Celebrating 70 years

Pantex Plant - Securing America
In 1958, John Cartwright had given his last ounce of sweat repairing cotton gins in 100-degree weather. Though he had no idea what went on at Pantex, he took a leap of faith and accepted a job at the Ordnance Plant. The 22-year-old was thrilled on arrival to be put to work in an air-conditioned environment. “And they paid me for it too,” he said.

What began as a secretive slice of climate-controlled heaven turned into a 54-year career that took Cartwright on a tension-filled ride through the Cold War and Cuban Missile Crisis – from tool crib attendant to quality inspector to technical writer to engineer.

“America was being threatened. We had to produce to keep America free. I felt I was doing my duty. My role in engineering was to help bring in a whole bunch of new weapons, including assembly and surveillance/disassembly,” said Cartwright. “It was more than a job; it was for the security of our country. I worked hard to make sure we were ready to protect it.”

When the arms race ended, Cartwright settled into a weapons program. In fact, he worked on the W87 program from 1986 until his retirement in 2011. Because Pantex did not want that kind of in-depth knowledge to simply walk out the gate, Cartwright was invited to join the Pantex Retiree Corps.

The purpose of the Corps is to allow former nuclear weapons program employees to transfer knowledge to the next generation of weapons experts. The initiative was developed in response to the 1999 Commission on Maintaining United States Nuclear Weapons Expertise, which directed Department of Energy sites to develop a plan for recruiting and retaining critical skills.

“I came back because I saw a need to assist on the program, and I wanted to see a project I had started go into production,” said Cartwright. “I've been involved with new personnel to the program in drawing reviews, creating new procedures and other required paperwork.”

Retiree Corps participants are contracted for up to 800 hours each calendar year. The job offers flexibility, and Cartwright particularly likes being able to come and go as his workload dictates.

“The knowledge we have at Pantex can't be found anywhere else. It is a priceless resource. Allowing experts with years of Pantex-specific weapons knowledge to return and share helps us save knowledge resources for the future,” said Vickie Moore, Human Resources specialist.

A member of the Corps for a year, Cartwright is among five retirees now participating in the program in organizations such as Counterintelligence, Explosives Technology and Authorization Basis.

Throughout the Issue

In honor of the 70th anniversary of Pantex, this issue features a timeline of events relevant to Pantex at the bottom of each page.
On the Cover

On September 17, 1942, the first 500-pound bomb came off the assembly line at Pantex. From there, the Plant went on to produce nearly four million bombs and artillery shells during three years of heavy production. When nuclear weapons ushered in the Cold War, Pantex played a key role by helping produce thousands of nuclear warheads that aided in maintaining the détente between the Soviets and the West. Today, with seven decades of service under its belt, the Pantex mission promises to be an enduring one as dwindling worldwide stockpiles of nuclear weapons demand increased reliability to maintain the security of the U.S. through a credible nuclear deterrent.

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Each year, the anniversary of September 11, 2001 tragedy brings America together to remember the bravery of both first responders and everyday heroes. This year, Pantexans gathered to unveil a monument featuring salvaged steel from the World Trade Center.

In a ceremony outside the Pantex Fire Department, a memorial was dedicated. Etched in marble, flanked by two quartz towers and topped with a piece of steel from the World Trade Center, the memorial to all who lost their lives in the attack has now become a permanent part of the landscape at Pantex.

“It is extremely appropriate that we place this memorial in front of the building that houses our first responders, because it serves as a symbol of our gratitude for the service they provide to this Plant,” Mark Padilla, Assistant Manager for Programs and Projects with the NNSA Production Office (NPO), said. “It also serves as a bridge between our first responders and the first responders who gave their lives on that fateful day.”

Efforts to create the monument at Pantex began in October 2009 with a letter to the Port Authority of New York and New Jersey requesting a piece of the World Trade Center for a memorial monument. Once onsite, the steel was cut in Pantex’s own Machine Shop.

“During the attack at Pearl Harbor, the sleeping giant awoke,” said Herrera. “During the attack at WTC, it united all fellow Americans, both civilians and serviceman, as brothers and sisters. It changed the way we live and made us more aware of the existence of terrorism around the world. As I walk past the WTC memorial, I will remember the civilians that died on that day and the dark moments this nation has endured.”

