

# THE SHIPBUILDER

VOL. 55 ISSUE 2

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ISSUE 2

THE  
SHIPBUILDER



GENERAL DYNAMICS NASSCO  
**LAUNCHES THE  
WORLD'S FIRST  
LNG-POWERED  
CONTAINERSHIP**

AND CELEBRATES  
100TH SHIP LAUNCH!



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## CONNECT WITH NASSCO



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# MESSAGE FROM THE PRESIDENT

## Frederick J. Harris



How many of you come to work every single day with safety on the top of your mind? Before you enter through the NASSCO

gates, how many of you say to yourself, “I will do my absolute best to remain injury-free so I can return home to my family and friends?”

I hope each and every one of you said, “Yes. That’s me.”

In 2013, we finished the year with the lowest safety incident rate in NASSCO’s history: 3.9. Today, our incident rate stands at 5.7.

This number is much higher than we would like, and we need to continue to work diligently to get our incident rate down to the lowest number possible.

To do this, we are focused on four main safety initiatives for 2015: 1) A Total Safety Culture Roadmap; 2) Accountability; 3) Training; and 4) Equipment.

**Total Safety Culture Roadmap:** In 2014 we conducted Level 5 attainment audit for PPE and randomly selected sustainment audits for Levels 1 through 4. Both the attainment and sustainment audits had a 65 percent pass rate.

To draw our focus back on the total safety culture, in 2015 we are re-auditing Level 4 for all elements: PPE, Training and Education, Management Involvement, Employee Involvement and Housekeeping. In addition we are performing random sustainment audits on Levels 1 through 3.

**Accountability:** In 2015 we overhauled

the Safe Site Audit and scoring method to eliminate ambiguity and grade inflation. The audit is changed to elevate major deficiencies. A major deficiency is defined as a hazard that poses clear and present danger to employees in the area. The final score is based on total major deficiencies found. ASIGs are responsible to address major deficiencies immediately after each audit and corrective actions are reported out at CSIG weekly. The higher visibility of deficiencies ensures corrective actions are taken in a timely manner to provide the safest possible work environment for our employees.

**Training:** We will continue to observe training to identify at-risk behavior focused on hands, fingers, knees, and eyes. We will also continue New Hire Safety Intervention. Unfortunately, 41 percent of new hires (with less than one year of service) have been injured since August 2014. These intervention classes focus on new hire attitude (speak up, actively care, don’t tolerate unsafe work environment) and situational awareness (work and walk deliberately). In addition to new hire training, we will always continue to train at the supervisory level.

**Equipment:** To help reduce injury, we are now providing custom insoles to the safety shoe program. By wearing insoles, you will help reduce wear and tear on joints by providing cushioning and supporting proper posture. We also tested knee pads with gel inserts with some of you. The feedback we received on the new inserts was very favorable, so we are working with our Tool Room and the manufacturer to find the best way to swap our inventory.

Safety at NASSCO is everyone’s responsibility and I am asking you to do your part to help us achieve our goals for 2015. Together, I know we can do it if we actively care.

I also want to talk about our Continuous Improvement Program. When we began the program, the idea was to get employees involved in the process. After all, you are the experts in your field and you know best what works—and what doesn’t.

Since 2009, more than 46,000 process improvement ideas (or PIIs) have been submitted—and more than 38,000 of those ideas have been implemented. Your ideas are so important and they help keep NASSCO affordable.

Simply put, if we’re not affordable or competitive, we won’t win work.

On a similar note, it is because of our efforts to remain competitive that we have the backlog that sustains our operations today. The MLP 3 AFSB completed Builder’s Trials in April and Acceptance Trials will occur in May; two important milestones that test the quality of our ships as we work towards the delivery of the vessel to the Navy in June.

We launched the first vessel of the TOTE Marlin Class in April and are currently working towards the launch of the second vessel in August. April’s ceremony also marked our 100th launch. *Congratulations to all of you!*

The first of the ECO-tankers that we are building for SEACOR will soon take the place of TOTE 1 on Ways 4 and construction of the fourth ship for APT starts in May.

Our repair teams are busy as well. San Diego was recently awarded a contract for more than \$61 million for the USS *Makin Island* (LHD 8) Phased Maintenance Availability (PMA). The USS *Pinckney* (DDG 91) is currently in our Floating Dry Dock for its Dry-

*(continued from page 4)*

docking Selected Restricted Availability (DSRA) and will soon be followed by the USS *Lake Champlain* (CG 57) as we begin the second half of the year.

In Norfolk, the repair availability in support of the USS *Harry S Truman* (CVN 75) emergent deployment is complete as well as the repair availability for the USS *Hue City* (CG 66) in Mayport. In the Pacific Northwest, Bremerton has started work on the 16-month repair availability for the USS *Nimitz* (CVN 68).

I am pleased to announce that NASSCO’s next Family Day is scheduled for June 27, 2015! Not since 2009 have we had a day with our families in the shipyard, so we are looking forward to this one. This will also be a time for us to celebrate our 100th launch.

I would like to thank the Family Day committee in advance for stepping up to the plate to help plan this year’s festivities. For more information, visit [www.nassco.com/familyday](http://www.nassco.com/familyday) or check NASSCO’s social media platforms for periodic updates and announcements.

Work safely,



## MESSAGE FROM THE GENERAL MANAGER

### Kevin M. Graney



In February and March, I held all-hands meetings to communicate and discuss our goals for 2015, including “Perform Everyday,” “Be Prepared,” “Secure Our Future,” and “Continuously Improve.”

In this edition of *The Shipbuilder*, I will talk about “Secure Our Future.” Securing our future is made up of three key topics:

- Our current work and how each of us contributes to NASSCO’s success;
- Our future work including Government and Commercial New Construction and Navy Repair; and
- Our role as environmental stewards and the significant difference individuals can make to protect the land, air, and water we operate in and around.

I will begin by discussing our current work. We are preparing MLP-3 for sea trials and delivery. The ship is in excellent condition and I am looking forward to a successful sea trial period. We have a long established reputation as a high-quality shipbuilder and MLP-3 is no exception. In fact, our Navy customer continues to talk about upgrading the features of the design to incorporate more capability and make MLP/AFSB a work horse for the Navy/Marine Corps team. As you know, we have a fourth MLP under contract and are working hard to secure a fifth MLP. The fact that the Navy continues to improve the platform’s capabilities and is buying more ships, especially given the budget environment, demonstrates the importance of this program. We must continue to perform and deliver these highly capable, flexible platforms on time and at the highest level of quality.

Our commercial work—two TOTE containerships and eight tankers for APT and SEACOR—is well underway. Currently, six commercial ships are now under construction. These are challenging programs and we are under pressure to meet our schedule commitments. In spite of these challenges, we are on schedule to deliver TOTE 1. We are also addressing several areas of concern including trade manning, and have recently completed a re-plan to balance flow of blocks throughout each stage of construction for the ECO tanker program. In SOC 3, we remain focused on basic work execution and daily expectations. Improvement is already apparent, however, we have a long way to go to improve our efficiency while meeting safety, quality, schedule and cost objectives.

Our outlook on our future government programs, including T-AO(X), LHA and LX(R), is beginning to take shape. In April, we expect to see a request for proposal where we will bid both the T-AO(X) program and the LHA program. We will win one of these two important programs. We will also compete to win a portion of the design effort for LX(R). This is good news for several reasons. First, it provides our shipyard with a significant amount of work well into the future. Second, it gives NASSCO the opportunity to expand into a new amphibious ship market. Over the course of the next year we will be developing our design and proposal for both ships. I will keep you posted on our progress.

We are also working hard to win additional commercial ship contracts. We meet regularly with potential customers. There is a need to replace aging containerships with more efficient, emissions-compliant designs. There is also an ongoing demand for additional tankers. However, the current slump in oil prices makes winning a new tanker contract difficult to predict. By performing everyday and delivering our current backlog of commercial ships on schedule, we demonstrate our capability as a high-quality shipyard with the capacity to build follow-on ships before our competition completes their current backlog – a distinct competitive advantage.

I also want to say a few words about the importance of environmental stewardship in helping “Secure our Future.” This month’s Shipbuilder is dedicated to Earth Month and NASSCO’s efforts to protect the environment. All of us play a role in protecting the air, land, and water we operate in and around. I am proud of our accomplishments as environmental stewards, however, we must remain vigilant. Please take the time to review this month’s articles to see the tremendous work we are already doing and what you can do to help make a difference.

During the all-hands meetings with many of you last month, you asked some great questions and offered suggestions about how we can improve. This month’s *The Shipbuilder* discusses several topics that you raised as concerns including weld maintenance, our Employee Development Program, and what we are doing to improve the way we communicate throughout the shipyard. Successful teams are not afraid to discuss important issues, and I remain committed to ensure that your concerns are addressed. Please continue to offer suggestions or ask questions so that we can keep improving what I consider to be the toughest job in shipbuilding: communication!

(continued on page 6)

Finally, I remain concerned about our safety performance. March was a difficult month. Our injuries continue to climb, especially among our newest employees. So far this year, 40 percent of our injuries were sustained by our newest team members: co-workers with less than one year of experience. We have implemented additional training for our new employees and are continuing to train our supervisors to ensure they have the knowledge to keep their crews safe. But training is not enough. Each of us must demonstrate

our commitment to safety every day by actively caring for ourselves and our team mates. There is a saying “You deserve what you tolerate.” Please join me in ensuring we are not tolerating an unsafe work environment or unsafe behavior in ourselves or in our co-workers – especially our newest shipbuilders.

Please work safely,

## MESSAGE FROM THE GENERAL MANAGER OF REPAIR

### Dave Carver



NASSCO has had a busy first quarter across the nation conducting work in 14 different work locations! Starting in the East the NASSCO-Norfolk team is 85 percent complete with the USS *Carter Hall* (LSD-50) mid-life availability at our main shipyard, which started over a year ago; combat system testing is underway and production complete milestone is on-track to complete in May.

The USS *Gunston Hall* (LSD-44) is undergoing major repairs at our Portsmouth facility. We are also working as a teaming partner for BAE on the USS *Bataan* (LHD-5), the USS *San Jacinto* (CG-56), the USS *Arleigh Burke* (DDG 51) and the USS *Vella Gulf* (CG-72). The team is also nearing completion of all production work on the USS *Eisenhower* (CVN-69) that started in September 2013. Up in the PACNORWEST the NASSCO Bremerton team is stood up, under the on-site leadership of Kevin Terry, and has begun work on the USS *Nimitz* 16-month availability.

Moving South, the NASSCO Mayport workload is on the rise. Manning projections through the summer are higher than experienced earlier in the year. Our Mayport team is currently working on the USS *Tornado* (PC-14), the USS *Gettysburg* (CG-64), the USS *Shamal* (PC-13), the USS *The Sullivans* (DDG-68) and the USS *Roosevelt* (DDG-80). We have also recently completed the fire damage repair on the USS *Hue City* (CG-66) and are awaiting sea trials. We also just started a large maintenance package on the USS *Philippine Sea* (CG-58) that will continue thru the end of July. Upcoming work is also expected to be high as the IWO JIMA

Amphibious Readiness Group (ARG), consisting of the USS *Iwo Jima* (LHD-7), USS *New York* (LPD-21) and the USS *Fort McHenry* (LSD-43) returns in August and will immediately go into a maintenance cycle.

In the Southwest, the NASSCO San Diego team has been equally busy at the shipyard, BAE, North Island and at the Naval Station. We are currently supporting availabilities on ten ships comprising almost every ship class in the Navy. Some first quarter highlights include: USS *Coronado* (LCS-4) undocking in March and a successful USS *Independence* (LCS-2) Planned Maintenance availability in Pensacola; completion of the USS *Baxter* (LHD-4) and the USS *Harpers Ferry* (LSD-49) availabilities and, unfortunately, the successful decommissioning of both the USS *Pelelieu* (LHA-5) and the USS *Vandergrift* (FFG-48). In April we docked the USS *Pinckney* (DDG-91) and will start work on the large availabilities for the USS *Makin Island* (LHD-8) and USS *America* (LHA-6) in May.

