



## Message to All-Hands from Dutch Conrad:

We are excited to embark on this new journey as we transition and take the helm of the new OSMS contract. Change can bring questions and uncertainties, but I want to assure each of you that this transition is designed to be smooth, efficient, and—most importantly—centered on the people who make it all possible.

Our team is comprised of dedicated professionals who bring a wealth of experience, passion, and commitment to excellence. We recognize that the heart of any successful operation lies in its people, and we are here to ensure continuity, support, and innovation in every step we take.

Safety remains our top priority. As we integrate into this new role, maintaining a secure, reliable, and well-supported environment for everyone involved is essential. You can count on us to be accessible, transparent, and fully engaged in making this transition not just successful, but a foundation for continued growth and collaboration.

Let me introduce you to the key members of our leadership team:



### **Dutch Conrad, President and Project Manager**

With over 33 years of experience in senior management, Dutch Conrad has a proven track record in leading large organizations within the nuclear industry. His expertise spans all aspects of nuclear facility operations, including engineering, operations, radiation control, training, and procedure development.

Dutch has extensive hands-on management experience in the start-up and operation of Hazard Category 2 and 3 facilities, successfully achieving performance-based incentive milestones.

Since June 2021, Dutch has served as the president and project manager at DUF6, leading a team of over 500 professionals through operational readiness protocols to resume stable conversion operations at the DUF6 plants. He supervises all activities at the facilities located in Portsmouth, Ohio, and Paducah, Kentucky, overseeing an \$874 million contract and generating an annual operational revenue of \$110 million. His responsibilities encompass the entire scope of operations, including cylinder storage management, conversion processes, plant modifications, regulatory compliance, and waste stream management.

Dutch's areas of expertise include the management of nuclear operations, leadership of diverse teams, achievement of complex project milestones, and the oversight of nuclear waste management and transportation. He is adept at building and maintaining business relationships and provides critical support for proposal evaluations.



**Scott Nicholson, ESH&Q Director**

Scott Nicholson brings highly relevant ESH&Q experience from over 40 years with the Department of Energy (DOE) and the nuclear industry. He applies his detailed knowledge of DOE's ESH&Q regulations to form initiatives that bring meaningful improvements to the sites served, improving safety and environmental awareness; reducing risk; and enhancing mission support. Scott also serves as the Co Vice-Chair for the EFCOG Safety Working Group.

Since joining the DUF6 Project in 2018 as the ESH&Q Manager, his approach was proven effective at the project, where the site achieved 3.1M safe working hours, zero OSHA Recordable injuries in over 2-years, zero Environmental Notice of Violations, and earned the Kentucky Governor's Safety and Health Award.

Scott's key experience includes ESH&Q management, performance assurance, conduct of operations, integrated safety management, hazard analysis, work planning and control, quality assurance, radiation protection, radioactive/nuclear waste disposition, safeguards and security, and safety culture.



**Adam Goldberg, Chief Engineering Director**

Mr. Adam Goldberg is an operations, engineering, and technology executive who has served the federal and commercial nuclear, and chemical industries for over 33 years. Adam has held many diverse and challenging positions throughout his career, including his current role as Chief Engineer with AtkinsRealis seconded to the US DOE Depleted Uranium Hexafluoride (DUF6) Project based out of Lexington, KY.

Immediately prior to joining AtkinsRealis, Adam worked for Westinghouse Government Services supporting the US DOE as well as several National Nuclear Security Administration (NNSA) projects, including Tritium Sustainment and several Highly Enriched Uranium Downblending projects.

Adam also has extensive commercial nuclear chemical operations experience including operation of Solvent Extraction Systems, Uranium Scrap Dissolver Systems, Low Level Radioactive Waste (LLRW) Incinerator and Ash Processing Systems, Bulk Uranium Storage Systems, and Uranium Receipt and Shipping Systems. Adam also has previous experience in the specialty chemical industry with expertise in varied unit operations and in safely handling highly hazardous chemicals. Throughout his career, Adam has personally practiced and led teams with the core principle of continuous optimization of processes while ensuring safety of the operation is improved.



## **Tammy Courtney, Mission Support & Integration Manager**

Mrs. Tammy Courtney is the Vice-President of Swift & Staley and has served as project manager of the \$427 million Infrastructure Support Services contract at the DOE Paducah Gaseous Diffusion Plant since 2015. As Project Manager, she is responsible for the contract performance and safety of ~200 personnel including a Collective Bargaining Unit.

Tammy is a proven leader driving a culture of safe performance, innovation, and cost minimization. A native of Kentucky, Tammy earned a bachelor's degree in accounting from the University of Kentucky, a master's degree in business administration from Murray State University and is a certified Project Management Professional. During her 20 years with Swift & Staley, her strong leadership skills and employee focus has enabled her team to achieve several safety and environmental awards.



## **Pete Coutts, Portsmouth Plant Manager**

Pete Coutts has 39 years of diverse experience leading DOE-EM, DoD and commercial nuclear projects. He has acted in numerous leadership roles, some which include:

Director of Nuclear Decommissioning for Chicago Bridge & Iron (formerly Shaw E&I). Directed the D&D and Final Site Closure of the Pacific Gas and Electric Humboldt Bay Nuclear Power Plant located on the environmentally sensitive shore of Northern California.

Director of Operations for all of Shaw E&I Western Region Federal Projects, where he was responsible for turning around troubled projects and enhancing project performance from the standpoint of cost, schedule, safety, compliance and risk management.

Acting Site Manager/Deputy Site Manager for the Paducah Gaseous Diffusion Plant

directing all operational scope execution for the DOE-EM Remediation Prime Contract with staffing up to 900 employees.

Deputy Director overseeing seven active FUSRAP Sites with combined total program costs of \$1B.

Since January 2019 as Portsmouth Plant Manager, Pete has been Responsible for DOE Portsmouth DUF6 Conversion Facility Plant Operations. The Facility has surpassed production goals and demonstrated 85% continuous operational runtime for 6-month period (prove-out). Successfully completed the design and execution of major Plant Modifications to improve operational safety and efficiency. Under his direction the plant has operated for over 5 years without a lost time injury.



## **Rob Gentry, Paducah Plant Manager**

Mr. Rob Gentry has 30-years of experience in the nuclear energy field, gained across four U.S. Department of Energy (DOE) sites of varying operational missions and twelve nuclear reactor and research sites in the United Kingdom for the Nuclear Decommissioning Authority. His multi-disciplined experience includes project management, decommissioning, waste management, site management, maintenance, operations, asset management, and training.

He is experienced leading teams of up to 1,400 professional, trade, and craft personnel to collaborative, successful outcomes. Rob will utilize his multifaceted skills, leadership and expertise to support the Project Manager in meeting the goals of the DUF6 project and Mission Support objectives for DOE PPPO.

To provide further insight into who we are, our values, our operational framework, vision, and commitment to the community, we have attached a document that outlines these key elements. We have also included a set of FAQs that may answer a few questions you have. We encourage you to review it and get to know us better as we move forward together.

We look forward to working alongside each of you and are excited about the opportunities ahead. Please do not hesitate to reach out with any questions or thoughts—we value your input and partnership.

Thank you for welcoming us; we're ready to move forward together.

Best Regards,  
Dutch Conrad, President