THE SHIPBUILDER

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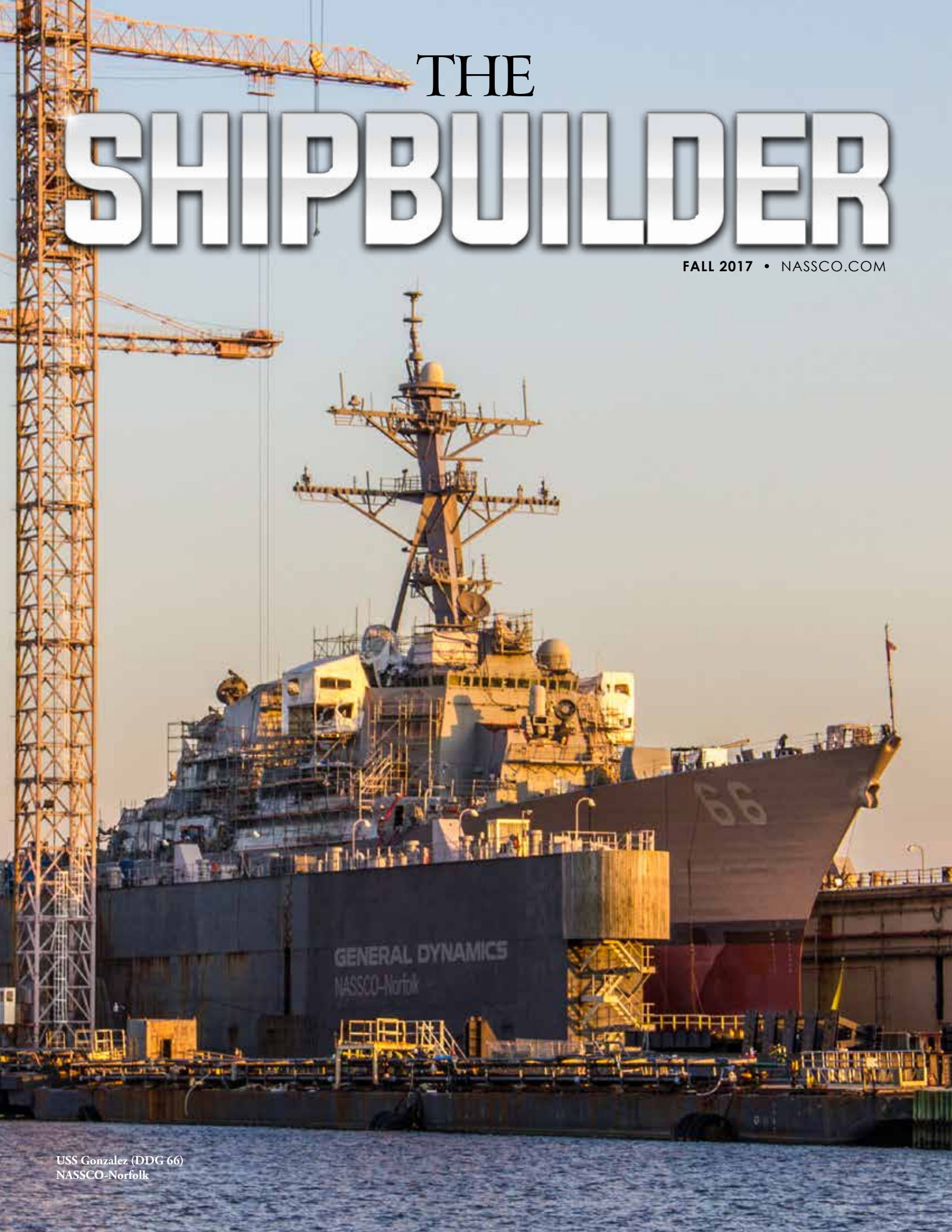

USS Gonzalez (DDG 66)
NASSCO-Norfolk

USS Makin Island
(LHD 8)

USS Boxer
(LHD 4)

USS Cowpens
(CG 63)

USNS Hershel
"Woody" Williams
(ESB 4)

September 1, 2017
NASSCO-San Diego

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THE SHIPBUILDER

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PRESIDENT'S NOTE

KEVIN GRANEY
President
General Dynamics NASSCO

October is here! This year is moving fast with a lot to be proud of. This summer we completed the eight-ship ECO Class tanker program, began construction on the fifth ship for the U.S. Navy's expeditionary sea base program, and became the first private shipyard to conduct simultaneous availabilities on two 'Big-Deck' amphibious ships, USS Boxer and USS Makin Island. Additionally, team members from all over the United States and Asia Pacific conducted repair and modernization efforts on USS Fort Worth, USS Stockdale, USS Coronado, USS Gabrielle Giffords, USS Harry S. Truman, USS John C. Stennis, and others. In fact, at this moment, Repair crews are working aboard 12 Littoral Combat Ships, and recently welcomed USS Somerset.

In September, we received the final model and bill of material from DSEC for the Matson program. This enables us to begin our detail planning efforts and start construction. We will cut the first piece of steel for the program in November – two months earlier than originally scheduled. We are doing this to help provide a level workload for the yard through about mid-2018 and get this important program off to a great start.

The T-AO program is on track and engineering is moving into the detail design phase of the program. The first ship of the John Lewis Class, T-AO 205, is scheduled to begin construction on September 19, 2018. TAO is the first "clean sheet" design we have developed in about 15 years and we are making every effort to make it easier for our production team to build.

To prepare for these upcoming construction programs, we have started several facility projects.

The first project is the widening of Ways 4. The Matson design has a 34.9-meter beam, while the gate of Ways 4 currently has a width of 33.2 meters. The ways widening project trims the concrete covered sheet pile to accommodate the larger beam of the ship and replaces the existing gate abutments with detachable steel abutments. The widening project is scheduled to begin October 9 and will be finished in February 2018.

The second project, already under construction, is our new panel line. The line's thin plate capability helps fulfill engineering and regulatory requirements for lighter ships. Once operational, the new line will help us build the garage and house structure on Matson and the house structure on T-AO. With our team members IMG, Omega, and others, we are working closely together to design and install the most sophisticated panel line in the world.

With our early start of construction of the first Matson ship and on-time completion of these critical infrastructure projects, we are working to stabilize our workforce and begin hiring new team members.

In January of this year we began our 'Zero Injuries' campaign. Our focus on safety has proven we can drive safety incidents down. In fact, we saw the lowest recordable rate in our history earlier this year. However, lately, our performance has deteriorated. We need to do better.

We are ALL responsible for the safety of ourselves and our co-workers. When you take a chance with safety, or you see a co-worker taking a chance, you risk injury to yourself and others. Don't take that chance. An injury is not worth the risk to your livelihood and those around you.

Increased awareness, engagement, and sharing are a powerful part of our commitment to 'Zero Injuries.' This is done by daily safety walkthroughs, providing positive reinforcement and encouragement, and making safety personal by sharing stories and experiences.

Our 'Start Safe and Employee Safety' task card helps us focus on our safety before starting work, checks that we are physically and mentally ready to work, and helps identify unsafe conditions in our work area. The small investment in time to "Start Safe" could make the difference between working safely or being injured – take a moment to start your day with safety in mind.

There is actually no one better to remind us of the importance of working safely than the hundreds of individuals we recognize each year for their decades of service to this company. This year in particular, we recognize more than 130 employees who have achieved significant milestones in their career: those with 25, 30, 35, and 40 or more years of service. Congratulations to each and every one of you, and thank you for your continued contributions to NASSCO, our industry, and our mission to help build and defend America.

Please make safety your number one priority,

Kevin Graney

DEPARTMENT SPOTLIGHT

Rigging Department

AUTHOR:
Chuck Downes, Rigging Superintendent, NASSCO-San Diego

What is the role and/or function of your department?

Our role is to support the shipyard in the most safe and most efficient way possible. We move blocks, structures and equipment from one area of the yard to another to help with the build cycle of the ship.

Where is your department/ team located?

We are located in the center of the shipyard. The area where we have the majority of our rigging gear is called the "riggers wye."

Why is your department so critical to the overall company?

We control the flow of blocks throughout the yard. If a block does not move, it can cause serious impact to other stages of construction which can cause serious schedule impacts to the yard.

Explain your team(s)' typical day. What do you spend your day working on?

Every day we begin with meetings with all stages of construction. It's all about the communication between my team and all of the stages. If there is something that is misunderstood it can cause a safety issue or impact to schedule. My days are usually looking at what we have in front of us for that day and what we have up-coming. Looking at any critical jobs that we have coming that we have not done in a while to make sure we are prepared for them. I am always looking for ways to improve our process to allow us to do our jobs safer and more effectively.

Has your team hit any certain milestones in the past year that you would like to share with your colleagues at NASSCO?

We are all one team and to me the fact that we, as a yard, delivered 11 ships from 2015 to 2017 is incredible. It shows what we, as a yard, can do when we work together. There is no yard better!!!!

What are some of the measures or steps you take to ensure that you and your team follow a total safety culture in the work you do?

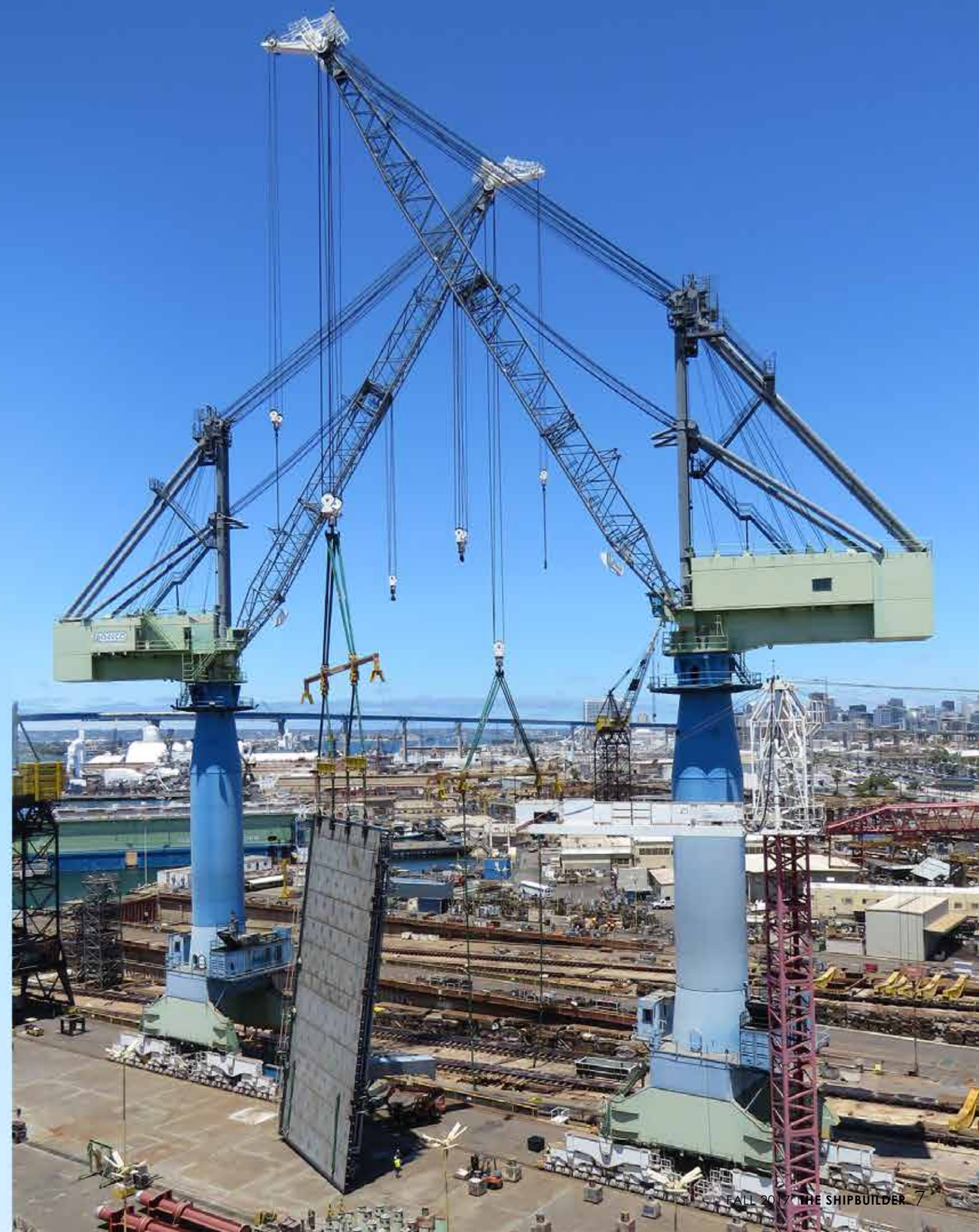
We as group are always open for communication. Without the communication between us as a team we will never strive to make the goal of a total safety culture. It starts with top down. Together we make our department safer for everyone. I am proud of where our department has come from a safety aspect. Together we will succeed.