Our NASSCO repair team admirably stepped up to the workload challenges in the first quarter. Collectively we were able to accomplish our tasking and achieve our milestones without sacrificing employee safety. The recordable injury rates across the repair activities continue to track below our 2015 goal. I appreciate your hard work, vigilance and commitment to our team’s safety. Let’s continue to make sure safety is paramount and in the forefront of everything we do!

Sincerely,



# LAUNCH & CHRISTENING OF THE WORLD'S FIRST LNG-POWERED CONTAINERSHIP: THE *ISLA BELLA*

On Saturday, April 18 General Dynamics NASSCO shipbuilders and partners made history with the launch of the world's first LNG-powered containership, the *Isla Bella*. The ceremony also commemorated NASSCO's 100th launch.

As part of a two-ship contract signed in December 2012 with TOTE, when completed the 764-foot long Marlin-class containerships will be the largest ships of any kind in the world primarily powered by liquefied natural gas.

The vessels will operate on either fuel or gas derived from LNG, which will significantly decrease emissions while increasing fuel efficiency as compared to conventionally-powered ships. The LNG-powered ships will also include a ballast water treatment system, *making them the greenest ships of their size anywhere in the world.*

U.S. Representative **Duncan D. Hunter** was the principal speaker for the ceremony. The ship's sponsor, **Mrs. Sophie Sacco**—wife of **Michael Sacco**, president of the Seafarers International Union of North America, AFL-CIO—christened the ship with a traditional champagne bottle break over the ship's hull. **General Paul J. Selva**, Commander of the U.S. Transportation Command, also spoke at the ceremony.

More than 3,400 shipbuilders, family members, and others attended the ceremony.

Upon delivery in late-2015, the double-hulled, Jones-Act qualified ships will operate between Jacksonville, Florida and San Juan, Puerto Rico.

*Congratulations, NASSCO Shipbuilders!*

Photos: Left to Right

**Main Photo**  
Mrs. Sophie Sacco christens the *Isla Bella*.

**Photo 2**  
More than 3,400 people attended the event.

**Photo 3**  
The *Isla Bella* stands proud and tall.

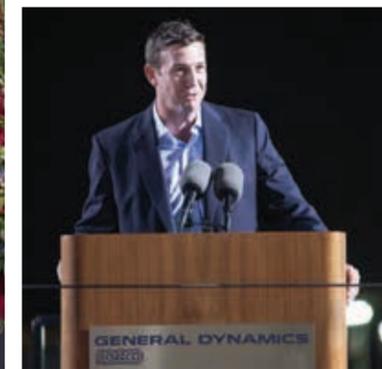
**Photo 4**  
Guests and shipbuilders at the trigger platform. Mrs. Peggy Harris served as our trigger honoree.

**Photo 5**  
Coast Guard Sector San Diego Color Guard.

**Photo 6**  
Official ship christening and launch party.

**Photo 7**  
The Honorable Duncan D. Hunter, United States Congress, served as the principal speaker.

**Photo 8**  
NASSCO shipbuilders prepare for launch.

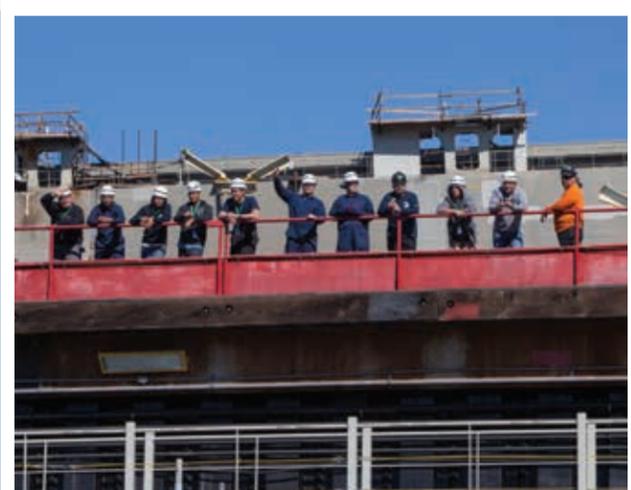
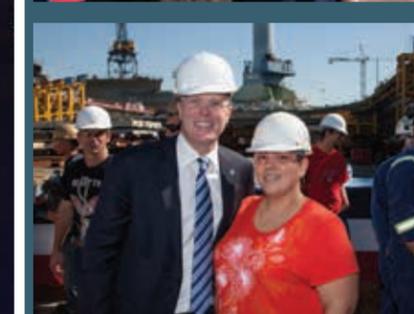


# APT-1 KEEL LAYING

San Diego's First Lady, Mrs. Katherine Faulconer, joined us in March for the official keel laying ceremony for APT-1.

San Diego's First Lady authenticated the keel of the first ECO tanker for APT by welding her initials onto a steel plate during a ceremony in March. The steel plate with her initials will be permanently affixed to the ship's keel and will remain with the vessel throughout its time in service. Her husband, San Diego Mayor Kevin Faulconer who was present at the ceremony, cut the first piece of steel used to build the ship during the vessel's start of construction ceremony in September 2014.

The ECO tanker is the first of a five-tanker contract between General Dynamics NASSCO and APT, which calls for the design and construction of five 50,000 deadweight ton, LNG-conversion-ready product carriers with a 330,000 barrel cargo capacity. The 610-foot-long tankers are a new "ECO" design, offering improved fuel efficiency, and include the latest environmental protection features, including a Ballast Water Treatment System.



# APT-3 START OF CONSTRUCTION

General Dynamics NASSCO signaled the start of construction of a third “ECO” tanker to be built for American Petroleum Tankers at a steel cutting ceremony on April 2. Thank you to **Mrs. Patty Luxton**, wife of NASSCO General Counsel **Matt Luxton**, for serving as our ceremony’s honoree.



“This is an exciting time in the U.S. maritime industry. These Jones Act product tankers not only represent new American jobs, but also demonstrate implementation of state-of-the-art design technologies that achieve world-leading fuel efficiencies,”  
 – Parker Larson,  
 Director of Commercial Programs for NASSCO

## RECENT SHIPYARD VISITS

**First Row**

**Photo 1:** Amber Zent, Director of Development for Family Health Centers of San Diego (*Amber's Father-in-law is going on his 40th year as a NASSCO employee!*)

**Photo 2:** U.S. Congressman Juan Vargas

**Photo 3:** VADM Joseph P. Mulloy, USN

**Photo 4:** ADM Paul F. Zukunft, Commandant of the U.S. Coast Guard

**Second Row**

**Photo 5:** San Diego City Councilmember Chris Cate

**Photo 6:** LtGen David H. Berger, USMC

**Photo 7:** KFMB Weather Forecast

**Photo 8:** San Diego City Council Staff - Myrtle Cole's Office

**Third Row**

**Photo 9:** Escondido Mayor Sam Abed

**Photo 10:** SD Regional Chamber of Commerce CEO Jerry Sanders

**Photo 11:**

Imperial Beach Mayor Serge Dedina

**Photo 12:**

San Diego County Supervisor Greg Cox

**Fourth Row**

**Photo 13:** Vice Chief of Naval Operations VADM Michelle Howard, USN

**Photo 14:** VADM David Dunaway, NAVAIR

**Photo 15:** Barrio Logan Association Officers

**Photo 16:** Students from Otay Ranch High School



**CAPTION:**

USNS *Lewis B. Puller* sails by the USS *Ronald Reagan* (CVN-76) currently stationed at Naval Air Station North Island in Coronado.

**MLP-3 BUILDER TRIALS 4/8/15**

USNS *Lewis B. Puller* returned to the General Dynamics NASSCO shipyard on April 10 following successful sea trials off the coast of San Diego. USNS *Lewis B. Puller* is the first Mobile Landing Platform (MLP) configured as an Afloat Forward Staging Base (AFSB).

For nearly three days, shipyard personnel tested the ship's systems to ensure its readiness for delivery to the U.S. Navy's Military Sealift Command.

Testing included calibration of the ship's navigational and propulsion systems, and demonstrations of the ship's anchor handling, bow thrusters, navigation and communication equipment. The vessel was also tested for its overall seaworthiness during a sustained full-power run.

# SUPERVISORS RECOGNIZED FOR KEEPING CREWS INJURY FREE

By: Sherry Eberling & Duke Vuong

## GREATER THAN 20,000 MAN HOURS PER YEAR

| Recipient                  | Department            | Years Crew Injury Free |
|----------------------------|-----------------------|------------------------|
| Moses, John M              | Tool Control          | 5                      |
| Ropati, Faatasiga          | Repair                | 4                      |
| Leos, Arturo V             | Steel                 | 3                      |
| Hunter, Allen D            | Repair                | 2                      |
| Uribe, Ignacio S           | Repair                | 2                      |
| Bennett Jr, Alfred Lee     | Steel                 | 1                      |
| Gastelum, Francisco Javier | Blast & Paint         | 1                      |
| Mendoza Jr, Ricardo        | Blast & Paint         | 1                      |
| Padilla, Hector Sanchez    | Blast & Paint         | 1                      |
| Small, Phillip C           | Electrical            | 1                      |
| Williams, Terrence Lynn    | Electrical            | 1                      |
| Chavarria, Jesus G         | General Services      | 1                      |
| Rodriguez Jr, Mario O      | Mechanical Outfitting | 1                      |
| Achs, Daniel               | Repair                | 1                      |
| Arrieta, Andres F          | Repair                | 1                      |
| Cristobal, Wilson G        | Repair                | 1                      |
| Gomez, Jose L              | Repair                | 1                      |
| Gutierrez, Clemente        | Repair                | 1                      |
| Marcelo, Bienvenido Ramos  | Repair                | 1                      |
| Montagne, Matthew Ryan     | Repair                | 1                      |
| Penyak, Charles            | Rigging               | 1                      |
| Farmer Jr, Jeffrey P       | Steel                 | 1                      |
| Garcia, Julio C            | Steel                 | 1                      |
| Ramirez, Manuel            | Steel                 | 1                      |
| Romero, George             | Steel                 | 1                      |
| Nunez, Guadalupe Sanchez   | Warehouse             | 1                      |

On Friday, March 6 we celebrated the successes of 35 production supervisors who were able to keep their crews injury free in 2014. These production supervisors represent over 960,000 hours worked without incident.

Of the 35, 26 production supervisors were recognized with at least 20,000 injury-free man hours. Nine other production supervisors were recognized as having a minimum of 10,000 injury-free man hours (provided they had at least three consecutive injury-free years).

So, how is all of this achieved?

- Their five-minute meetings are thorough and meaningful – everyone participates in stretching;
- Their crewmembers evaluate potential hazards before beginning work by completing their Employee Safety Task Cards (ESTC) - the supervisor responds promptly to resolve any safety issue even if production is interrupted; and
- They cultivate a culture of safety – their crews are empowered – this is the most important part of a Total Safety Culture.

Each of the crews have had a positive affect on reducing injuries in the overall shipbuilding industry; NASSCO's incident rate stands at 2.5 points below the industry average.