In addition to display in the monument, pieces of the salvaged World Trade Center steel are now displayed onsite at the NNSA Production Office building and at the Pantex Visitors Center.
In 1942, as the flames of World War II engulfed the globe and the United States labored to create the massive flow of weapons necessary to help beat back Axis aggression and secure the world for peace, a little-noticed facility opened on the plains of the Texas Panhandle.

The mission was secret and the details of its operations were scarce. More than 5,000 people came to work at the facility, but could say nothing about the work they did building munitions for the war effort. Those people were the first Pantexans, and they began a tradition of service in defense of the United States that continues to this day.

Much has changed over the intervening years as the work evolved from building conventional bombs in WWII to the assembly of nuclear weapons during the Cold War to our current mission of maintaining a safe and effective nuclear deterrent for the United States. But one thing has remained the same: the incredible support of Pantex by the people of the Texas Panhandle.

Ours is a celebration of service, patriotism and commitment. Ever since that first 500-pound bomb was readied at Pantex for service in WWII, Pantexans have provided a distinguished record of performance in defense of our nation. Pantexans have always risen to meet the challenges, motivated by a sense of duty and patriotism that sets an enviable standard for others.

Pantexans have always been committed to the mission, to each other and to the communities they call home.

Some 3,300 employees take pride in being known as strong contributors; giving much back to their communities each and every day. Whether by leading in contributions to the United Way campaign, creating a legacy of more than 50 years of steadfast support for the Pantex Christmas Project or supporting the annual Feds Feed Families Project, generations of Pantexans have exhibited an admirable drive to serve their communities.

Pantex is also proud of its commitment to the safety of our workers and neighbors, as well as the protection of our environment. On a daily basis, Pantexans’ performance in safety, security and quality leads the way in the Nuclear Security Enterprise. This year our teams topped 8 million hours worked without a lost time injury, an achievement that results directly from individual commitment.

Pantex has received dozens of awards in the past several years for innovative initiatives to protect the environment through energy use reduction, elimination of pollution hazards and conservation of wildlife. Next year, the site will once again demonstrate its commitment to the environment when it begins to generate its own power with the wind turbines of the Pantex Renewable Energy Project.

In every way, it is our intent to both fulfill our national mission and continue to be a great neighbor here in the Texas Panhandle. We ask all our employees, past and present, and the many friends of Pantex to join us in celebrating the remarkable commitment and achievements of the thousands of Pantexans who, since 1942, have worked to help ensure America’s national defense. The future of Pantex looks bright, and we will continue to fulfill our mission of “Securing America” for many years to come.
C E L E B R A T I N G  7 0  Y E A R S

Seventy years ago this September, the first 500-pound bomb came off the assembly line at Pantex in Amarillo, Texas. And though the Plant’s mission has changed from weapons production to protection and preservation, the job of Securing America is as important today as it was in 1942.

A constant over time is the dedication of the Pantex workforce. Longevity speaks volumes, and the average tenure at Pantex is 15 years. This is high, according to a 2012 report from the Federal Bureau of Labor Statistics, because the manufacturing industry as a whole averages just six years of service.

Malcolm Clack, Applied Technology specialist, holds the lowest-number identification badge, a designation meaning he’s worked at Pantex longer than any other employee. The history of the Plant through his eyes underscores the mystery of the mission.

When Clack came to the Pantex Ordinance Plant in 1958 as a guard, he worked three months while waiting for his clearance. During that time, nobody talked about what went on at the Plant. When his security clearance finally came through, Clack’s supervisor asked him to patrol an area where he previously did not have access. Because no one was available to show him where to go, he was given a hand-drawn map.

On entering the first cell on Clack’s new patrol route—by himself at 2 a.m.—he clearly remembers the eerie hum of the air conditioner. And then he spotted it. Though he wasn’t sure, what little Clack knew about nuclear weapons led him to believe he’d encountered one first hand. Most surprising, he said, was that nobody had spoken a word about it.

"After I got my clearance, coworkers began to talk. All I knew was that I was here to do a job, whether it was..."
’making soap’ or bombs,” Clack said. “People do good work at Pantex and it’s something that the country needs. I feel like we’re protecting the country so people won’t mess with us.”