Is there anything else you would like to add?

To all of the riggers that are working in repair and in new construction: I could not be more proud of what you all have accomplished in the last five years. Keep on improving and I look forward to our future together.

WATCH:
Rigging Department Spotlight Video!
vimeo.com/generaldynamicsnassco

	2015	2016	2017 *(thus far)*
# Blocks Erected by Rigging	287	254	86
Tonnage Erected by Rigging	59929	59745	22728



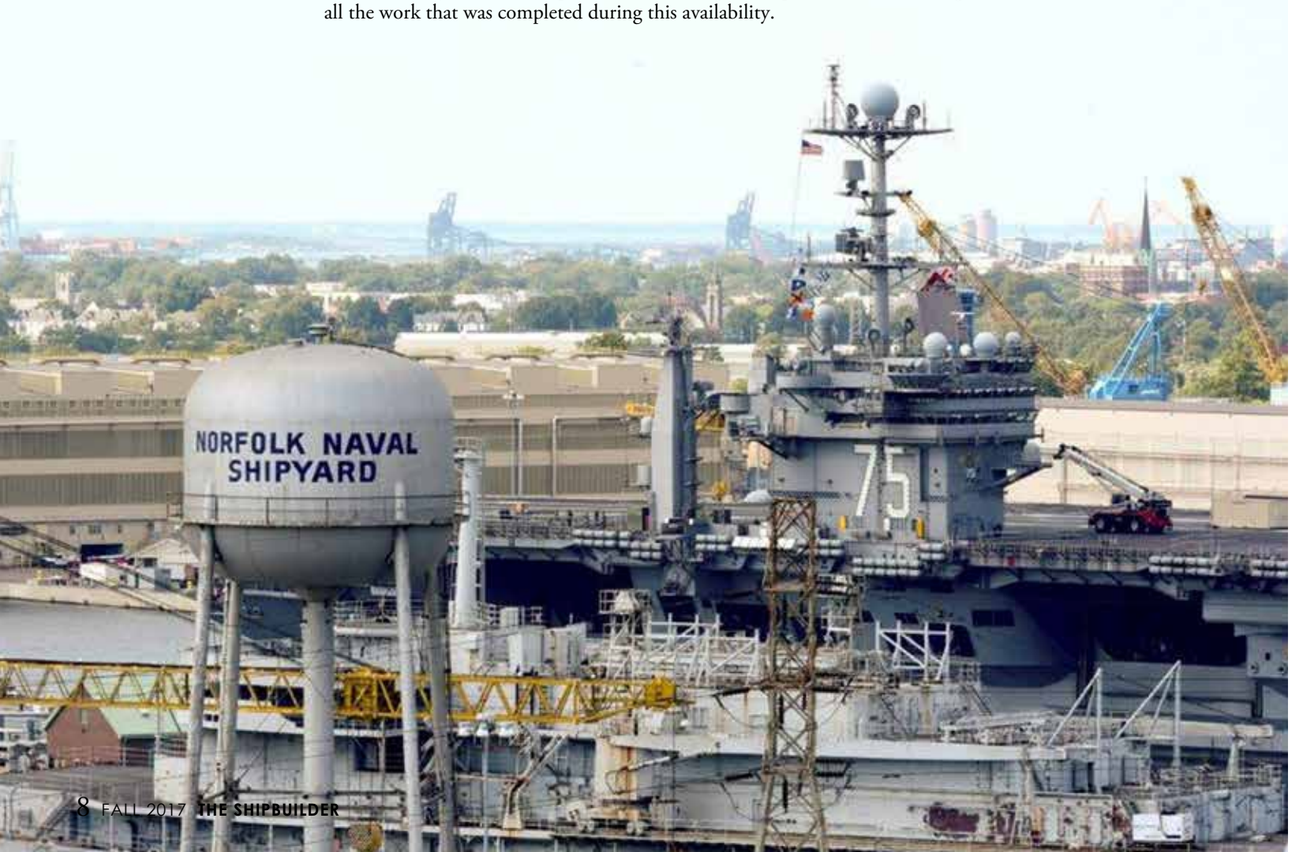
PERFORM EVERY DAY

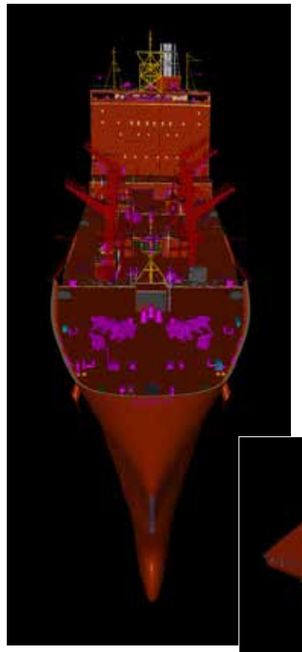
USS Harry S. Truman (CVN 75) Departs for Sea Trials Early

USS Harry S. Truman (CVN-75) is back at sea following a very successful 10-month Planned Incremental Availability.

On July 21, USS Harry S. Truman (CVN-75) departed the Norfolk Naval Shipyard for sea trials, one day ahead of schedule. NASSCO-Norfolk, the Multi-Ship, Multi-Option contractor for USS Harry S. Truman, along with its teaming partners and subcontractors, accomplished the majority of the topside work during the 10-month availability.

The availability began in August 2016 during the early start leading up to the start of availability on September 27, 2016. The NASSCO-Norfolk team accomplished more than 170 specification items for various repairs, replacements, removals, new installations as well as preservation and safety upgrades. Nine large ship alteration packages were included in the availability encompassing the decoy launching system, aviation storeroom HVAC upgrades, island drainage modifications, and life raft install, to name a few. The availability completed two days early on July 25. USS Harry S. Truman returned from sea trials a day early with only minor discrepancies, an amazing accomplishment considering all the work that was completed during this availability.





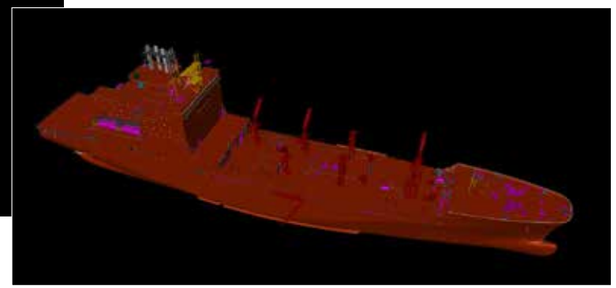
T-AO One Year Milestone

AUTHOR:
Brandi Cropper, Program Manager, NASSCO-San Diego

Since the contract award of T-AO 205 on June 30, 2016, NASSCO Engineering, Design Build and Supply Chain Management teams have been hard at work. Engineering is on schedule with ship systems diagrams nearing completion and moving into the detail design phase of the program. During detail design, Engineering completes construction drawings and 3D modeling of the ship's zones and blocks. T-AO is the first program to model in the new AVEVA Marine software.

The Design Build team is fully integrated with Engineering and serves as the voice of production, ensuring a highly producible design. This team reviews and advises on every T-AO system diagram and is an essential member of the 3D model review.

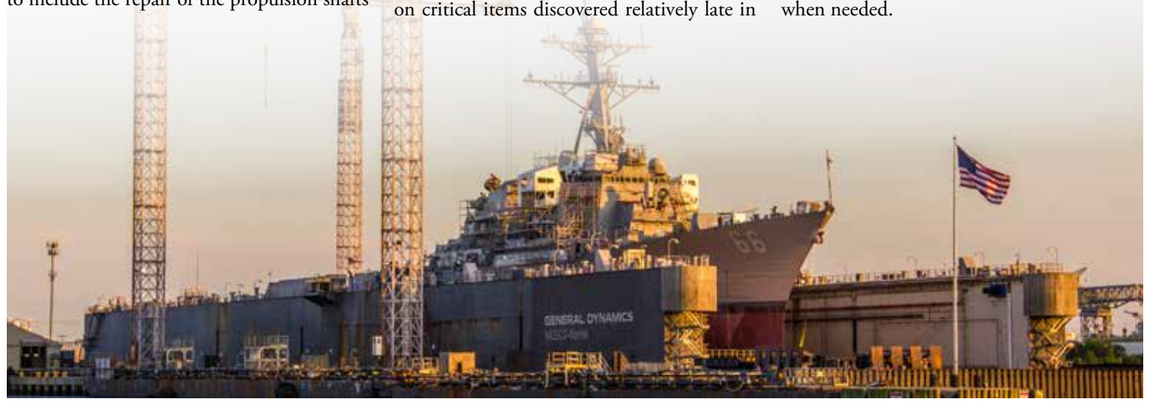
Supply Chain Management has been responsible for soliciting, assessing, and negotiating with Purchase Specification material subcontractors for the T-AO program. This material accounts for a significant part of the program budget and ranges from main engines to cargo and seawater pumps to the ship's whistle. This outstanding team is working hard to ensure NASSCO will have the material it needs, when it needs it, to support construction of T-AO 205. T-AO 205 starts construction September 19, 2018, with delivery scheduled for November 2020.



Successful Undocking of USS Gonzalez (DDG 66)

Crews working aboard USS Gonzalez (DDG-66) recently completed a very successful undocking at NASSCO-Norfolk.

On August 1, the NASSCO-Norfolk team undocked USS Gonzalez (DDG-66) on time. The ship entered the dry dock on December 5, 2016, with a firm fixed price package of 61 undocking critical work items to include the repair of the propulsion shafts (which led to the full replacement of the port shaft), complete preservation of the underwater hull, repair/replacement of all sea valve and waster sleeves, accomplishment of the bow strengthening modification, full sonar suite upgrades (including all new stave cables and transducers), and a full tank repair/preservation package. A challenging integration path, as well as significant growth on critical items discovered relatively late in the dry docking period, tested the team's resolve. With excellent communication, coordination, and leadership, all obstacles were mitigated allowing the evolution to complete on time. The USS Gonzalez team continues to make every milestone while providing a quality product. We look forward to delivering another warfighting ship back to the fleet, ready and able to answer the call when needed.



NASSCO-Bremerton Chalks Another Win

AUTHOR:
Joshua Jansen,
Deputy Program Manager, NASSCO-Bremerton

Earlier this year NASSCO-Bremerton embarked on a journey to complete a very aggressive schedule for USS John C. Stennis FY17 Phased Incremental Availability (PIA). The 168-day availability was stacked with more than 37,000 man days. Scope for repairs included the landing safety officer's platform and jet blast deflector structures, countermeasure wash down, ventilation, and multiple drainage systems. New work was accepted for collection holding tank (CHT) repair, which immediately became a new critical path and required 24 hour shifts, seven days a week for three months with zero float and on-time completion.

Special thanks go to the fly-away team from NASSCO-Norfolk for their help with structural work on the CHT tank. Not done in the Pacific Northwest before were two concurrent full bilge preservation systems while waterborne. This was accomplished by using yellow tags for fire main pumps to keep equipment in hot standby, meeting MIL-STD-8010 firefighting requirements.

The Spring 2017 issue of *The Shipbuilder* carried an article titled, "Successful Start to 2017," which advertised NASSCO-Bremerton would be executing an incinerator installation during a five-month availability. The new equipment installation and supporting modifications to ship structure and various auxiliary systems was successfully completed and satisfactorily tested during dock and sea trials, which completed five days ahead of schedule. This modification previously had not been completed in less than eight months (NASSCO-San Diego) and was only achievable in the compressed USS John C. Stennis FY17 PIA because of the knowledge and lessons learned sharing that led to established best practices between NASSCO company locations. Overall this was an extremely successful endeavor for NASSCO-Bremerton, Puget Sound Naval Shipyard, and the Navy. Public praise is appropriate and well deserved for an exceptional project management team: Sean Prinz, Brent Miller, Sean Cardinale, Bruce Castelow, Robert Dearing, Joe Martinek, and Mike Stamerra.