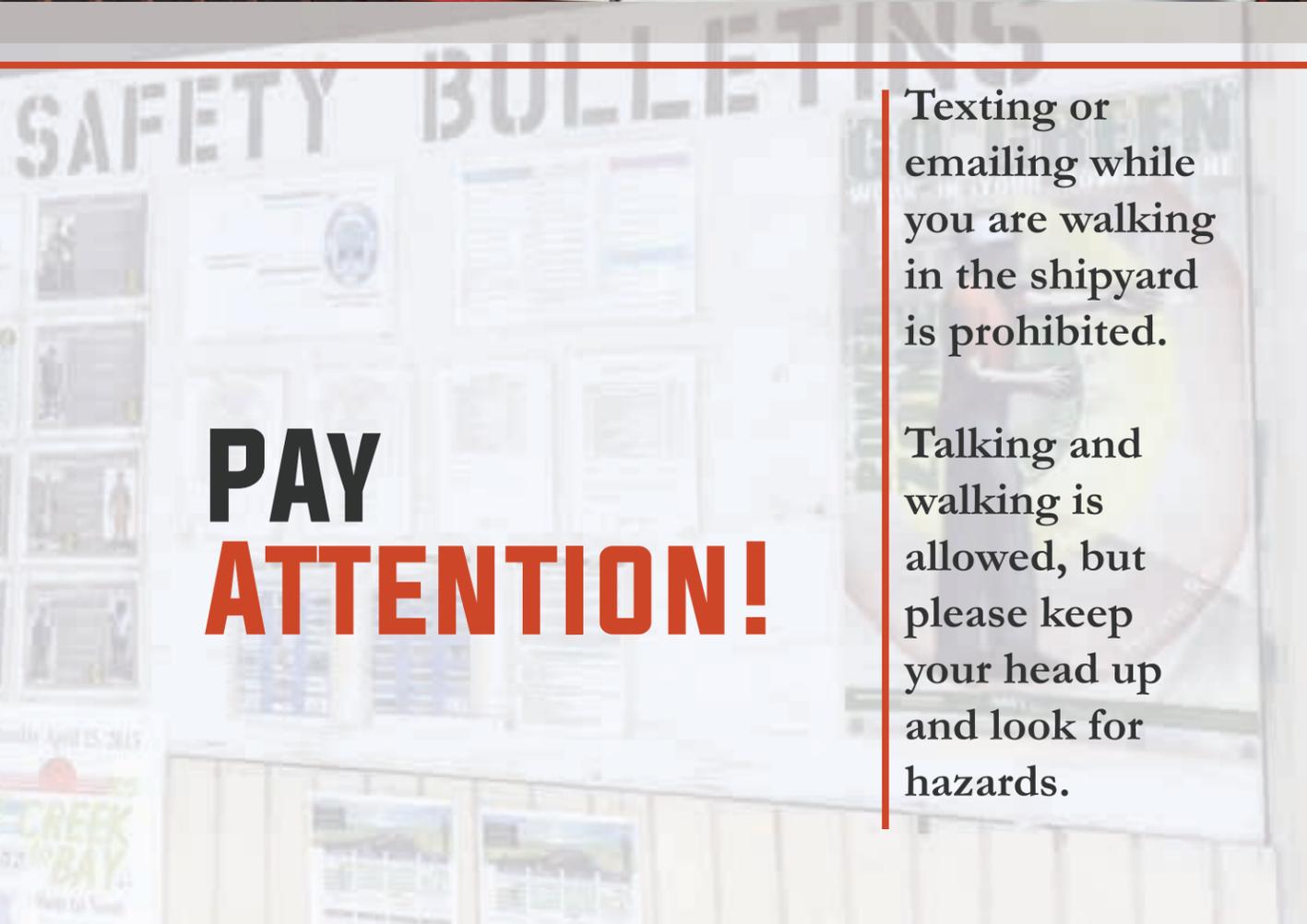
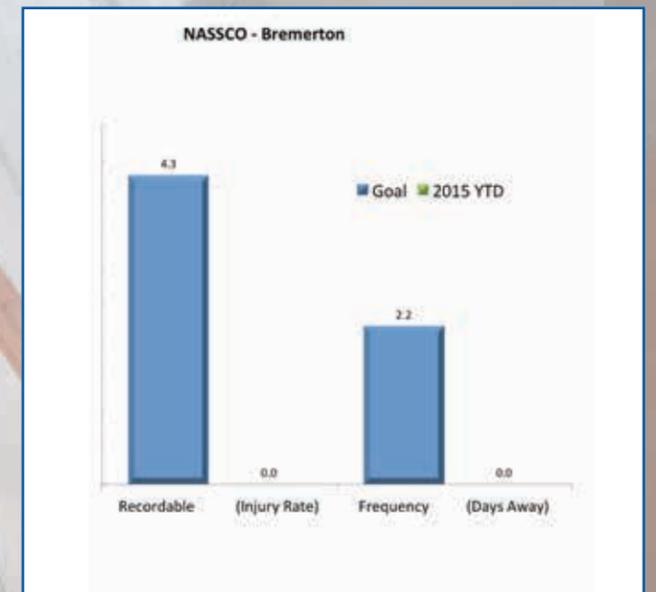
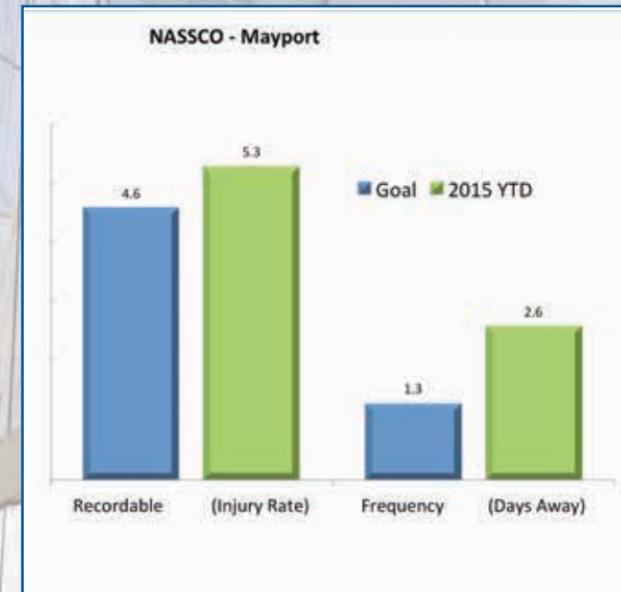
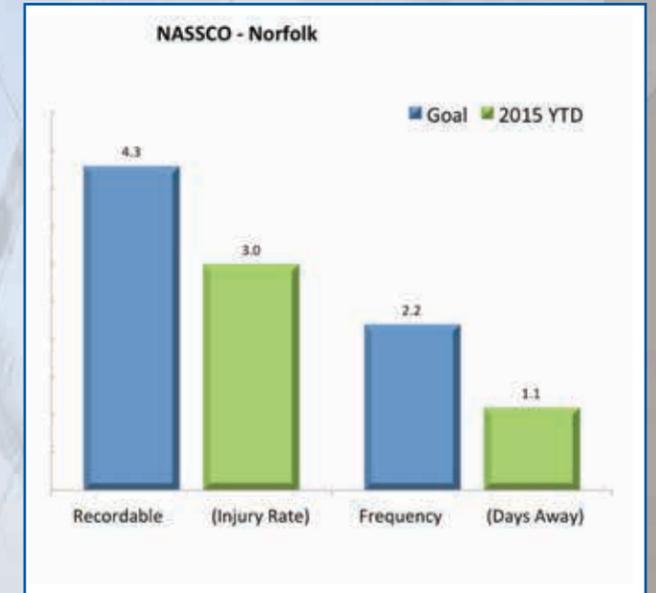


## BETWEEN 10,000 AND 20,000 MAN HOURS FOR THREE OR MORE CONSECUTIVE YEARS

| Recipient              | Department          | Years Crew Injury Free |
|------------------------|---------------------|------------------------|
| Trujillo, Eddie G      | Warehouse           | 6                      |
| Harrison, Shane C      | Steel Yard          | 5                      |
| De Guzman, Simon       | Maintenance         | 4                      |
| Gonzalez, Andres       | Repair              | 4                      |
| Holycross, Harold W    | Steel               | 4                      |
| Russell, Frank M       | Waterfront Services | 4                      |
| Bratton, Tony M        | Electrical          | 3                      |
| Trinh, Johnny          | Repair              | 3                      |
| Mandujano, Juan Miguel | Steel               | 3                      |



# SAFETY PERFORMANCE: MARCH 2015



**PAY  
ATTENTION!**

Texting or emailing while you are walking in the shipyard is prohibited.

Talking and walking is allowed, but please keep your head up and look for hazards.

# WELD MAINTENANCE



Weld Maintenance Supervisor Ed Sykes and SOC-3 Production Supervisor Paul Young

Many of you have been seeing or using some of the newer FCAW welding equipment at NASSCO. Three years ago Thermal Arc Corporation decided to get out of the FCAW welding business. Since that time there have been many types under evaluation at NASSCO.

Some of the requirements for the new equipment are to be rugged, dependable, and most of all be compatible with the thousands of pieces still working at NASSCO.

At this time the Lincoln FLEXTEC 450 Inverter power source has been selected as the replacement power source. This will be replacing the Hobart and Thermal arc 6045 rectifier machines and 400 MST. NASSCO currently has 125 of these machines in use and 100 more are on order for this year to bring the total up to 225 machines. To date there have been no failures of these power sources. Not only do they perform the same as the previous equipment but the inverter style means that the machine is 60 percent cheaper to operate due to reduced energy consumption. The plan is to purchase at least 100 FCAW set ups every year.

In addition you will be seeing more and more of the Gilliland wire feeders to replace the Thermal Arc Mijit wire feeders. Currently NASSCO has 255 Gilliland wire feeders and 200

more are on order to support the increase in production. The key is to maintain the digital preset capabilities with remote control to be able to set and adjust parameters at the work and be compatible with all our power sources.

Last, NASSCO has purchased many FCAW guns to support production. It is important to maintain two manufacturers on all repetitive high usage consumable part equipment. This ensures adequate supply and competitive pricing. A total of 400 FCAW guns have been purchased 200 Bernard (This is the same as Tregaskiss) and 200 Binzel (blue guns).

**It's everyone's responsibility to make sure our equipment is taken care of – all day and every day.** All new welding equipment has many PC circuit boards and contain many components similar to a computer. Treat all welding equipment as you would treat your computer or TV.



## BEFORE & AFTER

Repair work on the USS Pearl Harbor



# VENDOR EXCELLENCE: ALLIED

At NASSCO, we pride ourselves on building affordable, high-quality ships for our customers.

More than one million meters of cable were issued for the first three mobile landing platforms (including the AFSB). The program, since February, has called for more than 19,000 circuits—with all delivered on or before the date required. In fact, production has not lost a single hour because of not having the correct cable to install.

At NASSCO, we're big on recycling. So is Allied. To date, Allied has recycled more than 10,000 meters of cable, saving NASSCO tens of thousands of dollars. In addition, Allied keeps tight tabs on leftover, unused, or short pieces of cable—also known as scraps. Where an industry average of scrap is between five and six percent, NASSCO's scrap is close to zero or less than one percent, saving NASSCO even more dollars.

Our industry is competitive—so its important that NASSCO remain competitive. With partners like Allied, we're able to provide competitive bids, save dollars, and secure our future.



## EMPLOYEE DEVELOPMENT PROGRAM COMPLETES SUCCESSFUL COURSE; STARTS NEW SESSION

### Employee Testimonials

#### NAME: SEUN FEMI OPALEYE

**How long have you worked at NASSCO?**  
I have been a NASSCO employee for about two years.

**What is your current position at NASSCO?**  
A NASSCO Security Officer.

**Why did you enroll in the Employee Development Program?**  
In every establishment I have worked for, I've always wanted to know the vision of the company. As a NASSCO Guard, we were trained at an exceptional level of professionalism to identify key policies of the company. I discovered that as I interact with employees on a daily basis, that it's a culture of commitment, quality performance, and loyalty at NASSCO. This triggered my curiosity, and I began to wonder what makes an individual committed to the goals of the establishment after working there for a long time. This curiosity led me to the program.

**What was your favorite lesson learned during the program?**  
My favorite was the Personality Styles because it actually revealed my strong and weak areas, but it gave me the tools to manage these qualities.

**Was the program what you expected?**  
It was beyond my expectations, and I count it as an opportunity to know the mind of management because the program explained what is expected of the employees, and also revealed how we (employees) could become an important contributor to the success of the company.

**What advice do you have for others who are considering enrolling in the program?**  
It is important to know the reason we all come to work apart from earning our wages. In addition, it's crucial to know what the company stands for and what it's guiding principals are. This program is a must for everyone regardless of the department or the position of the employee; it is for anyone who aspires to improve, and who also wants to sustain a level of quality performance in the shipyard.