Administrative Specialist Linell Carter holds the distinction of being the woman with the lowest badge number at Pantex. Though her service time includes a break, Carter is in her 26th year. Over the years, she held various positions, but among Carter’s favorite was her role as union steward in 1967.

“The life-changing things that the union was able to accomplish were very exciting,” Carter said. “We were able to get equal treatment for minority races, to kind of slow down sexual harassment, women to be able to have any job and pay just like the men, men to be able to take leave when their babies were born just like the mother was allowed and several other accomplishments.”

During the Cold War, Carter said it was great to be a part of the protection of our country and our freedom. “The weapons that we provided gave such peace and stability to our troops that so many of them were able to come back to the U.S. to their lives here. All of it was totally spine tingling,” she said.

Added George West, retired physicist with 42 years of service, “It cannot be denied that Pantex played a major role in winning the Cold War. If we did not do anything else, we convinced the Soviets, among others, that we had nuclear weapons, and that they were going to work if we were forced to use them.”
Back in the day, men worked the production line at Pantex. Then came the W80, the first weapons program in which assembly and disassembly were performed by women. Groundbreaking women, dubbed the “80s Ladies,” seized the opportunity to gain the skills necessary to perform mechanical work.

Called the “common warhead,” the W80 was developed as a multi-service, multi-application weapon and is used in a majority of nuclear-armed U.S. Air Force and Navy missiles.

One of the first women to enter the field in 1979, Peggy Crow, left her clerical job for a position as an assembler/inspector on the W80 program with the goal of earning more money.

“A woman really had to work hard to prove her worth and value,” Crow said. “One thing easier for women was using their hands in small places to complete a process. Also, women were generally more detailed oriented. In the early years in the production area, women had to be resilient and very open-minded.”

June Cooley recalls a spirit of teamwork and remembers the ladies working together for a common goal. “We had a good work ethic and took pride in doing a good job,” she said. “This took place during the Cold War and there was a common theme among the workers – ‘If we ever have to use one of these, and it gets through, it better work.’”

Bobbye Koenig preferred working with “girls” because guys had a tendency to take the tools and do the job while women watched. “It wasn’t their fault, most guys are raised that way – men did man’s work and women did woman’s work. The bad part of that deal was our work was mopping floors, sweeping and cleaning parts. Give me the tools, I want to do the fun stuff,” said Koenig.

For many, the production line was a jumping-off point for their careers. In 1992, Crow went on to become the first woman in the NNSA enterprise to become a weapons trainer for the W80 program. Another 80s Lady, Betty Whitfield, gained experience with 12 weapons programs while assigned to the line. “That experience got me where I am today,” said the quality engineer.

“There are so many more women on the line now performing the jobs once delegated only to men,” said Cheryl Phillips, former inspector. “It says something about the character of the women who came before, paving the way, making it possible for us to be able to perform these jobs.”

Today, women at Pantex serve as production technicians as well as engineers, scientists, technicians and managers.

“The years that I worked on ‘the Line’ are among my most cherished memories at Pantex,” said Twanda Taylor, former weapons inspector who carpooled with coworkers on the graveyard shift. “I interacted with coworkers who seemed like close-knit family who looked out for and helped one another.” Added Wanda Williams, former assembly operator, “We were like a close family and still share the closeness.”
The Department of Energy replaces the Energy Research and Development Administration as oversight.

1977
Building 12-75 is completed, Plant population is 1,846.

1978
Insensitive High Explosives introduced to the stockpile, the Soviet Union invades Afghanistan.

1979
The “80s Ladies” became the first women to break down barriers in the male-dominated world of hands-on weapons work. They are: back row (left to right), Bobbye Koenig, Betty Whitfield, Wanda Williams, June Cooley, Twanda Taylor and Peggy Crow; and front row, Cheryl Phillips, Mary Lou DeWald and April Dunbar. Not pictured: Sylvia Johnson and Nancy Smith.
Construction crews prepare to pour concrete at the new High Explosives Pressing Facility project. The project is designed using the 3D Building Information Model approach, an innovation that allows for course corrections and reflects real-time changes in the field. When completed, the HEPF will not only consolidate and improve operations, but increase levels of protection for workers.