USS Coronado Maintenance Availability in Vietnam

AUTHOR:
Wade Mondoux,
Onsite Representative Lead, LCS Program, NASSCO-San Diego

In June, NASSCO completed an Expeditionary Preventative Maintenance Availability (E-PMAV), in Cam Ranh Bay, Vietnam aboard USS Coronado. This was the first time NASSCO completed an E-PMAV on the even class hulls and the first time completing an availability in Vietnam. NASSCO, along with subcontractors, executed more than 450 checks and ended up with a score of 98 percent. These E-PMAV's are designed so that an LCS class ship can pull into any port and perform preventative maintenance at any time. NASSCO will continue to support the Navy and LCS maintenance anywhere, anytime; CONUS or OCONUS.

From left to right: Carl Mackey(GDMS), Giovanni Villalobos, Mario Andrade, Wade Mondoux, Jose Del Valle, Jared Martinez, Nhon Huynh, Tony Rodriguez, Frank Stangler, Carlos Perez, Adrian Perez and Carter Brown.

Crews Aboard USS Essex Conduct F-35B Development Tests

AUTHOR:
Stephen B. Severs, LHA/LHD Program Manager, NASSCO-San Diego

History was made off the California Coast on the amphibious assault ship USS Essex (LHD 2) as crews conducted Joint Strike Fighter (JSF) F-35B development tests (DT) with F-35s from VMFA-211 "Avengers" out of MCAS Yuma. These tests included multiple take-offs, landings, and aircraft handling exercises.

Maintenance crews aboard USS Essex recently completed a 15-month intensive Planned Maintenance Availability (PMA) on schedule as part of NASSCO's LHA/LHD program. The PMA included the installation of a family of 20 JSF major ship modifications and the application of special thermal resistant flight coatings. This is the second JSF installation on the West Coast as USS America (LHA 6) was the first on deployment.

Additionally, NASSCO is installing JSF modifications on USS Makin Island (LHD 8) during a 14-month Docking Planned Maintenance Availability (DPMA). Eventually every LHA/LHD on both coasts will be modified to accommodate the F-35B aircraft.

SECURE OUR FUTURE

NASSCO Named Greenest Shipyard of the Year

Taking home the gold.
Pictured left to right: Rick Lovdahl, Parker Larson, Vaughn Carver, and Peter Betti and Michael Curtin of PCI.

CONGRATULATIONS TO THE ENTIRE NASSCO FAMILY. OUR COMMITMENT TO INNOVATION, ENVIRONMENTAL STEWARDSHIP, AND SAFETY IS RECOGNIZED AROUND THE WORLD.

Liquefied natural gas (LNG) represents the next major innovation in ship propulsion. In September we provided insight for how we designed and constructed the world's first containerships to be powered by LNG at the Green Shipping Summit in Los Angeles.

The team in attendance also took home the award for Greenest Shipyard of the Year!

At the summit: Parker Larson, NASSCO's Director of Commercial Programs, talks about the world's first LNG-powered containerships designed and constructed by NASSCO.

Create a Safety Culture by Becoming a Safety Mentor

To truly have an exceptional safety culture requires that we don't just follow procedures, comply with Occupational Safety and Health Administration (OSHA) standards, and wear personal protective equipment (PPE). Exceptional safety happens when we look for and report hazards, give peers feedback regarding safe and at-risk behavior, attend ASIG meetings, make suggestions for improvement and, most difficult of all, admit when we make mistakes so lessons can be learned. These activities focus on making changes – building safe habits and a safe physical environment – that will prevent an incident from happening again.

As we ramp up for construction on the first ship of the next program, everyone is encouraged to become mentors to new employees, who will need guidance as they begin their career at NASSCO. Mentors are like the great coaches who have been influential in an athlete's success. Coaches teach, guide, encourage, and challenge players to meet important goals – both in the game and in players' lives. That same type of relationship improves safety. Safety requires a combination of education, common sense, and vigilance. Mentors can make that happen by sharing best practices with newcomers and helping them avoid incidents that can put everyone at risk.

HERE'S HOW EMPLOYEES CAN BECOME GREAT SAFETY MENTORS:

1. Show new employees the area. Provide newcomers with a tour of any necessary areas. Show them the locations of essentials, such as safety supplies, waste collection points, and fire extinguishers. Review the map showing emergency exits as well as their muster area.

2. Go over the guidelines. Review important safety procedures with new coworkers, including the hazard analysis, welcome aboard, procedures used by the work group; proper personal protective equipment; safety data sheets; chemical labeling; and even current ergonomic guidelines.

3. Be available. Mentoring goes beyond making sure mentees know about safety equipment and proper procedures. Become a one-stop source for answers, direction, and coaching. Explain that questions are welcomed and expected – all types of questions. The Safety Department is available at any time to answer any questions (that's what the red phones are for!) – call at any time. Wouldn't you rather answer a question than have your new colleague take unnecessary risks?

4. Lead by example. Whether you are aware of it or not, your new coworkers will watch and imitate every action you make. Watching other's actions is a common way to learn. Working safely is the best way for you to show your coworkers how to work safely. By practicing safe work habits, you also create trust when you show them that you do what you say. Showing your coworkers the safe way will help them establish lifelong safe work habits.

Positive mentoring relationships benefit everyone. The end goal is a successful and safe workplace. That's definitely worth our time and effort as one team. It makes NASSCO a safer place to work for everyone.

NASSCO-San Diego

CTE Instructors Tour NASSCO-Norfolk Facility

AUTHOR:
Jim Davis, Training and Development Manager, NASSCO-Norfolk

On July 27, in cooperation with the Virginia Ship Repair Association, NASSCO-Norfolk welcomed several instructors from the Virginia Association of Trade and Industrial Educators.

These are known as Career and Technical Educators, or CTE instructors, who teach trade and industrial skills, giving students the skills and aptitude they need to become employable. These teachers work mainly within the Tidewater area of Virginia, but the association's reach can be statewide.

During the tour of the NASSCO-Norfolk facility, these guests were treated to a full presentation regarding the history and distinctions of the NASSCO organization, as well as descriptions of why employment within the trades remains a very viable pursuit for those currently in school.

Following the presentation, our visitors were given a full tour of the Norfolk facility and were treated to several live demonstrations centered on welding procedures for the purpose of sharing with their students back in the classroom.

Cultivating Future Talent via Partnerships

AUTHOR:
Joshua Golter, Human Resources Project Manager, NASSCO-San Diego

On September 1, NASSCO President Kevin Graney and members of the NASSCO Trades Training and Human Resources departments visited El Cajon Valley High School (ECVHS) to learn more about the school's Career Technical Education Welding program.

The visit provided an excellent opportunity for members of the NASSCO team to speak with the school's welding students and instructors and learn more about their perspectives regarding technical education and to increase student awareness about employment and career opportunities available at NASSCO.

The highlight of the visit included a tour of the program's facilities guided by two students, Mirna Abbo and Abraham Ornelas, who did a great job informing the NASSCO team of the program's capabilities. Both students served as excellent examples of the quality of students involved in the program and their dedication to learning the skills required by their trade. In particular, it was inspiring to hear about the high standards and expectations established by welding instructors Ashley Wolters and Ryan Sawyer; their students not only learn the hard skills of the trade, but also how to excel in soft skills fundamentally important to their students' successful careers.

A main topic of discussion surrounded the idea of a partnership between NASSCO and ECVHS in an effort to create a production internship program that will enhance the program's existing curriculum, while also creating future career opportunities upon graduation. A production internship of this scope would be unprecedented and create real-world experience opportunities for students nearing the end of the school's three-year program.

In partnership with the Centers for Applied Competitive Technologies (CACT), NASSCO is currently developing shipfitting curriculum and plans to build shipfitting simulators which the company will provide to select training programs, such as the program at ECVHS. This curriculum and learning aids will be used to enhance existing welding programs with shipfitting/outfit training, that for many years, have only been provided within shipyards.

We extend a special thank you to Dr. Tim Glover, Superintendent of the Grossmont Union High School District, who hosted the visit, as well as the rest of his team for the pride and effort they put into their program and for their enthusiastic support of their students' futures. As the company continues to evolve new ways to partner with community training organizations to create a local talent pipeline, it will be partnerships with organizations such as ECVHS and CACT that will enable companies like ours, opportunities to create great jobs and futures for families within our region.

NASSCO representatives (left to right) Steve Solomon, Kevin Graney, Debbie Te'o, Michael Jury, and Christian Lange meet with El Cajon Valley High School representatives.

Building Things. Valuing People.

AUTHOR:
Jim Davis, Training and Development Manager, NASSCO-Norfolk

On a recent family trip to New York City, I was surprised by all the history I was able to discover regarding what are world-renown, iconic structures that call New York home; many that are centuries old. Though many have undergone needed renovations and needed repair, they still stand the test of time and represent careful design and much strenuous, often dangerous, work.

One of the most iconic buildings in New York is, of course, the Empire State Building. And yes, we went all the way to the 86th floor that overlooks the city's massive skyline from a 1,250-foot view. Breathtaking!

Believe it or not, the construction of the building took only one year and 45 days from the setting of the first columns in April of 1930; the fastest such construction, to date, for a project that large. In fact, the framework rose at a rate of four and a half stories per week.

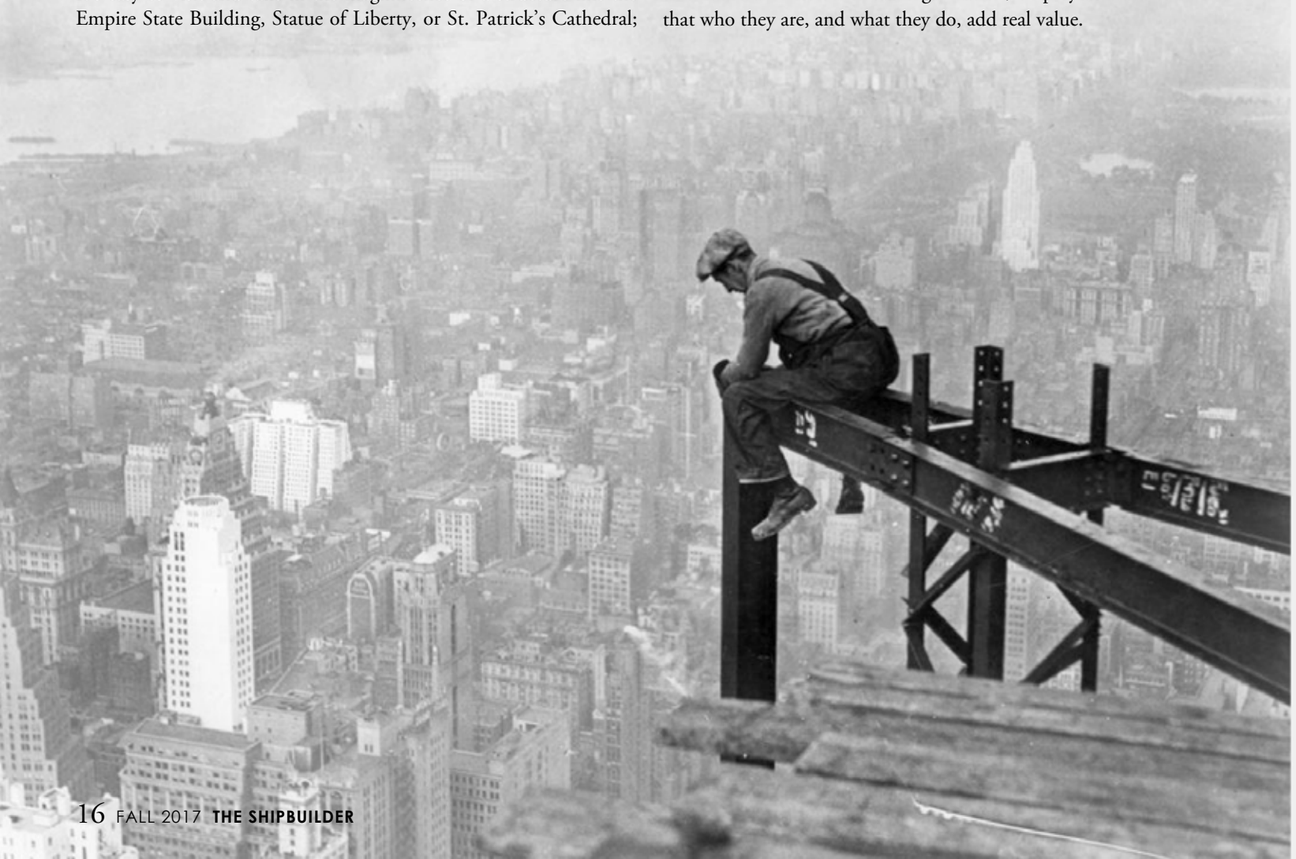
This is just one example of the many historic buildings that can be found in New York City, or any city, that remain as testaments to the workers who made it happen. More than seven million man hours were recorded in the construction of the Empire State Building which, incidentally, just recently celebrated its 80th anniversary in 2011.