**CAPTION:**  
April 2015: The latest Employee Development Program graduating class. *Congratulations!*

## NAME: JOY MASON

### How long have you worked at NASSCO?

I have worked at NASSCO for a little over 6 months and have been soaking in as much knowledge as I possibly can. I work in Repair and love interacting with production and supporting our company values, processes and safety.

### What is your current position at NASSCO?

I am currently a Material Support Technician for the pipefitters in Repair.

### Why did you enroll in the Employee Development Program?

I enrolled in the program to learn more about NASSCO's culture and processes. I wanted to kick-start my career at NASSCO with the learning opportunities provided.

### What was your favorite lesson learned during the program?

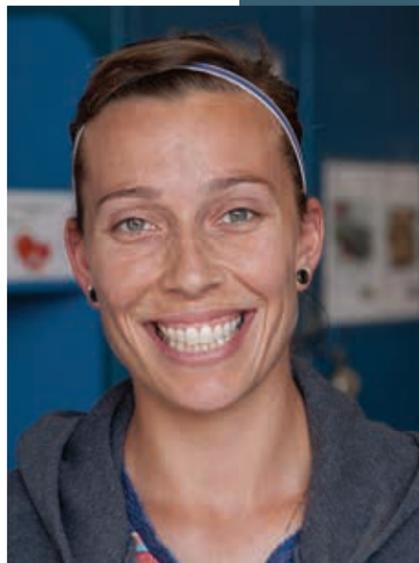
I learned many lessons within the program, but I really enjoyed the team effectiveness lessons working together building our own paper ships as a team, as well as putting together an airplane. Having each person assigned to a role, and seeing the outcome was interesting.

### Was the program what you expected?

The program was amazing. I expected interesting moments because of all the different personalities in the classroom, but overall exceeded my expectations.

### What advice do you have for others who are considering enrolling in the program?

I highly recommend this program for every employee at NASSCO. Not only does it look good on your resume, but you get to interact with all different kinds of people that work in different production areas. You learn a lot about your peers, and most importantly get an understanding of NASSCO's process and values and why they are so important to our company's success. The NASSCO culture really is important; take the time to commit yourself into the program. I promise you, you will have no regrets!



## NAME: DANIEL MORENO

### How long have you worked at NASSCO?

I started working at NASSCO in November 2014.

### What is your current position at NASSCO?

I was hired as part of the electrical planning team. I am temporarily helping out in the rigging planning department.

### Why did you enroll in the Employee Development Program?

As a new employee, I wanted to make sure I succeeded and contributed as much as possible to the company. Taking this course at the beginning of my career was a great way to prepare myself for a bright future.

### What was your favorite lesson learned during the program?

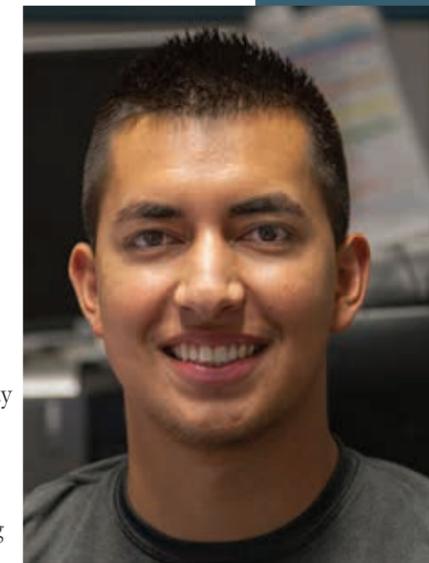
My favorite courses always involved working in teams. I really enjoyed the idea of finding ways to plan out projects by assigning different task to each group member. The fact that everyone had different ideas and personalities made it seem complicated at first. However I used those differences to my advantage by finding tasks for specific workers. Doing this lead to very successful and competitive results every time.

### Was the program what you expected?

No, I was actually worried about the class being based on a text book and reading all the time. Instead this course ended up being very interactive, with valuable information and hands-on activities.

### What advice do you have for others who are considering enrolling in the program?

Do not be afraid. It goes by quickly and provides valuable information for not only work but also your daily life with your family.



## NAME: DONALD LINCOLN

### How long have you worked at NASSCO?

I am going on 23 years at NASSCO: Ten years as an electrician and 13 years as an electrical planner.

### Why did you enroll in the Employee Development Program?

I enrolled in the class to help me make improvements in the way I do my job.

### What was your favorite lesson learned during the program?

Time management and the 5's--which I'm going to try to use to make me a more organized and efficient.

### Was the program what you expected?

It was pretty much what I thought it would be like. There were lectures and fun activities.

### What advice do you have for others who are considering enrolling in the program?

I would tell others to take the course. You can use it as a refresher course for your work and others in the class might give you ideas on making your life or job easier.



## NAME: CARRIE BENNETT

### How long have you worked at NASSCO?

I have been here nine glorious years.

### What is your current position at NASSCO?

I am covered under the blanket of Business Affairs. Estimating Assistant is my official title, but I have many other functions with Contracts and PMO.

### Why did you enroll in the Employee Development Program?

I wanted to better my communication skills and personal growth.

### What was your favorite lesson learned during the program?

Learning about Emotional Intelligence and Personality Styles (I learned a lot about myself).

### Was the program what you expected?

Not entirely, but, the program was a terrific learning experience.

### What advice do you have for others who are considering enrolling in the program?

Don't wait. This could make a big difference in your life.



## NAME: NESTOR ACEVEDO MENDEZ

### How long have you worked at NASSCO?

11 years working for NASSCO. I started working for TIMSA as a subcontractor for five years and six years as direct. I always worked for Outfit Engineering department as a sub and direct designing installation drawings and modeling the electrical outfitting.

### What is your current position at NASSCO?

Liaison Engineer (Designer 2). It is the Liaison between production and Engineering, by supporting production issues and providing solutions to solve problems.

### Why did you enroll in the Employee Development Program?

To improve my knowledge and apply everything that I learned in my work and personal life. Make more friends and learn from them.

### What was your favorite lesson learned during the program?

Voice of the customer. Before this class I didn't realized that I have an internal customer and that my job depends of them. Now I'm doing my job more carefully to accomplish their requirements and obtain their satisfaction.

### Was the program what you expected?

Yes, it completely worked for me. It exceeded my expectations and helped me to think outside the box.

### What advice do you have for others who are considering enrolling in the program?

I personally recommend they do their home work. Homework helped to refresh the memory from the previous class and to apply those ideas on the job and in your ordinary life.



## NAME: CHRISTINA CAMACHO

### How long have you worked at NASSCO?

One year.

### What is your current position at NASSCO?

Human Resources Assistant.

### Why did you enroll in the Employee Development Program?

To expand my social and teamwork skills, gain knowledge about the core of NASSCO's values and interact with others in a normal environment and not just as a customer based situation.

### What was your favorite lesson learned during the program?

My favorite lesson was Personality Styles, it gave me a better understanding of the different strengths, weaknesses and behavioral tendencies of people around me and how to better adapt to the diverse personality styles within my team.

### Was the program what you expected?

I really didn't have any expectations for the class. I was just eager to be a part of the learning process and excited to expand my skills.

### What advice do you have for others who are considering enrolling in the program?

I would encourage people to attend the class and expand their skills, absorb as much as possible and practice the skills in their everyday life. It also gives you a chance to be in a relaxed environment and you get to meet different people from the yard from various trades.



## NAME: LYNETTE MARTINEZ

### How long have you worked at NASSCO?

I started in 2004 as a subcontractor with the Electrical Department (Cable Crew). I soon moved to Electrical Planning and in 2007 I became a NASSCO employee.

### What is your current position at NASSCO?

I am a Electrical Planner/Scheduler where I am responsible for the electrical outfitting P.I. for all hulls and all stages of production.

### Why did you enroll in the Employee Development Program?

I am always looking for ways to better myself not only as an employee, but as a person. I feel if you are actively doing something positive then positive will come back to you.

### What was your favorite lesson learned during the program?

The team exercises were fun. But I would have to say the three weeks of Lean Manufacturing were my favorite lessons, because I was able to apply the lessons not only to my work life but to my home life as well.

### Was the program what you expected?

Yes it was what I expected. Ironically the majority of my class came from the electrical deck plates that really brought comradery and a team feeling to the class.

### What advice do you have for others who are considering enrolling in the program?

It is definitely a fun way to learn. If at all possible take the class with a friend or even better I would have teams take the class together. It's a 15-week team building exercise.



## NAME: THOMAS CIMALORE

### How long have you worked at NASSCO?

Almost nine years but with General Dynamics for 13 (all within planning).

### What is your current position at NASSCO?

Senior planner in the Advance Planning group.

### Why did you enroll in the Employee Development Program?

Mostly for professional growth. But it turned out to be more than that as I have applied most of what I learned to my home life as well.

### What was your favorite lesson learned during the program?

I can't pick just one as each lesson taught me something that I valued. If I had to choose it would be the classes where we learned soft skills.

### Was the program what you expected?

I wasn't sure what to expect to be honest.

### What advice do you have for others who are considering enrolling in the program?

Don't be scared off and think it isn't worth your time. There are tons of great learning experiences that you gain that you can apply to not only work--but your every day lives.





## MASSIVE IMPROVEMENTS MADE AT TIDELANDS I

Last year, during a weekly Shops ASIG meeting, several mechanics brought up concerns regarding unfavorable conditions at Tidelands I due to a thick layer of dust (see photo 1). Whenever it rained, the dust and dirt turned into a thick layer of mud and created potholes so big, it was dangerous to operate forklifts.

The ASIG leader brought this issue to the attention of the CSIG, and **Tim Johnson, Geno Martinelli and Jason Voigt** took immediate action to make improvements. Contractors were brought in to provide asphalt covering for the ground (see picture 2) and it was also noted there was a need to organize the area better.

Mechanics at Tidelands I enlisted the expertise of **Bob Liddell's** Lean 6 Sigma group to conduct the "5S" strategy. Bob's team was able to get rid of 97.63 gross tons of metal and that equates to a lay down area the size of three quarters of a football field.

**Mario Principato** made other improvements, including a roller line to move planks (see photo 3) and provided a covered area for his mechanics to stay cool during the hot summer months. All of these improvements have made a vast improvement of safety for mechanics working at Tidelands I (see photo 4).



### Photos Left to Right

**Photo 1:** Tidelands I Site before asphalt with forklift tracks in the dirt that would turn to mud when it rained.

**Photo 2:** Tidelands I Site after asphalt was poured with tents built for shade while employees are working outside.

**Photo 3:** Tidelands I Site – Roller added to lumber unloading and Storage area.

**Photo 4:**  
 Front row left to right :  
 Mario Principato, Roman Garcia, Alberto Contreras, Jose Contreras, Pablo Lopez, Jose Orozco, Luis Rochin  
 Back row left to right :  
 Jorge Jimenez, Robert Ramirez Ortega, Esteban Garcia, Carlos Casillas Not in on the picture: Mario Piedra, Indalecio Parra, Jose Nunez

**Photo 5:** Discussion taking place about Tidelands I.

“We are now much safer in the way we operate due to the vast improvements made.”