1980
Building 12-79 completed, U.S. boycotts Moscow Olympics.

1983
Strategic Defense Initiative proposed by President Ronald Reagan.

1985
Mikhail Gorbachev heads the Soviet Union and promises openness and restructuring.
Operations at half a dozen aging Pantex buildings will come together under one roof at the High Explosives Pressing Facility (HEPF), which is expected to be complete in November 2013. The new facility will greatly reduce the movement of high explosives at Pantex, increasing safety and aiding production, as high explosives moves can restrict other Plant operations.

What sets HEPF apart from other facilities constructed at Pantex is the technological advances in design on which engineers have capitalized. The 3D Building Information Model (BIM) approach, provided by B&W Pantex and CH2M Hill, was employed to ensure all aspects of the facility were captured in the design. The design tool optimizes coordination in systems-intensive facilities and allows the team to “see” critical interfaces between structure, systems, and operating equipment.

“It enables us to derive material quantities both as total and installed counts, compare against the contractor’s invoices and review proposed design changes as well as field deviations to keep control of the overall and detailed design,” said Steve Forman, project engineer. “This is groundbreaking for maintaining construction progress.”

The HEPF 3D BIM was so successful during the design phase of the project that DOE supported funding to maintain the 3D BIM throughout the four-year construction period. This allows for the model to be updated daily, weekly or monthly, as needed, to keep it an ongoing “as-built” that reflects real-time changes in the field. On project completion, Pantex Maintenance will use the BIM to enhance maintenance capabilities throughout the life of the facility, which should result in significant cost savings, according to David McCown, maintenance manager.

“The 3D BIM made it possible to correct utility and system conflicts during the design phase of the project and eliminated 500 Requests for Information during construction that the contractor would have submitted, which would have impacted cost and schedule of the project and ultimately startup of the facility. An independent government estimate determined that these cost savings were between $7 and $10 million dollars,” said Rodney Whisenhunt, project manager.

According to Fabian Thomas, NNSA Production Office federal project director, the 3D design has pioneered a new approach to the design and construction of future industrial facilities. “The HEPF 3D BIM is the new standard and has changed the method that Line Item Projects, those greater than $20 million, will be planned and executed at Pantex as well as throughout the NNSA,” he said.

HEPF 3D BIM was selected as a finalist within the category “Innovation in Industrial Facilities” in the Bentley BE Awards, ranking it one of the top three design projects in the competition for Best Practices for Sustaining Infrastructure, according to Robert Cole, program manager.

The HEPF project, constructed by Kiewit, managed by the U.S. Army Corps of Engineers and supported by the B&W Pantex project management team, is on budget and on schedule. Startup and commissioning are projected to finish ahead of schedule in April 2016.

When completed, the HEPF will provide increased levels of protection for workers, improve pressing operation efficiencies, eliminate single points of failure for the pressing process and support the U.S. Department of Energy’s High Explosives Center of Excellence for manufacturing at Pantex.
The summer intern program is one of three student work programs B&W Pantex offers. It has been implemented nine out of the 11 years since B&W Pantex took over the management and operation of the Plant in 2001, and the Explosives Technology Division has had at least one intern each year.

Mike Whitley, program manager in the High Explosives Engineering and Physics Department, said several summer interns have come back multiple times, and some, like Amanda Wiggins, who is now a section manager, have returned as full-time employees. Whitley believes this program is “definitely” beneficial to the organization.

“It gives interns exposure to what we do out here at Pantex,” he said.

One such intern, Charmaine Gobert, a first-time intern for Explosives Technology, is attending McNeese University with a major in chemical engineering. During her internship, she worked on developing piping and instrumentation diagrams for formulation processes. She also has been researching cost and design aspects for future synthesis operations. Through this experience,

This year, the B&W Pantex Plastics Shop began formulating a new method of mixing polyurethane molded parts for explosives, coatings, seals, cushions, tool covers and more. The old method consisted of mixing the components in a generic “ice cream bucket.” After the correct amounts of materials were mixed together, the mixture would be carefully injected into the mold to form the needed part.