It's easy to visit and take in the magnificence of a structure like the Empire State Building, Statue of Liberty, or St. Patrick's Cathedral; all of which we also visited. But it's also important to remember the obvious truth that buildings don't build themselves, people do.

The production of each worker is represented in the iron and steel that still hold such constructs together for all the thousands, if not millions, who enter their doors and frequent them on a daily basis.

No doubt the labor was hard, and absent of the technology we enjoy today. But the result is obvious and truly awe-inspiring. The ultimate value was, and still is, what the people were able to create and build; together.

Why is this important? What keeps people motivated when a job becomes demanding and the work gets tough? With a commitment to the overall mission of the organization, employees want to know that who they are, and what they do, add real value.



IF PEOPLE ARE OUR MOST IMPORTANT ASSET, HOW CAN WE SHOW THAT EACH DAY?

AFFIRM THEM.
It's called "shining a light on what's right." Whether with a thank you card or public praise, let employees know they're hitting the mark. It's reported that 65 percent of employees receive no recognition in a year's time.

CHALLENGE THEM.
Keep your employees reaching beyond where they are currently. Help them set goals and help them reach higher. They will grow and so will your team's overall success.

GROW THEM.
Give the kind of feedback and counsel that will help your employees develop (which is the purpose of giving feedback). Create "Aha" moments by telling them something they haven't discovered about themselves or their work.

INSPIRE THEM.
Set the kind of example that will paint a picture of success and all they can be.

INVEST IN THEM.
Time and personal engagement can't be replaced. They are precious commodities that, when genuinely offered, will produce immeasurable returns. Invest yourself in your team members.

These are just a few ways to ensure that those who are doing the work know that, not only what they're doing matters, but they, as people, and valuable members of the team, matter too.

Because they do!

The Importance of NASSCO's Support of Diversity Career Events

AUTHOR:
Amanda Thomas, Human Resources Generalist III/Staffing,
and Anthony J. Jemison, EEO/Affirmative Action Diversity & Inclusion Officer, NASSCO-San Diego

All General Dynamics business units attend, assist with the coordination of and possibly hire diverse talent from a variety of career events focused on diversity throughout the year. From a discipline-based perspective, these events are based upon the "STEM" concept: science, technology, engineering, and math.

Currently, representative(s) from NASSCO attend the following events:

- Black Engineer of the Year Awards (BEYA)
- National Society of Black Engineers (NSBE)
- Society of Women Engineers (SWE)
- Women of Color (WOC)
- Society of Hispanic Professional Engineers (SHPE)
- Student Veterans of America (SVA)
- Service Academy Career Conference

Typically, the events encompass the following activities and programs: a career fair, breakout sessions, workshops, keynote speakers and networking opportunities. Additionally, a few emphasize awards presentations. The geographic footprint of the organizations spans across the United States, with chapters comprised of thousands of members.

As the company continues to advance, refine and share its brand, it is important for General Dynamics to attend these types of events and to support related programs that further the adoption of STEM-based curriculum, learning and applications to business developments. Equally as important, the events also provide the framework for employees to network and to keep abreast of advancements in their respective field(s). Thirdly, our employees may be recognized on a national level for their personal and team achievements made at work and for social and/or philanthropic contributions made to their respective communities.

COMMITMENT TO DIVERSITY AND EQUAL OPPORTUNITY:

NASSCO's commitment to affirmative action and equal opportunity includes collaboration with and the support of General Dynamics' strategic overall diversity and inclusion platform. The mission is to overcome barriers to equal employment opportunity and to derive the full and fair participation of women, minorities, individuals with disabilities, and veterans found to be underutilized in our workforce and based on availability.

Diversity refers to individual differences (ideas, perspectives, life experiences, learning and working styles, personality types) and group/social differences (e.g. race, socio-economic status, gender, sexual orientation, cultural, political, religious, and other affiliations) that can be engaged and leveraged to strengthen NASSCO's efforts towards goal fulfillment.

NASSCO's Affirmative Action Plan—which all federal contractors, based on certain guidelines, are required to have—includes specific goals that, if achieved, help to create a workforce that accurately reflects the demographics of those qualified in our greater job market and our community. A workforce truly reflective of the community would represent a tremendous milestone in responsible stewardship.

As such, equal employment opportunity and diversity are value-added constructs for NASSCO. Our participation in the diversity events highlighted herein is just one effort that NASSCO uses to ensure meaningful and sustainable organizational change.

AWARDS AND RECOGNITION:

At BEYA, SWE, WOC and SHPE, a variety of awards and commendations are given to employees from the various employers that participate in these events. These awards accord national recognition for the recipients and often inspire them to greater heights in their professions and personal careers.

NASSCO has been diligent in identifying internal, diverse individuals to recognize their achievements and contributions here at work. Their departments and/or managers have honored them with nominations for some of the aforementioned national awards.

WOC 2015 Technology Rising Star award recipients: Veronica Gonzalez (left) and Brizzia Acosta (right).

NASSCO is fortunate and pleased to have advanced the following nominations:

- In 2015, Brizzia Acosta and Veronica Gonzalez were nominated and won WOC 2015 Technology Rising Star Award.
- In 2016, Anthony Vela, Armando Gomez, Jose Paredes were all nominated for SHPE's Promising Engineer Award.
- In 2017, Maria Eufemia Martinez was recently nominated for SHPE's Promising Engineer Award.

A number of our employees garnered awards. 2015 was a banner year for NASSCO and our nominees!

WHY IS NASSCO'S PARTICIPATION IMPORTANT?

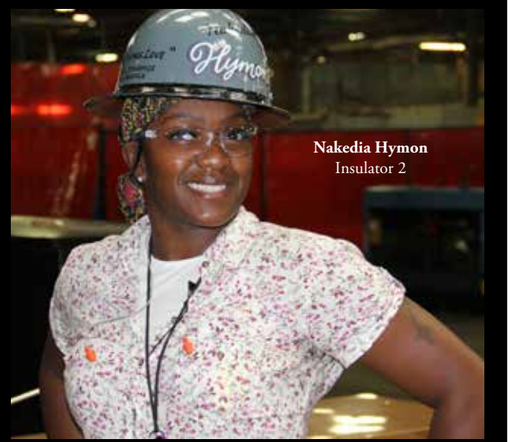
As we prepare for NASSCO 2017 and beyond, it is absolutely critical to find the right people, with the right skill sets and in a timely manner. Attending and actively engaging in the diversity career events is but one way that we help to secure NASSCO's future.

Spotted @Norfolk

Harold Martin
2016 Jr. Tradesman of the Year

Zygmut "Ziggy" Krawiel
Dry Dock Crew Manager

Eric Houk, Cecil Lunsford, and Gregory Cooke
Paint Shop



Nakedia Hymon
Insulator 2

CONTINUOUSLY IMPROVE

Breaking Ground for New Panel Line

AUTHOR:
Sarah Sarnecki,
Project Manager,
NASSCO-San Diego

On August 2, NASSCO broke ground on a new panel line, which once constructed, will allow production to process "thin plate" as thin as five millimeters. Thin plate is being used to produce lighter, more energy efficient ships; which translates into smaller propulsion units, decreased fuel use, and results in a reduced carbon footprint.

Located within two covered buildings adjacent to the steel yard, the work flow on the new line will be similar to the Block Assembly Line (BAL). Plates will enter the new line directly from the Prime Line, while finished panel assemblies will exit onto Table 9.

Thin plate is highly susceptible to distortion from several factors, especially high heat generated through the welding process, such as sub arc welding. To address these concerns, the new line will include equipment such as a plate mangler, which relieves the latent stresses inside the plate from the hot rolling process at the mill, and also rolls the plate flat after the edges have been trimmed.

Perhaps the most important and innovative technology incorporated in the new line is hybrid laser arc welding (HLAW). This method of welding is much faster and reduces the heat input to the plates as they are welded together, thereby drastically reducing distortion.

The average line move will occur every four hours. Hybrid laser welding will be used to weld plates together to form panels and to weld profiles to the panel. Transverse members and small parts will be welded through traditional flux core arc welding (FCAW).

The final phase of the new panel line is a new robotic weld station at the west end of Table 9. This station has four robotic welders mounted on two separate gantries, which will perform the remaining welding required of the panel assembly. This yields a highly controllable weld speed to minimize heat input, thus reducing the possibility of distortion even further.

Once robotic welding is complete, panels will continue to travel down Table 9 where any remaining welding is completed by hand.

From left to right: Kevin Graney, president, General Dynamics NASSCO; The Honorable Rafael Castellanos, vice chairman, San Diego Unified Port Board of Commissioners; Geno Martinelli, facilities and maintenance superintendent, General Dynamics NASSCO; Graham Dodd, director of steel, General Dynamics NASSCO; Greg Lewis, president, Omega Industrial; Jim Quagline, facilities project manager, General Dynamics NASSCO; Mike Williamson, president, Pacific Coast Iron.

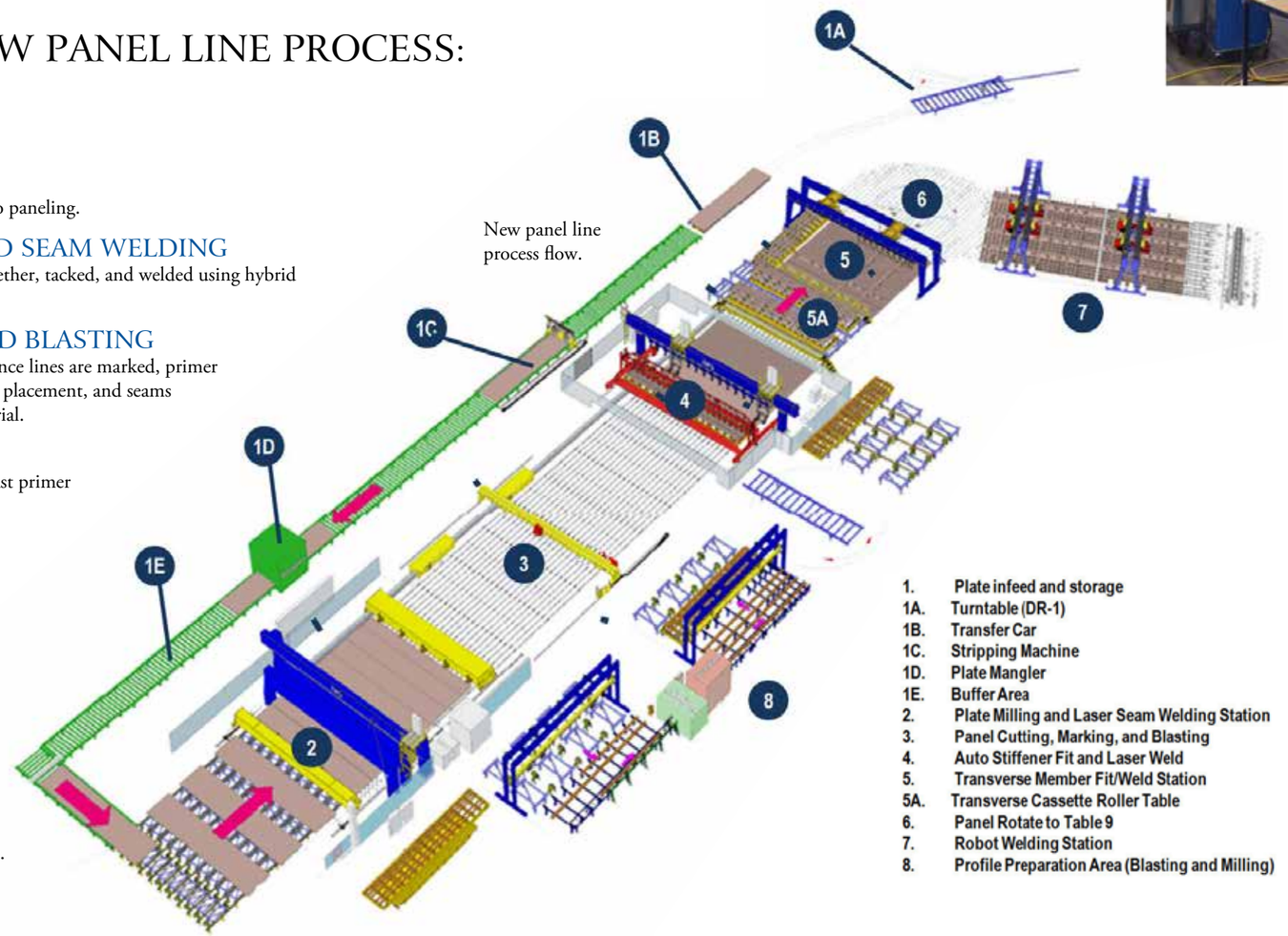
From left to right: Kelly Christiansen, Walter Tschernkowitsch, Michael Sullivan, Graham Dodd, Daniel Reed, Geno Martinelli, Cody Whiteley, Sarah Sarnecki, Doug Shamblen

The first panel is scheduled to be processed through the line July 2018. This supports the construction of the Matson containership garage and deckhouse, and T-AO.