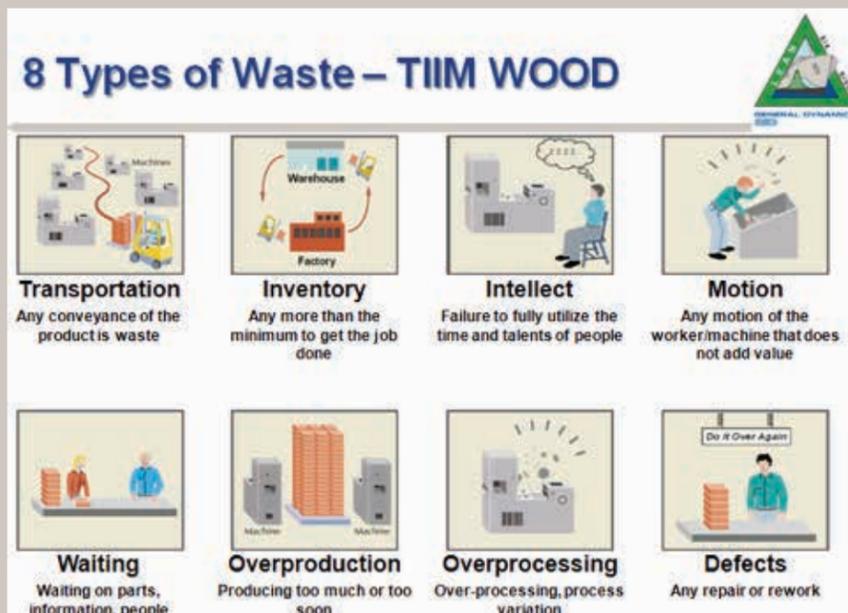
# FIND TIIM WOOD

By: Steve Murray  
Manager, Continuous Improvement

As part of NASSCO's 2015 goals, all employees are required to submit at least two Continuous Improvement ideas. Completing two Process Improvement Initiatives (PII) is a good way of meeting that requirement.

To help you find those PII ideas in our daily work can be quite difficult, I'm sure you remember the phrase "CAN'T SEE THE WOOD FOR THE TREES." What that means is that sometimes when you are carrying out the detail of your daily work you may not see the bigger picture as to what types of waste may exist in your process. To help you, take a step back and think of TIIM WOOD for a moment and walk through each of your process steps as you do your work, that will help you identify those eight wastes that make your job take longer, involve rework of some kind and probably makes you frustrated sometimes without realizing why.

The first step is recognizing where we have wastes. The second step is taking action to eliminate those wastes. There can be some or all of the TIIM WOOD wastes in our daily processes that we should attack and develop solutions to eliminate, to save time, reduce cost, make the job safer and increase job satisfaction.



Work with your colleagues and supervisor to identify these and the other wastes and work together to create solutions to eliminate them. Remember to submit your solutions as PII's.

For further information on LEAN contact Manufacturing Engineering: **Steve Murray**, Manager of Continuous Improvement [smurray@nassco.com](mailto:smurray@nassco.com) or (619) 744-1114 or **Bob Liddell**, Senior Manufacturing Engineer at [rliddell@nassco.com](mailto:rliddell@nassco.com) or (616)544-8551.

## EXAMPLES OF TWO MAJOR WORK WASTES

### Motion

**Manufacturing Examples:**  
Searching for Tools, Parts or Instructions  
Sorting Through Materials

### Office Examples:

Searching for Files  
Gathering Information  
Searching Manuals or Catalogs

### Defects

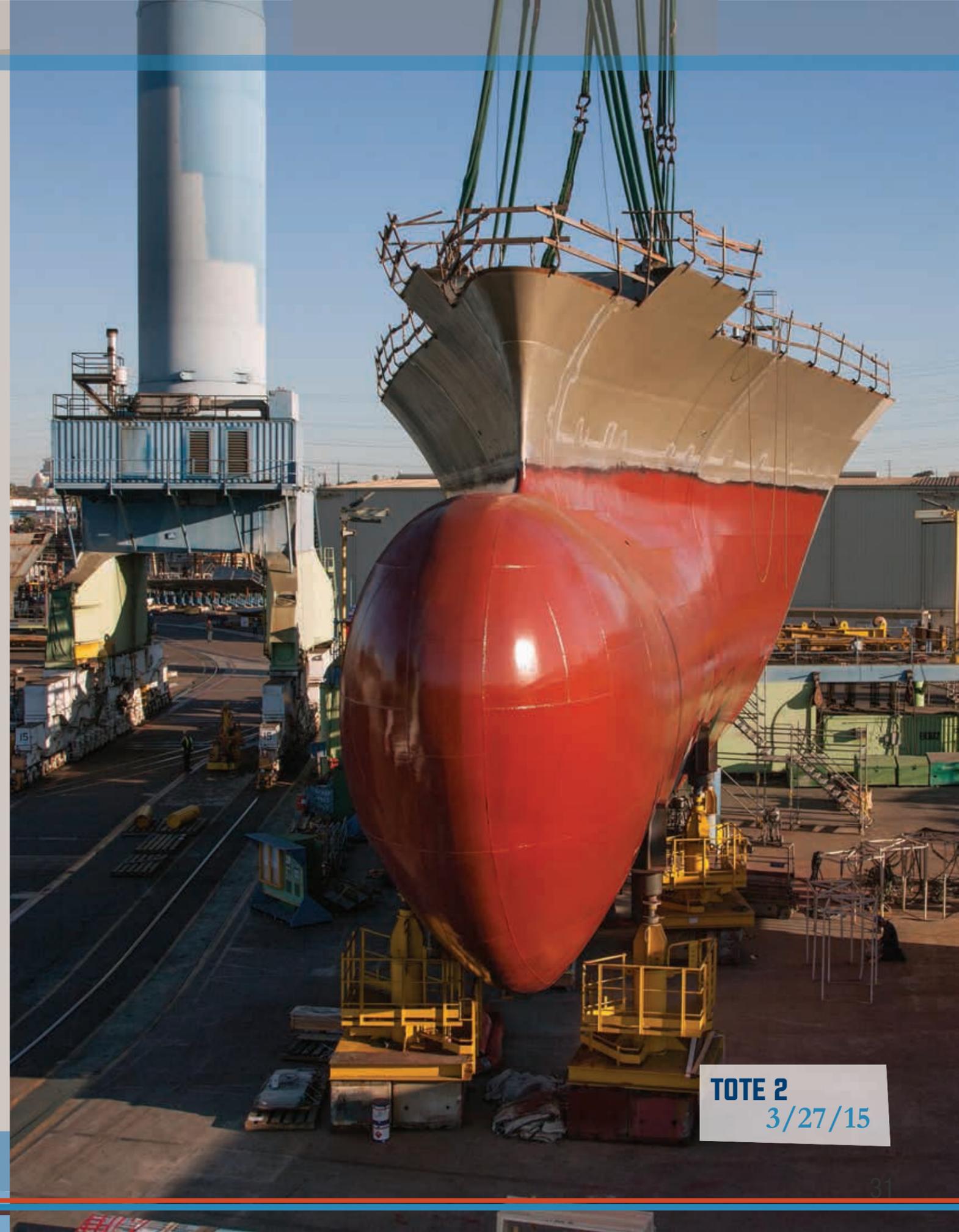
**Manufacturing Examples:**  
Damaged Material/Equipment  
Test Failure  
Inspection Finding/Non-Conformance

### Office Examples:

Drawing Errors  
Multiple Review Cycles

**ELIMINATE UNNECESSARY MOTION**  
Sub Divide Storages and Label Things

**ELIMINATE UNNECESSARY DEFECTS**  
Protect equipment  
Find an errors root cause provide training if needed



**TOTE 2**  
3/27/15

# PDPs CAN YOU GUESS WHO THEY ARE?

The Professional Development Program is a two-year accelerated management training program where participants, or “PDPs,” rotate between key NASSCO departments before graduating into a full-time position. In each edition of *The Shipbuilder*, we highlight PDPs – past and present.

To learn more about the program, visit [www.nassco.com/careers](http://www.nassco.com/careers).

## PDP PROFILE: ZACH DAVIDSON

### When did you start working at NASSCO?

I started at NASSCO in June of 2013.

### What was your rotation at NASSCO as a PDP?

My first rotation was through master planning where I assisted in the development of a total schedule for the slew bearing change out in the Sumo cranes.

### What was your previous job prior to working as a PDP at NASSCO?

I was a Marine Operations Manager for a private Chinese shipping company in NYC.

### What brought you to NASSCO?

The opportunity. With such an extensive backlog and exciting look into the future, it was more of a question of: Why would I not come to NASSCO and further my career? It seemed like a perfect fit for the transition I was making in my professional career and has proven to be one of the best decisions I've made.

### What made you interested in NASSCO?

NASSCO seemed to be a place with a lot of room to grow. The former positions I had worked lacked the opportunity and essentially the guarantee to grow within the company. After doing my research and interviewing, I found that if I truly wanted to be involved in the shipbuilding industry, NASSCO had to be the place to do it.

### What have you learned as a PDP?

Tough question. Only because it's hard to encompass everything I've learned in two years. I guess the main lesson and “take away” I have found up until this point in my career is that hard work and dedication can get you anywhere at NASSCO. I am a firm believer that NASSCO is one of the last work places that the American Dream exists. If you display a good work ethic and strong belief in what you are doing; whether it be creating a total schedule or welding a bulkhead on the deck plates, the opportunities are endless. It's proven time and time again.

### What degree do you have?

I have my Bachelors in Marine Transportation from NY Maritime with a USCG 3rd Officers License.



## PDP PROFILE: ERIN EASTMAN

### When did you start at NASSCO?

I started at NASSCO in July of 2013.

### What brought you to NASSCO?

While doing an internship at North Island in 2011 for Military Sealift Command, I acquired information about the company through a Massachusetts Maritime Academy alumnus that was working at NASSCO at the time. I ended up applying and got offered an internship for the summer of 2012. After my internship I realized how much I enjoyed working in the ship building environment and thought that NASSCO would be an excellent enterprise for my career.

### Why are you interested in the Professional Development Program?

While I was interning here in Repair Purchasing I would attend the monthly PDP meetings. During this time I learned about what the program was about and what it had to offer. I was particularly interested in the rotations through different departments to understand and learn their function and how they affect the overall business of NASSCO.

### What rotations have you had as a PDP?

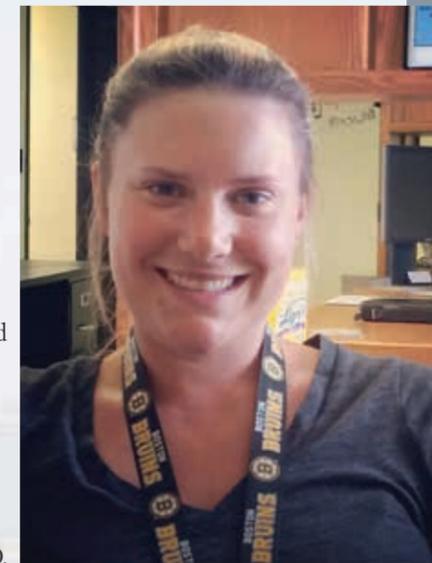
I have rotated through Safety, Supply Chain, Hull Engineering, Business Development, SOC 1 and 2, SOC 4, and Repair Production. I am currently doing my year-long rotation in Repair Production.

### What have you learned as a PDP?

Throughout my PDP experience I have learned an extensive amount of knowledge about NASSCO, ships construction, and ship repair. I have seen different sides to the business and worked with a broad spectrum of people, which has shown the importance of a team environment, working together to accomplish a common goal of delivering the highest quality ships to our customers. The second most important thing that I have learned is that you always have to be flexible and if something doesn't work one way, then exhaust every avenue until you find a way to make it work.

### What degree do you have?

I am a 2013 graduate of Massachusetts Maritime Academy with a Bachelor of Science in the International Maritime Business.