At first glance, this process appears simple, but it took approximately two to three hours to make one mold. In addition, the cleaning process could expose people to hazardous chemicals. Some of the molds formed bubbles and voids after the mixture was injected. After rising concerns about the old mixing method, the Plastics Shop knew that it was time to start researching better alternatives.

Months were spent researching solutions, and the group discovered a revolutionary type of mixer. This eco-friendly system, known as the dynamic mixer, resolved all of the previous problems with the ice-cream-bucket method.

When the dynamic mixer arrived in February, the Plastics Shop teamed with West Texas A&M University (WTAMU) to give students the opportunity to be engaged with this research. The mixer is residing at the university for research purposes, and Stephanie Steelman, a polymer chemist in the Explosives Technology Division, is the project manager and principal investigator for the WTAMU collaboration.

Devin Cook and Matt Dolezal, both mechanical engineering majors at WTAMU, have been working on this project since the beginning of this year.

Cook, a senior, has been working on the mold designs and optimizing software specifically for the dynamic mixer. “Engineering today is mainly done on computer, and having knowledge of all this software and technology will benefit me in the future,” said Cook.

Dolezal, who graduated from WTAMU in May, has been working with the mechanical engineering and chemistry research of the project, although both work together on all areas of the project. “I really enjoy how much I’ve
she enjoyed "being able to see [her] books come to life" as she worked.

"This internship has allowed me to make more sense of the principles, equipment and techniques I’ve only been able to see on paper,” Gobert said.

Another intern, Edward Flores, is majoring in mechanical engineering at Texas Tech University. This summer, his second at Pantex, he worked on a project involving a rigid-arm pendulum.

"The [apparatus] is used for skid testing of high explosives (HE). A piece of HE that’s placed in the pendulum arm is dropped at different angles and tested to see the ignition point and the ignition size of the HE after the rubbing of the two surfaces,” Flores said.

He enjoys working on Professional Engineer (Pro-E), which is a program that allows him to create two-dimensional drawings, three-dimensional images and complete virtual assemblies.

"My favorite part of the internship is getting to see several different explosions at the Firing Sites,” he said.

"This internship has allowed me to make more sense of the principles, equipment and techniques I’ve only been able to see on paper.” Charmaine Gobert, intern

Both Gobert and Flores would like to return as full-time employees after they graduate this year.

"I have really grown to enjoy the environment Pantex offers,” Gobert said. “The work performed here is very interesting, and the people are genuinely quite friendly and helpful.”

John Woolery, B&W Pantex President and General Manager, believes the internship program is “super valuable” to the organization as it looks for prospective employees.

“We get a chance to check students out... and make sure we get the best and brightest,” he said.

by Lauren O’Brien

learned from this experience; I think the knowledge and skill sets I’ve gained will help me greatly starting my career,” said Dolezal.

Using the dynamic mixer, it now takes only a few minutes to produce each mold. There is minimal cleanup with no exposure to chemicals and there are no bubbles within the mold. The largest mold, which takes about five pounds of material, requires only three to four minutes to fill.

The project will be finished later this year, and the mixer will reside at Pantex starting sometime in March. “The new mixer will save the Plant money in the form of time, raw materials and personnel resources,” Steelman said.

Each year, the old method cost to the Plant is approximately $100,000 just in packaging and weighing materials for the Plastics Shop to use. The dynamic mixer will allow the Plastics Shop to decrease raw material and rejected parts by at least 80 percent and reduce employee hours and resources repackaging raw materials, said Steelman.

by Paul Lamonica

Collaboration with West Texas A&M University is expected to lead to streamlined polyurethane mixing at Pantex. Devin Cook, a mechanical engineering major and University senior, and Stephanie Steelman, B&W Pantex polymer chemist in the Explosives Technology Division, test an eco-friendly dynamic mixer at the university. At the conclusion of the research phase of the project, the mixer will reside at Pantex.
Plant recognized for stockpile stewardship

More than 200 individuals on eight teams received recognition from the NNSA for their work at Pantex supporting the stewardship of America’s nuclear stockpile.

Deborah Monette, deputy assistant deputy administrator for NNSA Stockpile Management, and Joseph Oder, director of the NNSA’s Office of Nuclear Weapons Stockpile, handed out the Defense Programs (DP) Awards of Excellence in September to members of the eight teams who distinguished themselves in areas ranging from weapon dismantlement to upgrading lightning protection at the plant.