ESAB panel cutting machine

NEW PANEL LINE PROCESS:

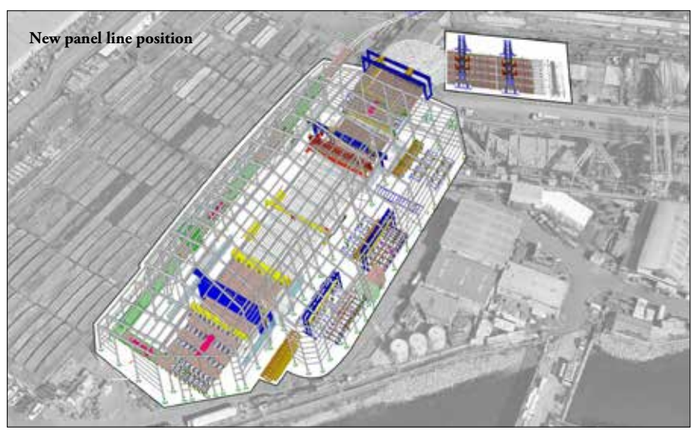
- **PLASMA STRIPPING**
  Cuts each plate to width and length.
- **MANGLER**
  Rolls each plate to ensure flatness prior to paneling.
- **COMBINED MILLING AND SEAM WELDING**
  Plate edges are milled, pressed firmly together, tacked, and welded using hybrid laser technology.
- **CUTTING, MARKING, AND BLASTING**
  Penetrations are plasma cut, major reference lines are marked, primer is removed by blasting in way of stiffener placement, and seams will be ground in way of transverse material.
- **PROFILE PREPARATION**
  Mill profile edges to a flat surface and blast primer from the weld zone.
- **PROFILE FIT AND WELD**
  Load, fit, and weld profiles to the panel.
- **TRANSVERSE MEMBER FIT**
  Load and fit frames, girders, and small parts.
- **PANEL TRANSFER**
  Rotates the panel into orientation to travel down the existing Table 9.
- **ROBOTIC WELDING**
  Weld out frames, girders, and small parts.



New panel line process flow.

1. Plate infeed and storage
1A. Turntable (DR-1)
1B. Transfer Car
1C. Stripping Machine
1D. Plate Mangler
1E. Buffer Area
2. Plate Milling and Laser Seam Welding Station
3. Panel Cutting, Marking, and Blasting
4. Auto Stiffener Fit and Laser Weld
5. Transverse Member Fit/Weld Station
5A. Transverse Cassette Roller Table
6. Panel Rotate to Table 9
7. Robot Welding Station
8. Profile Preparation Area (Blasting and Milling)

ESAB panel cutting machine



New panel line position

Wireless Networking Comes to NASSCO-San Diego

AUTHOR:

Dennis Fowler, Network Systems Project Leader, NASSCO-San Diego

Approximately two years ago, NASSCO's ISD department began scoping what would be the most advanced and scalable wireless infrastructure available for a unique work environment such as the shipyard. It was the vision of NASSCO stakeholders to enable access to company data from virtually anywhere within the shipyard using mobile devices such as laptops and tablets (iPads).

In early 2017, NASSCO' S ISD and Maintenance teams began piloting the installation of a robust wireless infrastructure and in July 2017 the green light was given to enable 47 access points and begin securely broadcasting wirelessly. As of August 1, the wireless capabilities have expanded to 87 access points at three NASSCO work locations. In fact, the new offices at Mission Valley 2 were set up to be primarily wireless from the start.

We are just beginning to realize the benefits of mobile data access from any location throughout the shipyard. But the wireless network enables much more than just having instant access to data. Soon the possibilities for improving such things as clock mobility, mobile applications, wireless bar code readers, and improved materials inventory tracking will begin to materialize.

Over time NASSCO's commitment to using the latest available technology coupled with in-house developed mobile applications will enable us to continuously improve our shipbuilding processes contributing to increased safety, improved first time quality and reduced costs. NASSCO's ISD department is committed to finding ways to improve coverage in all areas as well as leveraging existing and new wireless technologies to support our workforce and give them the best tools available to continue to be the best shipbuilders in the United States.

Wireless access point installation.

NASSCO-Norfolk Launches New SMARTS TIP

NASSCO-Norfolk successfully launched a new SMARTS TIP (Test and Inspection Plan) module. The module was developed and piloted during the most recent USS Oak Hill Continuous Maintenance Availability, and made possible through several months of collaboration and cooperation between the Quality and IT departments. The new system allows for more efficient TIP writing and maintenance; notification and documentation of checkpoints, and certification of work. The new SMARTS TIP system is currently being used on five other ship availabilities and will eliminate the old legacy systems.

The efficiency of writing and maintenance of inspections has been dramatically improved through the use of the Standard Items Module and standardized fields. An unlimited number of components can be copied from inspection and other similar plans, contributing greatly to the efficiency of this new system. Business rules have also been implemented to ensure that minimum requirements as per NAVSEA standard items are met.

A faster, more uniform checkpoint notification removes the need to re-type inspection information onto a notification form, and allows a single sheet for multiple notifications and inclusion of comments.

These system generated notification forms can be automatically sent via e-mail, to both internal and external customers. The checkpoint ticket or objective quality evidence (OQE) is also generated at the push of a button. The SMARTS TIP generated OQE is now printed with a barcode, allowing the signed off documents to be quickly scanned and automatically uploaded to the proper checkpoint in the system for digital storage, eliminating the need for hardcopies. Other forms of OQE such as PCPs, 009-32 Appendices, etc., can be uploaded into the system with the corresponding inspection ticket.

Certification of work is easily accomplished by the use of a grid view in the system allowing for the easy identification of incomplete and duplicate inspections. The report launcher feature is extremely useful in generating reports quickly in various formats, including PDF, Excel and Word. These features make the new SMARTS system a single source of information to support the TIP.

SMARTS TIP module has brought huge improvements to QA internal processes and has made the information readily available to all of NASSCO-Norfolk personnel.

How the Blast and Paint and Ways Department Cultivates Leadership, Importance of Teams

AUTHOR:
Mike Osuna, Working Supervisor PC 82, NASSCO-San Diego

One of the most rewarding responsibilities the Blast and Paint and Ways Department is tasked with is the exterior hull painting prior to a ship launch. As this process is highly time-sensitive and critical to the launching of a ship, it is extremely important to have high-functioning teams who understand the importance of leadership and getting the task done.

Building and cultivating these teams is critical and creates a culture that is focused on the customer, continuous improvement, and the unity of purpose.

For example, the ESB-4 demanded greater balance between planning, resources, and leadership to meet schedule, cost, and performance. At its inception, waysmen were tasked with building forward and aft containments for the graving dock to prevent overspray from drifting into the bay.

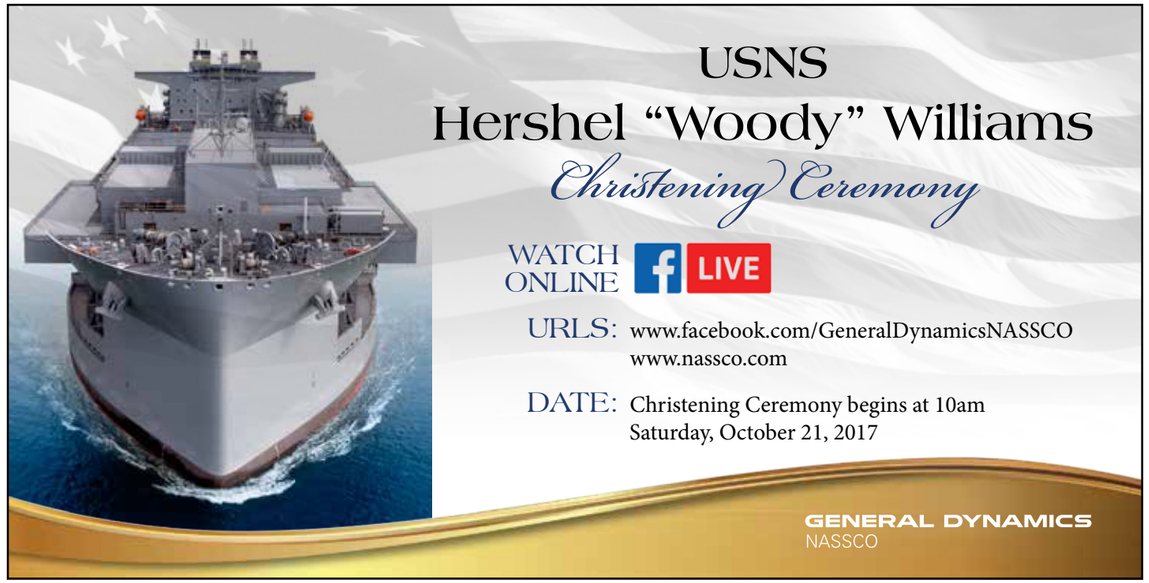
A team of eight had been in place with a résumé of TOTEs 1 and 2, ECOs 6-8, and ESB-3 (formerly known as MLP-3). In comparison to the ESB-3, the ESB-4 project team succeeded in reducing cycle time by five percent and meeting its goals. The direction of the project was about 30 days from start to finish of its base work. All said and done, the team used approximately 2,000 gallons of paint. Some challenges faced included lessons learned from ESB-3, including the reduction of cycle time and incorporating new members of the team.

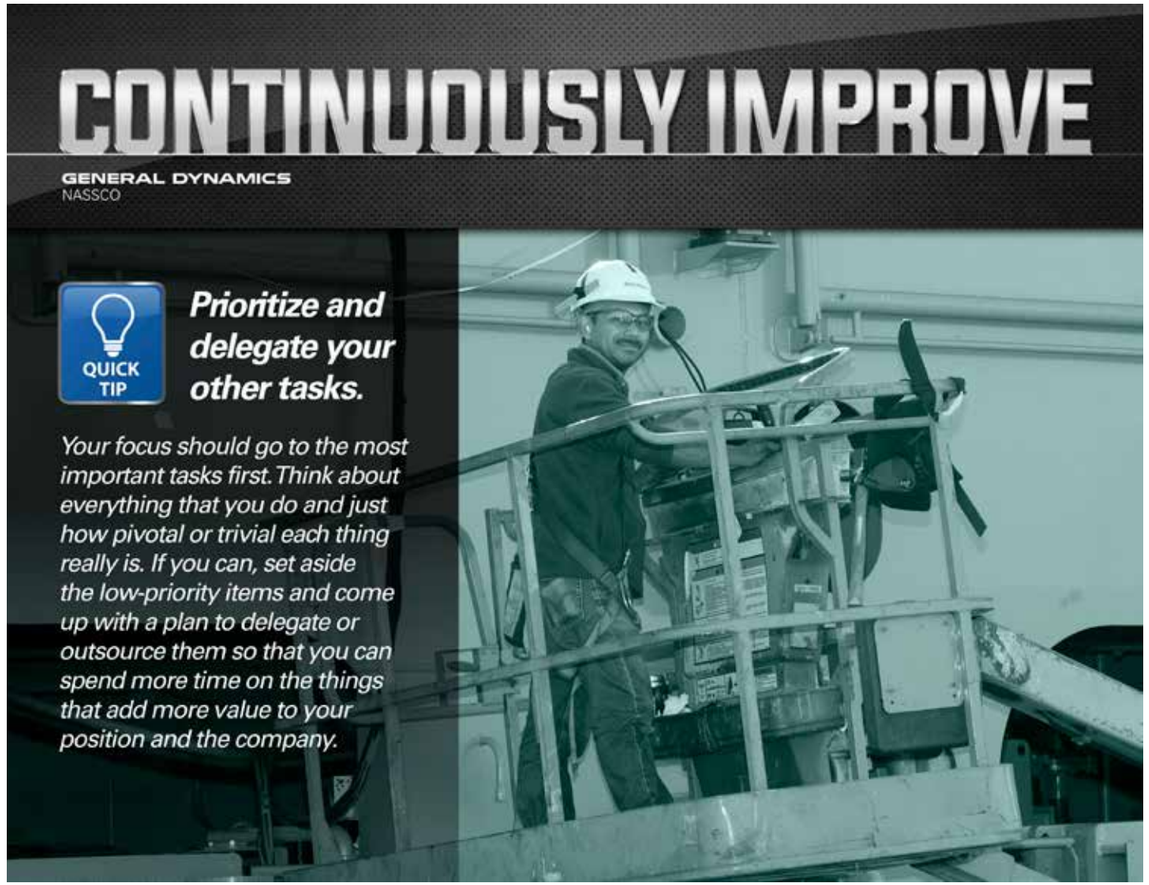
A bottom-up education and training approach was vital to the success of the team. The role of great leadership encouraged empowerment, and the spirit of ownership and commitment. These are values upheld by members of the Blast and Paint and Ways Department, and are used as guiding principles for the future.