## DO YOU KNOW YOUR PDPs? PARTICIPANTS OVER THE LAST 15 YEARS: PDPs SINCE 2000

- |                       |                    |                    |                      |
|-----------------------|--------------------|--------------------|----------------------|
| Barboza, Rene*        | Hawkins, Sarah     | Moffett, Lorenzo   | Smith, Ben           |
| Brent, Russell        | Henry, Neil*       | Mohr, Jackson      | Stankiewicz, Matt    |
| Brown, Duane*         | Herrera, Frank*    | Mondoux, Wade      | Steel, Tyler         |
| Camara, Walter*       | Holmes, Mark       | Morrell, Jessica   | Steinkamp, Matt      |
| Carey, Thom           | Hunt, Geoff*       | Palencia, Vince*   | Takougnadi, Ayaba    |
| Chang, Hamilton       | Hyson, Ryan        | Parker, Vanessa    | Triggs, Brian        |
| Crane, Jenna          | Icke, Eric         | Radzicki, Pete     | Truitt, Ronnie*      |
| Davidson, Zach        | Jonas, Connor      | Rathbun, Chris     | Van Antwerp, Lindsay |
| De Los Rios, Ricardo* | Jones, Jimmy*      | Reed, Dan          | Van Cleaf, Jamie     |
| DeFauw, Matt          | Joseph, Tyler      | Reimer, Aaron      | Wagoner, Mike        |
| Doctor, David         | Keefer, Colene     | Reynolds, Joe      | Walters, Zac         |
| Duenas, Joey*         | Larson, Parker     | Rivera, Priscilla* | Wolfe, Alex          |
| Eastman, Erin         | Legaspi, Claudio*  | Rockwell, Aaron    | Womack, Kurtis*      |
| Espinoza, Martin*     | Madden, Jeff       | Ruiz, Bryan        | Zayas, Mario*        |
| Fice, Marshall        | Magers, Vince      | Ruzich, Samantha   | Zimmerman, Jake      |
| Flores, Larry*        | Manriquez, Hector* | Rye, Chris         |                      |
| Garofalo, Peter       | McKay, Bud         | Sanders, Mel*      |                      |
| Gosswiller, Troy      | McWaters, Zach     | Scott, J.R.        |                      |
| Hansen, Dallas        | Miller, Tammy*     | Sladic, Chris      |                      |

\*Denotes Internal PDP

**PDP PROFILE:  
MATT DEFAUW**

**When did you start at NASSCO?**  
I started full-time at NASSCO in July of 2013.

**What was your first job at NASSCO?**  
My first experience at NASSCO was in functional engineering, working in Initial Design & Naval Architecture.

**What was your last job prior to becoming a PDP?**  
I was hired externally into the PDP program—this was what I did from the outset.

**What brought you to NASSCO?**  
I studied naval architecture in school, and I was really impressed with the extent of concept design which NASSCO performs, especially for a shipyard. The opportunity to work at a place where internal ideas become vessels for the US Navy made as attractive a work atmosphere as any that I could find.

**Why were you interested in the Professional Development Program?**  
From an engineer's mindset, adding to one's breadth of information and resources is critical to personal success and growth. As a naval architect, there's so much which can be gleaned from the purchasing, planning, and construction of a ship which can't be recognized in drawings and software. Putting these massive ships into a more human perspective of how each piece comes together and how each person contributes to the overall success of the business presents countless learning opportunities.

**What have you learned as a PDP?**  
Important things learned from this program include the interdependence of this entire organization. At any one location in this huge shipyard, it can be easy to feel like you're in an isolated experience. When working in so many different locations, it becomes so much clearer how interdependent everything in the yard is. Whether it is early in the process in engineering, active throughout the process like OPC or rigging, or out on the deckplates in delivery or repair, working on something which has no effect on other departments is rare. This speaks to the importance of teamwork and personal accountability. Lastly, I've met incredible people everywhere and have been continuously reminded how important interpersonal relationships are and how helpful and insightful each person's perspective is.

**What degree do you have?**  
I studied Naval Architecture & Marine Engineering at the University of Michigan. Go Blue!



**PDP PROFILE:  
BRIAN TRIGGS**

**When did you start at NASSCO?**  
I started working at NASSCO July of 2013.

**What brought you to NASSCO?**  
Attending a maritime academy gives you in-depth exposure to the maritime industry. I knew that I wanted to stay shore-side after graduating, but I also wanted to start a career in the maritime industry. I looked at several small ship-yards, but once I learned that NASSCO designed, built, and repaired ships in San Diego I thought it would be a good fit.

**Why were you interested in the Professional Development Program?**  
I was interested in the Professional Development Program because it was a chance to learn about many different aspects of shipbuilding as well as learning about different management styles and philosophies in a hands-on environment. You can only learn so much in a classroom, at some point you need to take what you've learned and use it. The Professional Development Program promised to take your skills and knowledge and puts them to work while expanding them through each rotation.

**What rotations have you had as a PDP?**  
I have rotated through Commercial and Government Program Management, Repair Administration, Test and Trials, Safety, SOC 1 and 2, Project Engineering, Outfit Production Control, and I'm currently in my long rotation in SOC 5.

**What have you learned as a PDP?**  
As a PDP I've learned many things about NASSCO and shipbuilding, but several things stand out. First, I've learned that you need to be flexible and adaptable. There will be days that start out with a plan, but something will change and you need to figure out how to keep things going. Second, effective communication is key. The ability to communicate effectively allows you to accomplish more, but you need to understand the type of communication that works best for different people. Lastly, I've learned that shipbuilding only occurs when you work as a team. There are numerous departments that all need to mesh together to get the ship built and each one has a vital role.

**What degree do you have?**  
I am a 2013 graduate of the California Maritime Academy. I earned a BS in Marine Engineering and a US Coast Guard Third Assistant Engineering License.



**CLEAN UP RECAP  
APRIL 11, 2015**

In celebration of Earth Month and Cesar Chavez Day of Service, nearly 100 NASSCO shipbuilders and their families teamed up to tidy up areas outside of the NASSCO gates. Clean-up and restoration included trash pick-up, installation of new trash bins, bike storage restoration, sidewalk beautification, and more. Thanks to all who joined us!  
Learn more: [www.nassco.com/LoveMotherEarth](http://www.nassco.com/LoveMotherEarth).





**80%**  
UP TO 80 PERCENT OF REDUCED TRUCK TRAFFIC IN BARRIO LOGAN

**94%**  
OF ALL SHIPYARD MATERIAL IS RECYCLED

**↓**  
REDUCTION IN GREENHOUSE GASSES

# NASSCO RECYCLING PROGRAM MAKES GREEN IMPACT INSIDE AND OUTSIDE SHIPYARD

NASSCO's recycling program is a cornerstone of NASSCO's overall environmental goals and initiatives.

In 2010, NASSCO established its very own recycling center to help minimize its impact on the environment. In the first year, the center recycled 16 tons of paper and 39 tons of plastic, and diverted 234 tons of recyclable material from our local landfill. As a result, truck traffic in local neighborhoods, including Barrio Logan, has been reduced by up to 80 percent.

The recycling process begins in each of the areas of the shipyard. Skip tubs are placed throughout the yard by NASSCO's transportation department to allow shipbuilders the ability to segregate materials easily. This includes steel, plastics, wood, trash, paper, and other materials.

At the end of a shift, or as necessary, the skip tubs are brought back to the recycling center for sorting and further handling by recycling center employees: **Sarah Garcia, Alvarado Benjamin, Ruben Nava, and Alejandro Loera.** The team is supervised by **Mario Zayas.**

As a result of the recycling center and efforts put forth by NASSCO shipbuilders, more than 94 percent of all shipyard materials are recycled.

**Remember: NASSCO's recycling efforts start with YOU!** Please pay attention to the various skip tub colors and place your waste accordingly.

## SKIP TUB KEY

- Green: Office Paper**
- White: General Trash**
- Red: Steel and Other Scrap Metals**
- Blue: Wood**

RECYCLING IS SERIOUS BUSINESS AT NASSCO



# NASSCO FIRE DEPARTMENT COLLECTS DONATIONS FOR ANNUAL "FILL THE BOOT" DRIVE

In March, NASSCO Firefighters raised more than \$1,000 as part of the annual "Fill the Boot" Drive for the Burn Institute. Proceeds from the funds raised fund burn survivor support services, including "Camp Beyond the Scars" for burn-injured children ages five to 17, and other fire and burn prevention educational activities. This is the fifth year NASSCO's Fire Department has participated in the countywide event.



# BLOOD DRIVE RAFFLE



**Paul Jerome**  
Prize: Four-Pack Gold AMC Tickets



**Thomas Cimalore**  
Prize: Two Adult Tickets to Disneyland

# THE POPPETS: HERE TO SUPPORT THE SHIPYARD

**Poppets: (nautical) Any of the vertical timbers bracing the bow or stern of a vessel about to be launched.**

The NASSCO Poppets were formed in 2007 to develop a cohesive administrative team among NASSCO's administrative assistants and production supports specialists. There are currently 38 Poppets, whose combined work experience exceeds 300 years of service at NASSCO! In 2015, several Poppets will celebrate 20-plus years at NASSCO: **Trisha Ball** (Office Svcs) 34 yrs, **Lila Casora** (Engineering) 30 yrs, **Gwen Phillips** (Tests & Trials) 26 yrs, **Carol Valencia** (Steel Dept.) 25 yrs, **Leticia Zinn** (Medical) 23 yrs, **Debbie Lynn Trujillo** (Receiving) 21 yrs, **Kathleen Candelaria** (Steel Dept.) 20 yrs, and **Isabel Zaragoza** (Production Control) 20 yrs.

The Poppets meet bi-monthly and, during the hour-long meetings, discuss upcoming NASSCO events, current NASSCO policies, topics and speakers for future meetings, and onsite training topics. We coordinate ship, shipyard, and crane tours. We discuss and share best practices that facilitate a broader understanding of NASSCO and the Poppets' role in how the yard operates, mindful that our common end-goal is shipyard support. For example, the Poppets realized that many departments have unused or overstocked supplies, so we created "The Poppet Yard Sale!" Once or twice a year, members bring these unused items to a meeting so that others who might find them useful can benefit. The Poppet network is also instrumental in ensuring unused or unneeded office furniture finds a good home.

By bringing in guest speakers from around the shipyard, we expand our knowledge of this unique workplace, beyond our individual departments. Recent speakers include: **Dave Carver**, VP and General Manager Repair; **Doug Hart**, Manager Outfit Warehouse; **Dean DelCamp**, Manager Quality Assurance; **Matt Luxton**, VP and General Counsel; and **Mike Jury**, Manager Employee Development.

The Poppets are excited to welcome **Harry Bowden**, General Supervisor Rigging and **Bill Cuddy**, VP Supply Chain Management as speakers later this year. Similarly, by scheduling tours of the yard the Poppets gain a greater understanding of the production processes and how we can best support the yard. Recent tours include MLP-3 (thanks to **Aaron Rockwell**), with an upcoming tour of the Sumitomo crane in the works.

An important project for the group in 2015 is the formation of a panel called "Women in Management at NASSCO" (WIMN), which will feature key female management personnel. Panelists will share their perspective of working and succeeding in the NASSCO workplace.

The Poppets are also focused on formal training and education. Last summer we organized a series of seminars, held on-site, related to business writing, diversity, multitasking, building self-esteem and assertiveness, and tips for developing positive working relationships. All three seminars had high attendance and, according to **Rose Ingram**, the overall training was a "triumph." More training is planned for 2015.

Over the last seven and a half years, the Poppets have created a solid network of support staff with very diverse work backgrounds and widespread resources. Poppets support the ship; NASSCO's Poppets support the shipyard. We are each other's greatest resource.

If you are interested in speaking to our group, or have questions, contact **Michele Barry**, [mbarry@nassco.com](mailto:mbarry@nassco.com) or extension 8858.

**Proposed 2015 Meeting Schedule:**  
Thurs., 4/16  
Thurs., 6/18  
Thurs., 8/13  
Thurs., 9/24 8th Anniversary Potluck  
Thurs., 11/5  
Thurs., 12/10 Holiday Potluck  
Building 15, Cost Engineering CR, 2nd Floor

# EXPORT STRATEGY FOR NEW CONSTRUCTION

By: Keith Londot & Petia Pavlova  
Export Compliance

At the inception of a new construction program, the Export Compliance department develops an Export Strategy which outlines the steps, time schedules and milestones for obtaining necessary licenses. The crucial first steps are to establish who are the potential foreign suppliers and to determine the export jurisdiction of the inquiry specifications. NASSCO's specifications are either subject to the Department of Commerce's Export Administration Regulation (EAR) or to the Department of State's International Traffic in Arms Regulations (ITAR). The cover page of all specifications is further labeled with the corresponding EAR or ITAR warning to notify the recipients of the applicable export controls. Most specifications do require either an EAR or an ITAR export license before they can be sent to foreign suppliers. Upon license approval, NASSCO stakeholders are briefed on the permissions and limitations. Since U.S. Government approval of an export license can take three to four months, advance planning is crucial to even the early stages of proposal development.