Metering to help reduce energy consumption

The Pantex Plant recently took a significant step toward energy modernization by installing metering technology at the site’s steam plant, which uses over 50 percent of the energy consumed on the site, according to Julie Chavarria, Pantex energy manager.

Workers installed electric and gas meters on the steam plant’s utilities to gather detailed data on energy usage, which will then provide the information needed to reduce energy intensity. The metering project is an important part of the Plant’s effort to comply with the Energy Policy Act of 2005 and the Energy Independence and Security Act of 2007.

The steam plant metering project is one step in the Plant’s overall metering effort. The original plan called for installing the meters on 24 buildings, but additional funds were secured to add meters in 13 more buildings, which will help Pantex comply with all of the metering requirements outlined in the federal directives.

Horse sculpture at Pantex reflects site’s patriotism

Pantex proudly displays its new American Quarter Horse outside Building 16-12, a first stop for visitors. The horse is a unifying symbol within the community, and horses with various designs are on display across Amarillo at banks, restaurants, civic organizations, hospitals, factories, schools and retail stores. The Plant’s 125-pound fiberglass American Quarter Horse sculpture was painted by local artist Gary Ward and features a rendering of the American flag, an eagle and wind turbines. It was purchased from Amarillo Center City as part of its Hoof Prints project, which began in 2002 to provide eye-catching landmarks. Proceeds benefit Center City, an organization that works to enhance downtown Amarillo.

B&W Pantex receives state veterans award

B&W Pantex was named the 2012 Employer of the Year by the Texas Veterans of Foreign Wars for its exemplary efforts to hire and support veterans. B&W Pantex not only hires large numbers of vets, but is actively involved in programs that help and honor those who have served. Programs include sponsorship of veteran job fairs, Armed Forces and Veterans Day celebrations and establishing internal programs that make it easier for those who have served to join the workforce at Pantex.

Of the approximately 3,300 people who work at Pantex, nearly 900 are veterans. That number shows that B&W Pantex not only supports veterans, but recognizes what veterans can do for a company, said John D. McKinny, Texas VFW state employment chairman. “Hiring veterans is not just good for the country, it’s good for business,” McKinny said. “I think our veterans make very good employees, and it’s good to see companies like Pantex that recognize their worth.”

NNSA Production Office Manager, Steve Erhart, welcomes home David Will, Pantex Senior Project Manager and U.S. Navy Seabee Capt., from his tour in Afghanistan at the Pantex Armed Forces Day Celebration.
Hawk study breaks new ground

B&W Pantex is partnering with West Texas A&M University and Texas Tech University to conduct a groundbreaking study on the impact of wind farms on birds of prey in the Texas Panhandle.

The program uses radio transmitters and satellite receivers to track the movements of Swainson’s Hawks. Recovered data will be compared to information gathered after the completion of the Pantex Renewable Energy Project this fall to determine if the wind turbines affect the hawks, their environment and their home ranges.

“This study is a unique opportunity for Pantex to partner with two great schools – WT and Texas Tech – to examine an important subject for this area; the impact of wind energy on the environment,” said B&W Pantex General Manager John Woolery. “We are committed to being good stewards of the environment, and this study aligns nicely with that commitment.”

By tracking the movement of the hawks and their overall health, the researchers will determine if installation of the new wind turbines degrade the quality of the birds’ home ranges. If a hawk increases its range or moves into lower quality habitat, it would tend to indicate the wind turbines have had an impact.

Radio transmitters and satellite receivers track the movements of Swainson’s Hawks in a study that partners B&W Pantex with West Texas A&M University and Texas Tech University.

In the Community

Pantex firefighters, volunteers participate in event for 17th year

B&W Pantex employees served barbecue to hungry patrons of the Amarillo Chamber of Commerce Good Times Celebration and Barbecue Cook Off. This was the 17th consecutive year Pantex has served award-winning barbecue at the event, which is a fundraiser and community outreach event for the Chamber. The Pantex Fire Department and other volunteers spend days preparing food that is some of the most popular at the event, said Debra Halliday, B&W Pantex community outreach coordinator.

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