Exterior hull team members:
Roberto Patino, Michael Osuna, Rene Cedillo, Martin Talamantes, Jose Gonzales, Dustin Kordecki, Jose Soto, Miguel Garcia, Jaime Zazueta, Salvador Salcedo, Julio Alvarez, George Bravo, Rosendo Nave, Jose Ortiz, Diego Pena, Jovencio Dilayre, Leonel Cruz, Jose Joaquin, Froyland Marroquin, Jerardo Ortega, Jose Vargas Duran, Jose Zuniga, and Hector Sanchez Padilla.

QA team:
Juan Guerrero, Danny Robles, Pete Pulido, Luis Duran, Armando Guzman (High Reach).

*Not all pictured.





Mayport PII Award Winners

On July 12, NASSCO-Mayport held a luncheon during which three employees were recognized for their contributions to the Process Improvement Initiative (PII) program during 2017.


Darrell McFadden

Darrell McFadden, an inside machinist, developed templates for manufacturing manhole covers for reoccurring Littoral Combat Ship (LCS) buoyancy tank work. Estimated savings (per ship/job): 160 man-hours.


Nelson Soto-Rivera

Nelson Soto-Rivera, a welder first class, recognized a need for more compact metal inert gas welding gear for certain job sites. The addition of this welding gear to the tool inventory improves not only the quality of the welds, but the ergonomics of the entireties of job evolutions as well.


Joel Strickland

Joel Strickland, a sheet metal mechanic specialist, arranged for procurement of a die set for the brake press that saves 20 minutes per piece fabricated for approximately 33 man-hours per 100 linear feet produced. Joel also contributed to the manufacturing of a bend jig for welder qualification test inspections that eliminates costly radiographic inspections for carbon steel coupons.

Each employee was presented their award and posed for a picture with NASSCO-Mayport General Manager Karl Haroldsonn.


USS Milwaukee (LCS 5)
Near NASSCO-Mayport

Congratulations! Employee Development Program Graduates

NASSCO-San Diego's 15-week employee development program consists of highly interactive courses, structured to provide employees with skills and knowledge needed to meet current and future professional challenges. Topics include continuous improvement, presentation skills, emotional intelligence, and conflict management, to name a few.

To learn more about the program, please contact Lindsay Fluty at ext. 7540 or Lindsay.Fluty@nassco.com.

CONGRATULATIONS TO THE PROGRAM'S MOST RECENT GRADUATES:

1. Veronica Bernal
2. Wilfried Birleanu
3. Walter Camara
4. Nathan Doherty
5. Sherry Eberling
6. Raghda Elias
7. Esteban Garcia
8. Sarah Garcia
9. Michael Gomez
10. Luis F. Lopez
11. Alberto Magaña
12. Nicholas McDonald
13. Jonathan Molnar
14. Ricardo Maldonado
15. Jesus Pastenes
16. Mauricio Preciado, Jr.
17. Irwin Rivera
18. Christian Rodriguez
19. Michael Rodriguez
20. Victor Sauceda
21. Dale Smithee
22. Enrique V. Sosa
23. Christian Valencia
24. Adrian Dela Cruz
25. John Kniess
26. Abraham Morales
27. Farhana Tuly
28. Tyler Wetherell
29. Fernando Correa
30. Charmaine Miranda
31. John Cortinez
32. Hadasa Ramirez

改 Can you Kaizen? 善

WHAT DOES KAIZEN MEAN?

Kaizen, also known as continuous improvement, is an approach to work systematically, seeking to achieve small, incremental changes in processes in order to improve efficiency and quality. Kaizen can be applied to any kind of work, whether it is a product or a service. The word "Kaizen" literally means "improvement," "change for the better," or "good change." In essence, it is a philosophy or culture in a company where everyone is making improvements on a regular basis.

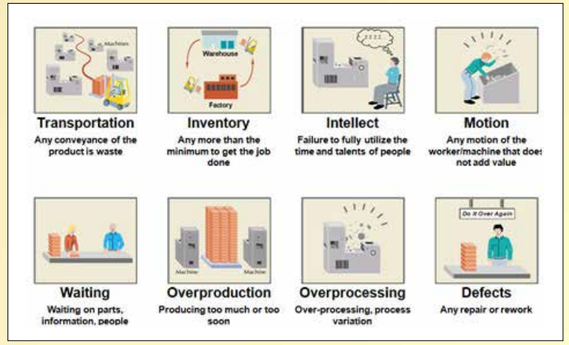
WHAT IS A KAIZEN EVENT?

A Kaizen event is a strategy to identify and eliminate any of the eight wastes in a process. In a Kaizen event, participants are focused on any manufacturing, technical, or administration process where wastes are present.

THE EIGHT WASTES: JUST REMEMBER "**TIIMWOOD**"

1. **T**ransportation: Excessive conveyance of product.
2. **I**nventory: Any more than the minimum necessary to get the job done.
3. **I**ntellect: Failure to fully utilize time and talents of our people.
4. **M**otion: Any motion of the worker/machine that does not add value.
5. **W**aiting: Waiting on parts, information, and people.
6. **O**verproduction: Producing too much or too soon.
7. **O**verprocessing: Doing more than is required by the specification/ standard.
8. **D**efects: Any repair or rework of a job.

EIGHT WASTES (TIIMWOOD)



WHEN IS A KAIZEN EVENT NEEDED?

The reason for the Kaizen event varies. For example, the need for a Kaizen event could be the result of the delivery of poor quality – such as excessive customer rejects and inspection defects. It could be because of work lateness such as past due orders, or poor cost performance to name a few reasons. Kaizen is a great tool to use at the onset of a proposed event where solutions are simple and likely to be within the control of the assigned department. If this is not the case, a formal Lessons Learned or a Lean Six Sigma Project may be needed to help solve the problem.

STRUCTURE OF A KAIZEN EVENT

1. A Kaizen event involves a focused group of around 6-10 participants driving for "quick wins" by implementing "do-now" solutions within the team's control.
2. The event can be several days long. (Ideally continuous but can be broken up into smaller chunks, when people cannot dedicate time for a continuous event).
3. The target is waste reduction which is identified by "walking the current process." It is surprising how much waste (TIIMWOOD) can be seen when there is focused effort of time and resources to study a process under a spotlight.

WHO LEADS A KAIZEN EVENT?

NASSCO's active lean practitioners/specialists are trained to facilitate Kaizen events. These individuals are specifically trained and specialized in Kaizen event tools; however, all NASSCO employees can participate in Kaizen events. The best results of a Kaizen occur when employees are fully engaged to solve their daily work problems.

THE KAIZEN PROCESS STEPS

1. Identify the problem and develop a project statement.
2. Select the team.
3. Walk the process, value stream map the current state.
4. Identify the wastes (TIIMWOOD).
5. Brainstorm for solutions to eliminate the wastes.
6. Develop the future state process.
7. Implement the solutions.
8. Measure and celebrate success!

THE TWO RULES OF KAIZEN

1. Challenge the status quo.
2. Think of how to do make improvements happen, instead of why they can't be done.

WHAT TYPE OF IMPROVEMENTS WILL YOU SEE WITH A KAIZEN EVENT?

Typically multiple PII's will be the outcome of this event and are usually quick fixes that don't require a lot of investment.

KAIZEN EVENT BENEFITS

A successful Kaizen event will reap the following benefits:

1. Wastes are eliminated, with a reduction in process cost and cycle time for value added work.
2. Throughput is improved.
3. Defects are eliminated.
4. Safety and Ergonomics could be improved.

KAIZEN STATUS

Already in 2017, approximately 40 successful Kaizen events have occurred throughout the NASSCO organization. Facilitated by NASSCO's lean practitioners/specialists, 21 events have been completed thus far. Departments to complete Kaizen events as a part of their continuous improvement goals include: Engineering, Operations, Supply Chain, Programs, Operations Support, Human Resources, and Finance. These departments, in addition to Quality Assurance, have ongoing Kaizen projects scheduled to complete this year. However, there is much more we can still do.

So, can you Kaizen?

If you would like to know more about Kaizen, please contact Stephen Murray at smurray@nassco.com or Robert Liddell at rliddell@nassco.com.

PDP CORNER

Andre Rivera

When did you start at NASSCO?
I was an intern in June 2015 with the Planning Department and began my rotation as a PDP in June 2016.

What brought you to NASSCO?
Initially I was drawn to the sheer scale of production, and after my internship becoming a PDP was an opportunity I couldn't pass up.

What were your previous jobs prior to NASSCO?
I had an internship with Raytheon Space and Airborne Systems working on various infrared vision systems. In college I was the shop technician for the casting and machining lab.

What rotations have you had as a PDP?
Engineering, PMO, Safety, Accuracy Control, Supply Chain, Planning, Business Development, Cost Engineering, Repair, SOC 5, SOC 6.

What have you learned as a PDP?
This program has allowed me to build a strong network that will be incredibly useful after I complete my rotations and continue my career here. Getting the opportunity to see all the departments work together towards shipbuilding reiterates the importance of effective communication. Through my rotations I have learned how NASSCO operates on just about every level and seen how unique shipbuilding really is. This amount of exposure fosters innovation and continuous improvement, which is what I am passionate about.

What degree do you have and where did you go to school?
I received a Bachelor's in manufacturing engineering from Cal Poly, San Luis Obispo.

Chris Rathbun

Where are they now?

When did you go through your PDP rotation?
I joined NASSCO as a PDP on July 14, 2008.

What was your #1 takeaway from your experience as a PDP?
Building relationships with fellow coworkers, subcontractors, and tradesmen as much as possible was critical in the PDP program. I believe that you must be willing to listen to coworkers, communicate effectively, and respect yourself and others. Building positive relationships has helped me throughout my career at NASSCO, many of the relationships I made as a PDP are still beneficial today. Every new rotation I was placed into, I focused on making an impact in the area, focusing on the customer, anticipating their needs, and understanding the business as much as I could. I made sure that when people worked with me they would see that I was a strong performer so that they knew that they could rely on me when they needed me. I built trust and credibility by doing what I said I would do and if I made mistakes I would acknowledge them and provide solutions.

What advice do you have to others currently in the program or considering the program?
Keep yourself engaged in every rotation. You won't be able to learn everything about each department however you can try and make an impact with the projects you receive and the people that work there. Everyone has information and experience that adds to your knowledge and growth as an individual. Building trust, being honest, and communicating as much as you can effectively is the key to success. Make sure to make the best of the opportunity that you have. Challenge yourself by the end of each rotation to see if each manager or department head says that they want you back or don't even want you to leave. Remember that you will make mistakes and no one is perfect, sometimes no matter what you do you still end up a sugar cookie, but the real challenge is getting over it, dust yourself off and move forward stronger.

What degree do you have and where did you go to school?
I have a Bachelor of Science in International Business and Logistics from the California Maritime Academy, and a MBA in Global Business from the University of Redlands.

Journey at NASSCO since rotation:

2008 – 2010 . . . . . PDP
2010 – 2014 . . . . . Area Manager of Tanks (T-AKE, MLP, ESB)
2014 – 2015 . . . . . Procurement Quality Engineer
2015 – 2016 . . . . . Assistant Manager of Transportation
2016 – Current . . . . . Manager of In-Yard Logistics

EMPLOYEE CORNER

NASSCO-Norfolk Wins Ultimate Build-A-Boat Challenge

AUTHOR:
Steven Miley, Director, Engineering, Planning, and Scheduling, NASSCO-Norfolk

The Norfolk Harborfest is Hampton Roads' most extravagant summertime festival, drawing hundreds of thousands of people every year to celebrate the area's rich maritime heritage. It is said that Norfolk's Harborfest is America's largest, longest-running maritime festival.