In anticipation of the impending Request for Proposal (RFP) in support of the T-AO(X), LHA(R) and LX(R) new construction programs, we have been diligently working with Engineering and Supply Chain to establish an Export Strategy for each program. The first wave of licenses for some



T-AO(X) critical specs has been approved and more licenses are being developed. Most of the LHA(R) and LX(R) suppliers currently engaged are U.S. entities, so the foreign component at this stage is limited.

As a reminder, before engaging foreign entities, please ensure that you know whether the technical data you want to send is export controlled and whether the applicable export license is already in place.

For any questions about Export Strategies, please contact **Keith Londot** (x 8802), **Petia Pavlova** (x 1131) or your Export Licensing Coordinator (ELC).

## DEVELOP YOUR CREW: EFFECTIVE TEAMING & TEAM PRODUCTIVITY

By: Anthony Jemisen  
Manager, Employee Relations

**A Message for Leaders, Supervisors, Managers, Et Al – Officially Titled or Not.**

Like most organizations, NASSCO's success is relationally tied to its employees working well together: maximizing efficiency and productivity. Individually and collectively, employees that "add" their fair share to the company's vision, mission and value proposition are the backbone of the organization.

Arguably so, groups of employees—or teams—present the greatest opportunity for a higher return on investment (ROI).

There is something derivatively exponential about two or more employees channeling their efforts towards a common outcome. The well-worn phrase "two heads are better than one" speaks to this synergy of combined interaction and cooperation. Teams often outperform individuals simply by the fusion of multiple ideas, from multiple perspectives, building upon each other.

When teams don't function so well together, projects are jeopardized -- individual contributors displace energy, efficiency suffers, resources are drained. Conversely, when a team is cohesive and efficient, projects flourish – deadlines are beaten, savings are realized, processes are improved. Around here, that means "ships get built!"

I'm so glad you're wondering: "what can I do to empower my team to success?"

As a manager or supervisor, you can control the effectiveness of your crew, thereby helping to ensure the highest level of productivity.

(Continued)

Try anchoring your group's output by doing the following:

- Identify the skill sets needed on the team and match those skills to employees who possess them.
- Give some thought to which personalities complement each other.
- Consider varying perspectives. Exercise care not to simply put people together who are all alike. Teaming and pairing multiple viewpoints and styles together, often leads to a greater outcome. There is a definite benefit to the diversity of ideas raised and the myriad approaches to problem-solving.
- Include a representative from each stakeholder, if practicable, on each project. Give major consider to those who will be greatly impacted by (even if they're not really a part of the team) or involved in the process flow. Having the opportunity to provide input does wonders for buy-in and the desire to be part of a successful effort.
- Ensure that team goals are clear to everyone involved and that each person on the team knows his or her role in the overall plan. [In Volume 54, Issue 4 of THE SHIPBUILDER we were reminded that meaningful goals are S-M-A-R-T.] Team members should understand why they've been asked to join the team and the outcomes expected of them. Secure buy-in from the group from the very outset: gaining agreement of a shared purpose. How will this project impact costs, savings, schedule, safety, operations? A sense of ownership will help to secure a successful outcome.
- Lead the team as needed. Wear that hat with distinction . . . and discretion! There should be clear markers identifying the "chief." Team members should know to whom to turn with questions or from whom interference will come when obstacles are encountered. Remember: you are a part of the team; support them when they encounter push back from outside forces.
- Empower the team members by delegating appropriate levels of authority to get their tasks done – ahead of schedule and under budget preferably. Give them access to resources, internal and external, as required.
- Monitor the team without micromanaging. Give the team the chance to internally resolve conflicts, but be available to offer assistance when necessary.
- Model an "outside of the box" approach to tackling the situation. Embrace the courage to challenge the status quo. Foster an environment in which ethical constructs are

championed.

- Encourage the basics of team play::
  - Set ground rules
  - Communicate clearly
  - Share Information
  - Allow everyone's voice to be heard
  - Employ effective techniques for generating ideas
  - Provide proper conflict resolution techniques
  - Build team consensus
- Establish mechanisms to ensure that the team gets recognition when appropriate. Foster an environment where team successes are celebrated and individual contributions are acknowledged.

Building an effective team is possible. It requires commitment, hard work and planning. While not an exhaustive list, the above-referenced building blocks can serve as a solid foundation upon which to maximum your crew's work activity.

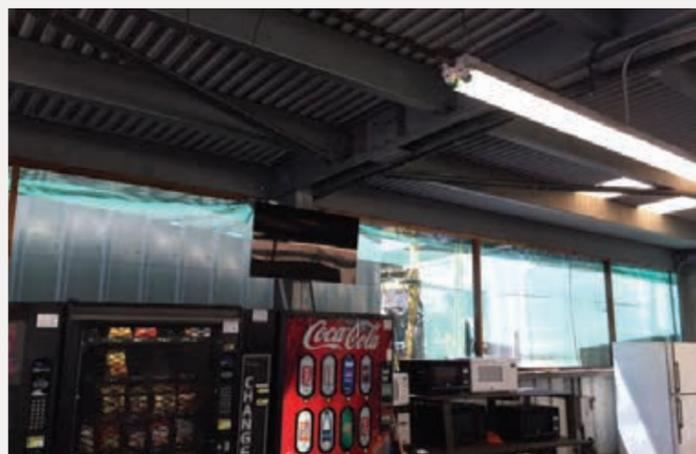
NASSCO not only benefits from efficient and productive teams, but the sense of accomplishment due to successful team efforts helps foster higher levels of employee satisfaction.

For other advice on realizing your "A" game, contact the Employee Relations office at Extension 8507.

“NASSCO not only benefits from efficient and productive teams, but the sense of accomplishment due to successful team efforts helps foster higher levels of employee satisfaction.”

## IMPROVING COMMUNICATIONS: NEW INFORMATION MONITORS

**NEW INFORMATION MONITORS ARE BEING PLACED THROUGHOUT THE SHIPYARD TO ENHANCE COMMUNICATION REGARDING SAFETY, UPCOMING EVENTS, AND MORE!**



### COMMUNICATIONS TIP:

Check the NASSCO website on a regular basis for updates and upcoming events. NASSCO is also on Facebook, Twitter, LinkedIn, and Instagram!



## ANNUAL NASSCO PRESIDENT'S CUP — SOFTBALL TOURNAMENT

Twelve teams signed up to play in the Annual NASSCO President's Cup Double Elimination Softball Tournament in March 2015. The championship game was between defending softball champions, the QA Destroyers, and Team SOC-3. Team SOC-3 won by one run with a score of five to four. Congratulations!



## NASSCO HIKE CLUBE TAKES ON TWO STRENUOUS CLIMBS

In February and March, members of NASSCO's Hike Club climbed to the top of San Miguel Mountain (a 6.6-mile hike) and through the trails of San Geronio Mountain (a 17-mile hike), respectively. Note – the Hike Club is looking to complete the "California Six Pack of Peaks" this year. If you're interested, contact **Hugo Bermudez** in Environmental Engineering.



# GENERATIONS AT NASSCO: A MOTHER-DAUGHTER DUO

On December 20, 1993, **Sandi Dunkel**—now Manager of Employee Benefits—stepped foot into the NASSCO shipyard for the very first time. Soon after, she would be promoted to an Employee Benefits Analyst and had a cubicle in Building 15, Room 105.

In the Spring of 1995, Sandi brought her nine year old daughter, **Michelle Brianne Dunkel**, to NASSCO's "Bring Your Daughter/Son to Work" Day. Michelle was allowed to play hooky from school and watched as her mother assisted employees with benefit-related issues, including enrollments, retirements, and 401(k) questions. Michelle also assisted her mother with filing projects throughout the day.

Michelle was definitely a great helper that day and learned a lot about the role the Benefits Department plays in NASSCO employees' everyday lives. Growing up, Michelle and her brother **Andrew** were also helpful with ship christenings and launches, and Family Day events.

Today, twenty years later, Michelle is employed as a Production Support Specialist II in Repair. She is a mother to two sons, **Devon** (8) and **Brandon** (5), with a new son on the way (arrival in June), **Mason**.

Sandi says, "It is a definite that PaPa and Grammy are very proud of their daughter and their grandsons!"



### CONTACT US!

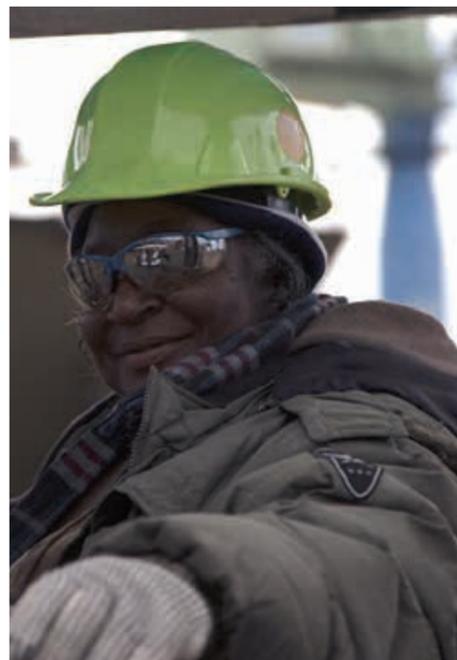
Have a generational story you would like to share? We want to hear it! Please contact the NASSCO Communications Department.

### REMINDER:

**Mother's Day is May 10**



# FAREWELL TO MASTER SHIPBUILDER TOMMIE MARTIN



*"There's no shame in my game."* - Thomasena "Tommie" Martin

Reflections of a career spanning more than four decades filled with strong bonds, memories, and life lessons at NASSCO.

2015 will surely be different as we bid fair winds and following seas to Master Shipbuilder **Tommie Martin**.

Joined by members of her Transportation Department family, Forklift Operator **Jeannette Klepser**, Trailer Train Operator **Ralph Edwards** and Truck Driver **Jose "Freddy" Gudino**, the NASSCO Communications Team got a view of Tommie through different eyes and learned the qualities that led to a long and enjoyable career here at NASSCO.

Tommie, a mother to two daughters and a son, originally hails from Charleston, South Carolina. With Tommie's stepfather in the service, her family moved to San Diego in 1959 when she was 12. Her first job was at the 32nd Street Naval Station where she would later find her way to NASSCO through a recruiting opportunity, specifically

asking for a handful of women to work at NASSCO. A rarity at the time.

Being a young woman (and knowing nothing about shipbuilding or operating heavy machinery) Tommie took the opportunity, and was hired as a Forklift Operator in 1974, later promoted to Trailer Train Operator. She has been with the Transportation Department ever since. Among the many wonderful traits that Tommie can be described as, some of the most prominent include her leadership, charity, thoughtfulness, and just as being "Tommie."

As a leader, Tommie has helped mentor and cultivate young talents. Freddy recalls when he first came to NASSCO in the early 90s. He started out the same a Tommie knowing nothing about work in the shipyard. Through Tommie's guidance in operating and performing forklift maneuvers, Freddy quickly learned the tricks of the trade. Tommie has been an inspiration to him ever since. Ralph has also learned a lot from Tommie, especially in terms of practicality and becoming more financially responsible. Jeannette has seen Tommie carry this trait in her work as being hardly absent and hardly ever complaining about things in her work or personal life.

Her leadership spills over to her charitable and thoughtful nature. Tommie has been a long time supporter of the company's toy drive, leading the call out in production, reminding people to contribute for a good cause. On a more personal level, she has taken the charge when thinking of her coworkers when they have experienced a loss in their families; doing her best to rally up support both morally and financially.

