work," said Almond.



SRNS Firefighter/EMT Sid Hone washes the newest remounted ambulance in the SRNS Fire Department's fleet.

From PB&J to computer code



SRNS engineer Leslie Wells discusses writing computer codes with students Makenzie Hallman and Ivan Hernandez during a Teach-In at Paul Knox Middle School in North Augusta, S.C.

Teach-Ins give students a real-world taste of science and engineering

SRNS employees recently provided science and engineering demonstrations for more than 3,000 students throughout the greater Aiken-Augusta area in honor of DiscoverE “National Engineers Week.”

Known as “Teach-Ins,” over 150 of these demonstrations were conducted by more than 35 SRNS engineers, scientists and technicians at 29 middle schools with a focus on seventh grade students over a two-week period.

The SRS Teach-In Program is managed by SRNS Education Outreach for the DOE Savannah River Operations Office. DOE and SRNS provide a variety of science, engineering and literacy outreach programs to reach tens of thousands of students each year in the Central Savannah River Area through the unique resources available at SRS.

Teach-Ins are instrumental in promoting the importance of math, science and technology literacy. SRS volunteers annually provide interactive demonstrations and informative discussions to give students a broader understanding of the field of engineering.

“The benefits of partnership with SRNS and Teach-Ins extend well beyond this educational outreach,” said Aiken County Public Schools’ Superintendent Dr. Sean Alford. “Having scientists and engineers on our school campuses provides real-world application to classroom studies and inspires student interest in STEM-fields. It’s this type of partnership that will enhance our District’s ability to produce a viable workforce for our community’s unique needs of highly-scientific and technically-skilled future employees.”

Middle schools in seven South Carolina and Georgia counties have participated in this outreach program since 2008. During this time period, over 15,000 students from this region have benefited from the creative work and hours of effort provided by hundreds of enthusiastic Teach-In volunteers.



Tyler Clark (from left), Joseph DeLaughter and Alexia Crespín listen as Fred Swanson, an SRNS engineer, describes how centrifugal force can have an effect on gravitational pull.

SRNS engineer Leslie Wells had groups of students in each class write the instructions (symbolizing computer code) describing how to correctly make a peanut butter and jelly sandwich in the proper sequence that a robot could follow. There was lots of laughter as the “robot” (Wells) repeatedly struggled with what appeared at first to be good directions.

“Using the peanut butter and jelly analogy today really gave me good experience on how to properly write computer codes,” said Haley Kitchens, a seventh grader at Paul Knox Middle School in North Augusta. “It was a lot of fun.” Kitchens also expressed her desire to eventually become a labor and delivery nurse. “But, after today, I’ll probably consider a career in medical engineering as well.”

“I’m very grateful for the SRNS participants, for the planners, for all of those working together to help bring learning to life for my students,” said Yashonda Goodwin, a science teacher at Paul Knox.

SRNS employees start new year with safety focus



SRNS’ Site Services Local Safety Improvement Teams (LSITs) hosted the 2016 Safety Kick-off Jan. 12-14 at SRS, where they showcased a spectrum of topics geared toward workplace safety. The theme—the SRNS Standard of Excellence—provided SRNS LSITs and employees an opportunity to see how the Standard of Excellence business model encompasses all elements of a healthy safety culture. Pictured above (left), members of the SRNS BLAST LSIT talk to employees about safe lockout/tagout practices. In the photo at right, an SRNS Zero Heroes LSIT member describes the value of aerial tower warning light enclosures.



Each year, SRNS refreshes the safety banners on Site. This year, the continuing theme of “Safety and Security begin with me” was enhanced with a design depicting a “new day for safety.” Pictured above, workers install the banner on the SRS cloverleaf in early January.

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