This year's Parade of Sail featured more than 200 vessels including tall ships from around the globe. One of many events held during the 42nd Annual Norfolk Harborfest celebration is the American Society of Naval Engineers (ASNE) - Sikaflex Ultimate Build-A-Boat Challenge.

The ASNE-Sikaflex Ultimate Boatbuilding Challenge celebrated its 23rd anniversary this year. The challenge provides an opportunity to combine design creativity, construction technique and boat handling skills in a single focused event that is both challenging and entertaining! There were 20 teams that competed for the coveted SIKA Challenge Cup.

Each team consisted of two members and was faced with the challenge to design, build and race a small boat using limited materials. Each team was allotted up to four hours to complete their boat. The teams were provided three sheets of ¼ plywood, two 2"x2"x8' boards, four 1"x2"x10' boards, one caulk gun, Sikaflex-291 adhesive/sealant and cable ties. The cable ties are used to hold the boat together while Sikaflex cures and are required to be removed prior sea trials. The only power tools allowed were a cordless drill and sabre saw. The teams were not allowed to use full size patterns or templates and the boats and propulsion had to be built out of the materials provided.

Jesse Costillo and Shawn Teeter from the Engineering Department have represented Team NASSCO-Norfolk for the last four years. The race was organized into two heats. The first three finishers of each heat move to the final championship heat to determine the ASNE-Sika champion. The course was approximately 100 yards, around a buoy, and return 100 yards to the finish line. The award categories included fastest built, first, second and third place winners of the championship heat.

The competition was fierce. However, Jesse and Shawn experienced tremendous success, taking first in their heat and second in the championship heat. Jesse and Shawn also took home the grand prize for the fast build category. They were the only team to receive TWO trophies. Superb effort!

NASSCO-Norfolk Brawlers Take Championship

AUTHOR:
Jesse Costillo, Junior Engineer, NASSCO-Norfolk

Congratulations to the NASSCO-Norfolk Brawlers on winning the Norfolk City Men's Spring Recreational Softball League Championship. The Brawlers started off the season on a 14-game winning streak. Going into the last two games of the season they fell short and finished 14-2 after losing to the Diamond Dawgs. By losing the last two games of the regular season the Brawlers dropped to the number two seed. Those two losses helped motivate the Brawlers as they made their way into the postseason. The Brawlers first postseason matchup was against the number three seeded Pirates. The Brawlers defeated the Pirates 15-4, advancing to the championship game. This was a much anticipated rematch for the Brawlers and their fans. The number one seeded Diamond Dawgs were held in check by excellent fielding and power hits from the Brawlers, leading the NASSCO-Norfolk Brawlers to a 19-4 run victory and the championship. The Brawlers continue to represent the company on and off the waterfront with a CHAMPION attitude!

NASSCO-Norfolk EHS Employee of the Second Quarter

Justin Faucette, a senior environmental, health and safety (EHS) representative, was recently selected as the EHS Employee of the Quarter for the second quarter of 2017. He has been a NASSCO-Norfolk employee since January 2015 and has nearly a decade of experience in the shipyard industry.

Justin's responsibilities include a variety of vessel and landside activities, including regular ship walkthroughs to support NAVSEA Standard Item requirements, production shop inspections, and overall EHS program management. Recently he has assumed more responsibility for maintaining the EHS Management System (MS) ISO 14001/OHSAS 18001 certifications. He plays a key role with auditor escorts during certification audits, clearly articulating and demonstrating how the EHSMS protects workers and the environment. Industrial hygiene is an area of interest for him as well, and he is the primary sampling technician for the program. Not only does he sample, but he teaches and trains others about sampling techniques, equipment management, and OSHA requirements. His other contributions to the EHS Department are extensive. He is a certified OSHA 10 Hour Trainer, the primary point of contact for EHS process improvement initiatives (PII), EHS emergency responder, and environmental land management leader.

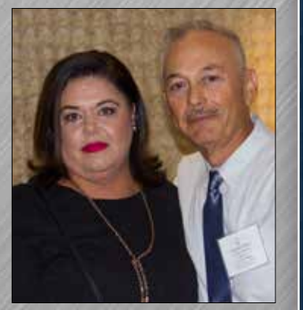
Justin's EHS expertise and dedicated service are contagious. He inspires those around him to work hard, and to always take health and safety activities seriously. In his off-time he enjoys fishing local waterways, automobile improvement hobbies, and studying for an EHS-related college degree. Congratulations Justin on a job well done and keep up the good work!

2017 SERVICE AWARDS

At the 2017 NASSCO Service Awards on September 30, we recognized employees who have reached significant milestones in their careers: those with 25, 30, 35, and 40+ years of service with our company. Among these honorees, several were recognized for achieving the coveted rank of Master Shipbuilder—employees with 40 or more years of service to the company.

Congratulations to this year's honorees, and thank you for your contributions to NASSCO.

View more photos at **nassco.com/stories/2017serviceawards**



Mayport Employee Appreciation Luncheon

NASSCO-Mayport held an employee appreciation luncheon on July 12 to discuss their role in the new East Coast Indefinite Quantity Multiple Award Contract (IDIQ-MAC) for Littoral Combat Ships outlining maintenance, modernization, and repair efforts both at Mayport and when these ships deploy. Employees were given LCS program t-shirts and were given an update regarding the company's safety record.

NASSCO Celebrates National Intern Day!

In celebration of National Intern Day on July 27, San Diego-based interns were treated to lunch with senior executives. To our entire force of past, present, and future interns: thank you for your valuable contributions.


Jephet Hutchinson

Mayport Employee Spotlight:

JEPHET HUTCHINSON

Jephet, also known as "Hutch," began his career with the company as a welder in 1982.

Hutch was born and raised on a farm with his family in Brown's Town, Jamaica. Located near Ocho Rios, the farm harvests yams, potatoes, oranges, and bananas to name a few. Hutch and his wife have a son, and his two sisters reside in Miami. His family enjoys cooking, especially when there is curry fried fish on the menu. Hutch's number one hobby is race cars; he has raced locally at Gainesville Raceway and has won a few times.

WE ASKED HUTCH SOME QUESTIONS:

If you could have a room full of any one thing, what would it be?
Race cars

What do you value most in other people?
Everyone's unique lifestyles

If you could choose one of your personality traits to pass on to your children, what would it be?
To be always truthful

Who is your greatest sports hero?
Louis Hamilton (Formula 1 Driver)

What is your favorite film?
Five Shaolin Masters

Three places you would like to visit?
Canada, Brazil, and Melbourne, Australia

If you had the ability to solve ONE problem in the world - what problem would you solve?
Solve violence for peace

Who do you most admire throughout all history?
Jesus

Who did you look up to as a child?
My Dad

Name three activities on your bucket list?
Fly an Apache helicopter, a Black Hawk helicopter, and drive a McLaren F1 race car

Retirement

JOHN STEVEN GONZALES
August 16, 2017
23 years • Shipfitter

JUDITH LYNN BOLES GEZOVICH
August 11, 2017
8 years • Sr. Contracts Admin Repair

RICHARD HENRY SCOTT
August 4, 2017
13 years • Sr. Subcontracts Admin

DAVID P. MCLEOD
March 31, 2017
26 years • Engineering Specialist

ROSALBA CARDOZA
August 4, 2017
12 years • Employee Benefits Admin

JACOB S. SHIVICK
July 31, 2017
27 years • Sr. Planner/Scheduler

DOUGLAS C. HALL
July 29, 2017
6 years • Sr. Supervisor Engineering

RAYMOND R. COTA
July 29, 2017
40 years • Shipbuilder

WILFORD S. BARRERA
July 29, 2017
23 years • Sr. Engineer

GENE F. MARTINELLI
September 2, 2017
22 years • Superintendent Facilities and Maintenance

GUIBOG CHOI
September 2, 2017
11 years • Engineering Specialist

JOE M. PRITCHARD
July 11, 2017
29 years • General Manager

LEO J. ZENT, JR.
July 8, 2017
43 years • Supervisor Production

MARIO ZAYAS
June 29, 2017
21 years • Supervisor Warehousing

EMERSON A. CHARLEY
July 1, 2017
12 years • Welder

Raised the NASSCO Way

AUTHOR: Megan Root, Public and Government Relations and Communications Intern, NASSCO-San Diego

If there is one aspect of me I'm certain of, it's that I'm a NASSCO kid. Born and raised into a family of NASSCO employees, the company has served as a backdrop to my life. My Mom, Lisa Root, is going on her 33rd year at NASSCO, and my Dad, Bob Root, and Grandma, Gloria Young, who each worked here for more than 30 years are now retired. My Great Uncle also worked here along with numerous family friends that I've known forever, furthering this connection. NASSCO has always been a constant growing up; when you add our years of service together, our family has worked for this company for 118 years… and three months.

Megan with her father, Bob Root; mother, Lisa Root, and grandmother Gloria Young at her graduation in 2017.

As a NASSCO kid I've been through the entire spectrum of company events. Family Day, when I was a toddler; various coastal clean-ups, from my elementary school days to high school; Walks for Hope, participating on the NASSCO team; and of course ship christenings and launches.

In middle school, I had the tremendous honor of serving as the flower girl for the T-AKE 6, USNS Amelia Earhart, something I take immense pride in even to this day. I have also witnessed the launches of USNS Robert E. Peary (T-AKE 5) and USNS Medgar Evers (T-AKE 13), where my Grandma was trigger person for the former, and our long time family friend Rose Ingram for the latter. I will never forget the sight of seeing both ships slide off their blocks to the bay, a sight I often claim to friends is quite unlike anything else in the world.

January 1995

know the same people and are familiar with the daily issues. Besides, sometimes I get to have lunch with my daughter." Henry Isais agrees that sharing rides and talking about the different things taking place at work are all advantages of shared employment.

Lisa Root, who has 11 years with NASSCO, and her husband Robert, with 18 years, add that "When we have social gatherings that involve people from work, we both know everyone." They also agree that having the same holiday schedule and being able to carpool are distinct advantages, as well as being able to relate to each other's work issues. As a disadvantage, Lisa adds that "sometimes we discuss work issues too long once we are home. Sometimes we have to look at each other and say 'that's enough about work.'" However, with a new baby girl at home, they find it's not that hard to forget work issues.

regarding areas of professional confidentiality which they don't discuss, but still find plenty to talk about. "Because we have worked here so long, the

(L-R standing) Lisa Root, Robert Roo
(Seated) Gloria Young. This family has
many advantages to working together fo

when we've h
issues relieves
some insight i
bad things but

"WHEN YOU ADD OUR YEARS OF SERVICE... OUR FAMILY HAS WORKED FOR THIS COMPANY FOR **118 YEARS**..."

As a kid, Megan participated in several community clean-ups on behalf of NASSCO.

Even to this day, just as NASSCO has been a part of my past, it continues to define my present and even my future. This past summer I served as NASSCO's first Communications Department intern, my duties included taking pictures in the yard and some of my work behind the scenes can be viewed in *The Shipbuilder* or online. This is my own legacy, one that this company of ours has helped set in motion. As my internship comes to an end, I will take all the valuable lessons I've learned these past three months and keep moving forward, chart my own course. Through the people I met along the way and the experiences I've shared, NASSCO has brought me to this point and beyond. Thank you NASSCO, what a life!

Megan as the flower girl for USNS Amelia Earhart (T-AKE 6) in 2008.

Megan with her family in 2011 for the christening ceremony for USNS Medgar Evers (T-AKE 13), where her grandmother, Gloria Young, served as the trigger honoree.

Sports and Interests Groups at NASSCO

SIGNS

SIGNs in action!

WORK HARD. PLAY HARD.

2017 SIGNs Kickball Winners: Plan 2 Win

2017 SIGNs Cornhole Winners:
Trent "Smooth As Mayo" Hellmann
and "Marky" Mark Holmes

SAVE THE DATE!

The next SIGNs event is the President's Cup Softball tournament on October 28, 2017.

Email signs@nassco.com for more information.

ANNUAL HOLIDAY RECIPE SWAP

"Who needs a cookbook to prepare for the holidays when you have the NASSCO annual holiday recipe swap!"