Tommie describes her charitable acts as coming from nothing but her will to do something good for others. Outside of NASSCO, she has been a strong supporter of the American Legion Auxiliary, which she was introduced to through the work of her stepfather. She has served as the organization's Children and Youth Chairman for roughly 20 years. In the past

five years she has found unexplainable enjoyment in supporting the Stand Down events that help homeless veterans in San Diego, gathering toothbrushes, toothpaste and donations for the cause. When asked why she did not strive for a gold hat being at NASSCO for so long, Tommie humbly answered that she is happy with the way she is, "...if you have to be a supervisor, you have to change, and I don't want to make changes"... "When you put on a gold hat you got to put on a different face, than this face I've got now, so no, I want to be Tommie... for forty years."

Beyond her personal preferences, Tommie and her friends, admit that they have learned a lot from NASSCO. "A lot has changed. It makes you grow up a lot. It makes you grow up big time here at NASSCO. Learning different things and doing different things. I met a lot of friends at NASSCO. I have had plenty of good times. It has bought me two houses, three cars. You learn as you grow older, because some of the things I've done when I was young, I wouldn't do it now."

As the conversation ended, Tommie and her friends mentioned that the things that people consider important no matter your status in the company is to be treated and treat others with respect and to, "Take every opportunity that is offered to you."



# FRESH & FIT FOOD TRUCKS

Introducing new lunch options! **Moody's New Fresh Fit & Beyond trucks** have been a huge hit among NASSCO shipbuilders.



In order to offer healthier food options for our employees, Moody's and the NASSCO Wellness Committee are pleased to announce that **effective March 2, Fresh Fit & Beyond Trucks will begin service in the shipyard.**

Employees are encouraged to stop by and check out the menu. Times of service and location of the trucks are shown in the map above.

Menu items include:  
Smoothies, Sandwiches, Salads and Fruits  
(See reverse)



“Take every opportunity that is offered to you”

# KAISER HEALTH APPRAISAL WINNERS 2014 - 3RD QUARTER

Congratulations to the 2014 3rd Quarter Kaiser Health HR Drawing Winners!

Spouses or domestic partners who complete the Kaiser Health Appraisal and Total Health Assessment Questionnaire are entered into a quarterly drawing for a flat screen TV, iPad or digital camera.

Please call the Benefits Office at (619) 544-8866, (619) 544-8488 or (619) 544-7538 to make your appointment. A health appraisal is an excellent way of becoming healthy, staying healthy, and living a long life!



**Roger B. Castro**

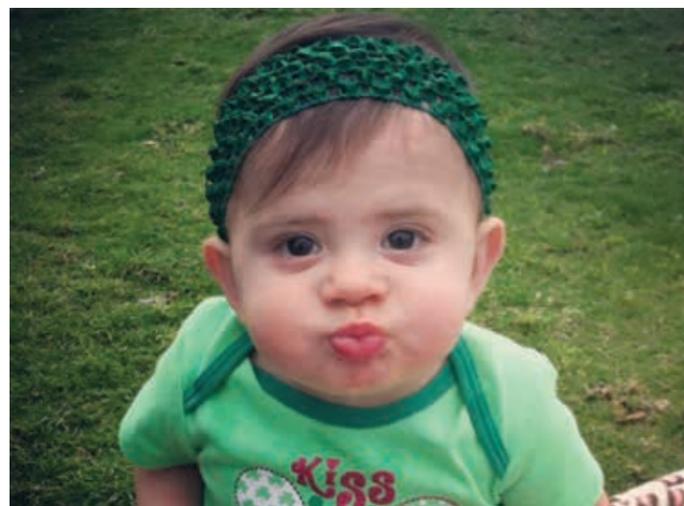


**Jose Cardenas Jr.**



**Alfredo J. Descanso**

## BABY ANNOUNCEMENTS



**Scarlett Jeanne Elizabeth Lillo**

Born: June 25, 2014

Mother: Marjorie Lillo (Weber-Evans), Cost Analyst



**Jacqueline Isabella Barnes Carrillo**

Born: June 27, 2014

Father: Jonathan Thomas Barnes, Analyst Programmer IV  
Mother: Patricia Barnes, Supply Chain Professional IV



## NASSCO RETIREE GROUP MEETS MONTHLY

A NASSCO retiree group meets for their monthly breakfast. This group of retirees meets at the Family House of Pancakes at 11:00 a.m. on the 3rd Wednesday of each month. This retiree group is home to the longest living former NASSCO employee, **George Watson**, who is 96 years old.

Address: 1900 E. Plaza Boulevard, National City, CA

## RETIREES

**Leonardo Abagat**

February 7, 2015  
10 years  
Machinery Tester  
Working Foreman

**Daniel Achs**

March 10, 2015  
31 years  
Supervisor Production

**No Dong**

January 31, 2015  
27 years  
Pipe Welder

**Francisco L. Guzman**

March 27, 2015  
38 years  
Machine Operator A

**Allen D. Hunter**

February 3, 2015  
38 years  
Supervisor Production

**Arturo V. Leos**

February 28, 2015  
40 years  
Supervisor Production

**Frank A. McQuade**

February 21, 2015  
10 years  
Temp Services Electrician

**James T. Magness**

March 28, 2015  
13 years  
Program Manager Repair

**Zenaida P. Molina**

January 31, 2015  
38 years  
Help Desk Analyst 1

**Floyd P. Pretty Jr.**

February 14, 2015  
39 years  
Repro & Micrographics  
Chief

**Richard A. Robrock**

March 31, 2015  
9 years  
Database Administrator

**Jesus M. Rodriguez**

February 14, 2015  
40 years  
Shipbuilder

**Randall J. Ruehle**

January 31, 2015  
38 years  
Data Coordinator

**Frank M. Russell**

February 28, 2015  
40 years  
Dockmaster

**Demetrios Synodinos**

January 31, 2015  
48 years  
HP/UNIX Systems  
Network Administrator

**Robert C. Titus Jr.**

February 28, 2015  
23 years  
Label Installer

**Bruce Waldman**

February 28, 2015  
12 years  
Supervisor Engineering

**Chester R. Woods**

February 28, 2015  
39 years  
Design Specialist

## IN REMEMBRANCE

**Clarence E. Johnson**

Retiree  
December 1, 2014  
17 years  
Foreman Mechanical Outfitting

**Carlton C. Kydd**

Retiree  
February 8, 2015  
15 years  
Supervisor Engineering

# “SPIRIT OF THE BARRIO” CHILDREN’S BOOK DRIVE



# SAVE THE DATE



# ACT TODAY! MILITARY FAMILIES RUN



# NASSCO Family Day

## June 27, 2015

Visit [www.nassco.com/familyday](http://www.nassco.com/familyday) for more information



# NASSCO-NORFOLK EHSMS CERTIFICATION AUDITS

Stage I: NASSCO-Norfolk passed its Stage I ISO 14001 and OHSAS 18001 certification audits on March 2nd and 3rd of this year. The American Bureau of Shipping Quality Evaluations (ABS-QE), who is the certifying body, concluded the audit with a recommendation to proceed to the final Stage II audit, already scheduled for April 6th to 10th. One auditor commented, "We found that the intent of the Standards is being met." There were a few "areas of concern" that are typical of a Stage I audit, and NASSCO-Norfolk's EHS personnel, along with the whole NASSCO-Norfolk team, are working diligently to address areas that need improvement.

Stage II: When the auditors return on April 6th, they will conduct a thorough examination of each shop area. They will confirm practices such as the hazard identification and risk assessment process; identification of significant environmental aspects; adherence to the company's legal and other

responsibilities; and, adequate record keeping and document control. NASSCO-Norfolk is excited to be nearing the culmination of several years' worth of work and is confident that the Stage II audit will be just as successful as the Stage I.

Worker health and safety, as well as minimizing risk to the environment, are extremely important to today's workforce and the world. These audits will verify that NASSCO-Norfolk is following its EHS Policy and work instructions set forth in its Environmental, Health and Safety Management System (EHSMS). The audits will also confirm that EHS goals and objectives are being met, as well as identify ways for the EHSMS to continually improve health, safety, and environmental stewardship. Our people and planet deserve nothing less!

GENERAL DYNAMICS  
NASSCO-Norfolk

## EHS Policy (Environmental Health & Safety)

Remember....

- P** - Prevent Injuries
- O** - Obey the Rules
- R** - Reduce Waste
- T** - Track Improvement

# GREETINGS FROM THE NASSCO-BREMERTON TEAM!

Within two months of cutting the ribbon of NASSCO's newest operation in the Pacific Northwest, we are now executing the maintenance on two nuclear powered aircraft carriers (CVN) simultaneously. The USS *Nimitz* (CVN-68) started its 16 month Extended Planned Incremental Availability (EPIA) on 3 February at Puget Sound Naval Shipyard (PSNS) pier Bravo. Since the start, our team has been engaged in opening WAF's/job sites and developing a professional teaming relationship with our new Navy partners. Currently, we are working the Island House/Mast staging, Cat Walk repairs, 50-man life raft modifications, extensive CHT Repairs, several other large structural repair work items (WI). So far, we have been tasked with approximately 138 WIs and another 38 WIs are in the planning phase. The present estimated contract value is about \$40M with expectations to grow throughout the EPIA.

Just west of the CVN-68, at the Naval Base Kitsap pier Delta, the USS *John C. Stennis*

(CVN-74) commenced a 6 week Continuous Maintenance Availability (CMAV) the same week on 7 February. CMAV's are typically high tempo due to the short length of the availability and the need to get the high-valued Fleet asset back to the operational work-up/training phase. We were tasked with several HM&E WIs as well as replacing the Non-Skid in Hangar Bay #2 (~22K ft<sup>2</sup>). Due to emergent repairs to Aircraft Elevator #2, the Project Team was requested to expedite the schedule and complete the Non-Skidding in 28 days. Kudos to Project Manager, **Jimmy Lavin**, and Senior Project Manager, **George Edwards**, for completing the Non-Skidding work on time, with first time quality and ahead of schedule. The present estimated contract value of all repairs is about \$1.2M.

Also, our Planning Department remains busy working on two additional CVN-74 CMAV's (5A3 starting 9 May) and the 6A1 (starting 3 November). The Planned Incremental Availability (PIA) for the CVN-

74 planning is ongoing with the execution expected to start in late FY16.

To date, we have approximately 75 members on our team, both permanent and temporary employees, while adding more personnel every week as more work becomes available. Our new offices and trailers are fully operational and our off-yard warehouse and production facility is in process of being outfitted and made operational.

Your NASSCO-Bremerton team is excited and proud to be a part of the best Shipbuilding and Repair organization in the country. The NASSCO name and reputation is being spread in this corner of the continental United States! Our team appreciates all the help and continued support we are receiving from the NASSCO-Norfolk team as we continue to stand up our Bremerton operation while executing CVN MSMO work.



Flight Deck of USS *John C. Stennis* (CVN-74) with USS *Nimitz* (CVN-68) in background.

**Left to Right:** Jimmy Lavin, John Garner, Sean Goulden, Jedediah Morgan, Kenny Rodriguez, Chuck Vyverburg and Tom Young



Hanger Bay #2 of USS *John C. Stennis* (CVN-74) Non-Skidding of Hanger Bay was one of the jobs complete during this CMAV.

**Left to Right:** Sean Goulden, Jimmy Lavin, Sean Prinz, Chuck Vyverburg, Rick Calonder, Tom Young, Chris Mays, Jedediah Morgan, John Garner and Kenny Rodriguez

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## 2015 SHIPBUILDER DISTRIBUTION SCHEDULE

- February
- April
- June
- August
- October
- December



## ANNOUNCING THE NEW DESIGN OF THE SHIPBUILDER!

Like what you see? Let us know how we are doing!  
Contact the NASSCO Communications Team with  
any and all feedback.

## 2015 SHIPBUILDER CONTENT DEADLINES

Want to submit an article for an upcoming Shipbuilder? Send it to Staci Ignell at [staci.ignell@nassco.com](mailto:staci.ignell@nassco.com) before each respective deadline:

- May 29
- July 31
- October 2
- December 4

### CONNECT WITH NASSCO