Pumpkin Cookies

Submitted by: Christi Alvarado, Production Support Specialist II, Repair Production and Anita Hernandez, Production Support Specialist II, Ship's Management (ESB) – NASSCO-San Diego

"Every Thanksgiving our Mom makes these yummy pumpkin cookies!" – Christi

1 cup shortening
1 cup sugar
1 cup pumpkin
2 cups flour
1 egg
1 teaspoon cinnamon
½ teaspoon salt
1 cup raisins
1 teaspoon baking soda

Instructions: Cream shortening, sugar, and pumpkin. Add egg and mix well. Add dry sifted ingredients and raisins. Drop by spoonful onto cookie sheet. Bake at 375 degrees for 10-12 minutes. Sprinkle with powdered sugar.

White Chocolate Bread Pudding

Submitted by: Jesse Dukes, NDT Level III Examiner, NASSCO-Norfolk

"My favorite room in the house is the kitchen. I have always loved to cook. I chose Navy aviation over culinary, and then started my career at the shipyard. I still get requests to make this for almost every major gathering I go to. I found this recipe on a "The Routh Collection" Christmas card a few years ago. I make this recipe at least six to eight times a year." – Jesse

1 loaf of French bread
½ stick salted butter, softened
3 large eggs, beaten
1 cup white chocolate chips
2 cups milk
1 ½ cups sugar
1 teaspoon cinnamon
3 tablespoons vanilla
½ cup red raisins (jumbo raisins if available)

Cut bread in half lengthwise and spread softened butter on each side. Toast bread in the oven until lightly browned. Remove bread from oven and when cool, cut into small 1-inch cubes (should be about 12 cups of bread cubes). Plump raisins by soaking them in warm water for several minutes and drain. Reserve ½ cup of the white chocolate chips and mix all other ingredients in a bowl. Pour mixture into a buttered 9" x 13" pan. Sprinkle the reserved chips over the top and bake 35-45 minutes at 350 degrees, until the top is slightly browned. Serve warm. Makes 12 servings.

HOT BUTTERED RUM SAUCE

1 stick salted butter
½ cup heavy cream
½ cup sugar
1 teaspoon vanilla
2 teaspoons Myers rum
1/8 teaspoon cinnamon

In a heavy saucepan melt one stick salted butter over medium heat. Stir in ½ cup heavy cream until blended and then add ½ cup sugar. Whisk sauce continuously until it reaches 220 degrees. (I heat until a boil). Remove from heat and stir in one teaspoon vanilla, two teaspoons Myers rum, and 1/8 teaspoon cinnamon. Spoon hot sauce over individual servings of warm bread pudding.

Enjoy!

Braised Sherry Mushrooms

Submitted by: Mel Schwartz, Electrical Department, NASSCO-San Diego

1 pound small button mushrooms, cleaned
1 stick butter (4 ounce)
8 ounce cream sherry, divided
Salt and pepper to taste
Water to cover

Instructions: In a 4-quart pot, melt butter and stir in mushrooms to coat. Add four ounces of sherry and enough water to cover mushrooms by an inch. Boil gently until water has evaporated and a sticky sauce remains. Add in remaining sherry and reduce down to a thick glaze, approximately 10 more minutes. Stir in salt and pepper, and serve. This dish serves four people.

Best Ever Pot Roast

Submitted by: Randy Colson, Program Manager, NASSCO-Bremerton

"My family has been using this recipe for as long as I can remember. Potlucks, family gatherings, etc. Every time you bring this dish, people rave about it and there's literally none left at the end of an event or dinner. You can add potatoes and carrots to make it a one stop dinner or use it as a substitute for the meat in a Philly Cheese Steak sandwich, or put the meat in tortillas and use as a type of carne asada. We like to put the roast in the slow cooker dish with the dry ingredients the night before, refrigerate and that morning put in the slow cooker when you leave for work. You'll have an unbelievable meal when you come home." – Randy

3-4 pound chuck roast (large enough to fit in a normal slow cooker)
1 package of dry aux jus gravy mix
1 package of Hidden Valley Ranch salad dressing
6 pepperoncinis

Instructions: Cook on low for eight hours and serve.

Apple Cream Cheese Pie

Submitted by: Tony Surmonte, NASSCO-Mayport

"I have probably made this pie 50 or more times." – Tony

CRUST

1 ¼ cup flour
¼ cup sugar
1 teaspoon vanilla
¼ pound butter
1 teaspoon lemon rind
1 egg yolk

Instructions:
Using hand mixer, mix well.
Spread into bottom and sides of springform pan.

FILLING

2 8-ounce packages of cream cheese
½ cup sugar
2 large eggs
1 teaspoon vanilla

Instructions: Cream sugar and cheese. Add vanilla, and then add eggs one at a time. Add the egg white from the egg used in the crust. Combine. Pour into the pastry-lined pan.

Topping
½ cup sugar
5 cups finely chopped apples
1 teaspoon cinnamon

Instructions: Mix sugar and cinnamon, and then toss apples in sugar mix until evenly coated. Spoon apples over cheese layer. Sprinkle generously with almonds. Bake at 400 degrees for 12 minutes. Reduce heat to 375 degrees and bake for 30 minutes. All ingredients should be at room temperature. Push pastry to within ½ inch at top of the pan.

Apple-Pecan Stuffing

Submitted by: Christina Bailey, Procurement Auditor, NASSCO-Norfolk

8 slices whole wheat bread, cubed (3/4" – 1")
½ cup chopped pecans (about 2 ounces)
1 tablespoon unsalted grass-fed butter
1 ½ cup chopped celery
1 cup chopped green onions (greens and whites)
1 large golden delicious apple, chopped
Dash of black pepper, for seasoning
1 ½ cup low sodium chicken broth
¼ teaspoon salt
1 teaspoon dried, rubbed sage (or 1 tablespoon for fresh, finely chopped)
1 teaspoon dried thyme (or 1 tablespoon fresh)

Instructions: Preheat oven to 225 degrees. Place fresh bread cubes on a baking sheet and dry them out in the oven for about 25 minutes. This will make them very dry on the outside, but still moist on the inside. When the bread cubes are done and you've pulled them out, increase oven temperature to 400 degrees.

Meanwhile, toast pecans in a dry skillet until they become aromatic (this is an optional step, but it will really enhance the dish).

In a large sauté pan, melt butter on medium heat. Add celery, green onions, apple, and some black pepper to taste. Cook for 1-2 minutes, stirring occasionally.

To this mixture, add the broth, salt, sage, and thyme. Pop a lid on and bring to a boil. Once the broth is boiling, turn off the heat and stir in bread cubes and pecans until everything is well combined. Put this mixture into either an 8x8 square baking dish or a similar sized casserole dish, and bake at 400 degrees for 10-15 minutes or until the top starts to brown and get slightly crispy.

Try not to eat it all before dinner starts.

Yield: 10 servings
(1/2 cup per serving)

Calories per serving: 146

Fat per serving: 6 grams

IN THE COMMUNITY

Oyster Growing Hits Record at NASSCO-Norfolk

NASSCO-Norfolk successfully completed its second year of oyster gardening at the Ligon Street facility, and it was a huge success!

Approximately 14,000 oysters were grown from a size of about one millimeter in length to one to three inches over the course of the year. The oysters grown at Ligon Street and at other businesses were collected and transplanted to Scott's Creek in Portsmouth, Virginia, an area adjacent to the NASSCO-Norfolk Harper Avenue facility, where they will continue to filter local waterways for years to come and spawn new generations of oysters in coming seasons.

The Chesapeake Bay derives its name from the Algonquin word chesepiooc, meaning "great shellfish bay." In the summer of 1608, Captain John Smith made two voyages from Jamestown to explore the Chesapeake Bay and its tributaries. Smith documented the natural environment, features of the land and waterways, and encounters with the Native peoples he met along the way. Oysters (Crassostrea Virginica) were a central component of the Chesapeake Bay ecosystem in 1607 when European settlers established Jamestown, VA, the first permanent English settlement in North America. Captain Smith described the abundance of oysters "as thick as stones." Oysters were an important food source while colonists were struggling to survive in the face of inadequate supplies and a severe regional drought.

The Industrial Age and the oyster craze began to come at a cost by the early 1900's. Oyster populations were decimated by overharvesting and pollution. By the 1960's, the bay was nearly ecologically dead, a cause for great concern which led to the creation of public and private organizations devoted to the restoration of the bay. These organizations studied the bay and came up with a plan for its revitalization and the government drafted several pieces of legislation to protect the bay. Provisions in the Clean Water Act began to take hold with point source discharges (pipe) at sewage treatment plants and industrial facilities throughout the watershed. There is significant room for improvement, but the bay is steadily getting healthier. Over time, the dead zone is getting smaller, bay grasses are at record levels, and oysters are rebounding.

Oysters play a vital role in maintaining good water quality by consuming suspended algae and sediment. The algae are used as food and the sediment is packaged with the oyster's natural waste where it settles to the bottom, thereby clearing the water column. One oyster can filter up to 50 gallons of water each day! Due to NASSCO-Norfolk's success in managing current oysters, the shipyard was entrusted with an additional six cages for a total of 20 cages for the 2017-2018 growing season. In July, the NASSCO-Norfolk Environmental Health and Safety Department planted a program record of 20,000 oyster spat in support of The Elizabeth River Project River Star Business program. The 4R Earth Committee and Facilities Department are responsible for tending to the garden. The oyster gardening program is a permitted activity, but is open to anyone who has waterfront access. Learn more on Chesapeake Bay Foundation's website at www.cbf.org.

Oyster craze in the 1900s.

In Remembrance

Alejandro A. Rosales
August 11, 2017
21 years
Pipefitter

Merle M. Woods (Woody)
April 17, 2016
22 years
Welding Foreman

Meet the BABIES Birth Announcements

WREN QUY TRINH
Born: April 4, 2017

Mother: Suzanne Trinh,
Senior Buyer,
NASSCO-San Diego

VICTORIA COLO RAMOS
Born: April 4, 2017

Father: Victorino Ordonez Ramos,
Rigging Department (Repair),
NASSCO-San Diego

PRINCE ADRIAN MICHEL
Born: April 17, 2017

Father: Adrian Michel,
Shipfitter, Second Shift Repair,
NASSCO-San Diego

Grandfather: Enrique Michel,
Welder W/F, Second Shift Repair,
NASSCO-San Diego

LALELEI ALOFAMONI NAPOLEON PIERSON
Born: March 23, 2017

Father: Lequane Lavon
Marquise Pierson
Forklift Operator

Mother: Andrea Losa
Napoleon Pierson
Senior Material Support Technician
NASSCO-San Diego

LINCOLN JAMES CORNELL
Born: August 4, 2017

Grandfather: Dennis DuBard
Manager, Public and Government
Relations, NASSCO-San Diego

LUCAS GEORGE RATHBUN
Born: September 13, 2017

Father: Christopher Rathbun
Manager of In-Yard Logistics
NASSCO-San Diego

Mother-to be Rashida Stevens, a firewatch for NASSCO-Mayport, is presented with a new "tool bag" by Management Analyst Andrea Tanner during Mayport's recent appreciation luncheon on July 12.

33rd Annual Coastal Clean-up Day

Every year, NASSCO-San Diego makes it a priority to participate in the annual 'I Love A Clean San Diego' Coastal Clean-up Day. A special thank you to NASSCO's Community Clean-up and Restoration Committee (CRC) for helping to facilitate a successful contribution, and to everyone who participated.

2017 Operation Clean Sweep

On August 27 dozens of NASSCO employees and Community Cleanup and Restoration Committee members in San Diego joined military and civilian participants in the San Diego Port Tenants Association's annual Operation Clean Sweep.

Divers, walkers, and boaters helped clean San Diego's bay at three main locations covering Chollas Creek, the community of Barrio Logan and America's Cup Harbor.

RECENT NASSCO VISITORS

1. The Honorable Eric Swalwell, U.S. Representative
2. The Honorable Richard V. Spencer, 76th Secretary of the Navy
3. The Honorable Dianne Feinstein, U.S. Senator
4. The Honorable Gustavo Sanchez, Mayor of Mexicali, Baja California
5. Matson, Inc., and Press Pool
6. Summit College Tour
7. Sweetwater Valley High School and Adult Education
8. The Honorable Rafael Castellanos, Vice Chairman, Port of San Diego Board of Commissioners
9. Koutsky Family Tour (family of Philip A. Grimard, former foundry superintendent, 1956)
10. Captain Paul Campagna, Prospective Commander ESB 3, U.S. Navy

GENERAL DYNAMICS
NASSCO
P.O. Box 85278
San Diego, CA 92186-5278

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THE SHIPBUILDER CONTENT SUBMISSION

The Shipbuilder is a quarterly magazine written for shipbuilders, by shipbuilders.
To submit an idea or an article for an upcoming edition, please email communications@nassco.com.
The next submission deadline is November 29, 2017.