

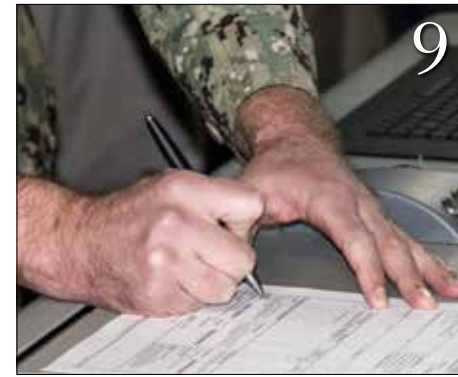
A large-scale photograph of the USS Makin Island (LHD-8) being undocked from a dry dock. The ship's massive hull, with its characteristic flat top and rounded bow, is the central focus. It is surrounded by a complex network of scaffolding and support structures. The scene is illuminated by bright artificial lights, likely from the dry dock's interior, which create strong reflections on the water surface. The sky is a clear, pale blue, suggesting a bright day. The overall composition emphasizes the scale and industrial nature of the shipbuilding process.

# THE SHIPBUILDER

SPRING-SUMMER 2018 • [NASSCO.COM](http://NASSCO.COM)

USS Makin Island (LHD-8) undocking from the dry dock  
NASSCO San Diego • March 27, 2018





## CONTENTS

4 MESSAGE FROM THE HELM

18 IMPROVE

32 EMPLOYEE CORNER

6 PERFORM

24 SUSTAIN

41 PDP CORNER

14 LEARN

28 DEPARTMENT SPOTLIGHT

44 RECENT NASSCO VISITORS

### THE SHIPBUILDER

Manager of Public and Government Relations: Dennis DuBard

Senior Communications Specialist: Katie Nieri

Communications Specialist: Xenon Alidag

Creative Multimedia Specialist: Kurt Otto

Published by General Dynamics NASSCO Communications Department, P.O. Box 85278, San Diego, CA 92186-5278.

Please direct comments to Xenon Alidag at [aalidag@nassco.com](mailto:aalidag@nassco.com).

Contributors: Hugo Bermudez, Brittany Brogan, Jim Davis, Dennis DuBard, Sandra Dunkel, Talbert Dunn, Steve Dykeman, Justin Faucette, Erica Marie Gove, William V. Graham Jr., Kevin Graney, Jesus Gutierrez, Obed Herrera, Lucy King, Robert Liddell, Gus Limberis, Connie Lundgren, Christopher Marsh, Matthew Miller, Cindy Mur, Stephen Murray, Jonathan Nichols, Katie Nieri, John Petersen, Brian Plackett, Doug Shamblen, Clint Spivey, Tony Surmonte, Tony Trobaugh, Duke Vuong, Donna Watkins



# PRESIDENT’S NOTE



**KEVIN GRANEY**  
**President**  
General Dynamics NASSCO

Building and repairing ships is no easy feat. No one man or woman can do it alone. It takes teamwork, dedication and innovation to establish the reputation NASSCO has earned.

NASSCO’s leadership team recently came together to reflect on our business, our past and our future. We discussed our “why” – our purpose as a business and our purpose as shipbuilding and ship repair professionals.

The result of those discussions is “One NASSCO.”

One NASSCO builds upon the foundations established by our earlier Mission, Vision and Guiding Principles. It is an explanation of our company vision, who we are, how we work and our commitments to our industry, our shareholders, our families and each other. One NASSCO aligns New Construction and Repair and includes our East and West Coast operations.

NASSCO’s work is important and we have many people – ourselves, our families, our customers, our shareholders and our

nation – reliant on our success. Our intent in establishing “One NASSCO” is to capture our collective purpose and align our processes, our facilities and our behaviors toward each other.

We can no longer operate as distinct entities or individual departments. A common vision, identity and purpose will lead to rewarding careers for each of us and – importantly – to a successful business for NASSCO.

The federal budget for fiscal year 2018 was recently approved and includes the construction of a sixth ESB as well as funding for the second ship in our upcoming TAO Program. Drafts of the 2019 budget indicate a seventh ESB is also on its way and increase the production schedule for TAO.

Alignment in our shipyards, has never been more important. Likewise, the impact of NASSCO’s work for our nation should not be ignored. Our products are unique. The ships we build and repair secure our nation and fuel our economy. Each member of the NASSCO team should feel pride and passion as we reflect on those fruits of our labor.

As our One NASSCO message takes root, I hope you will feel for yourself why your contribution to our company, our team and our culture is truly meaningful.

Thank you for your commitment to this company. Together, we are One Team, One NASSCO, better every day.

A handwritten signature in black ink that reads "Kevin M. Graney". The signature is fluid and cursive.

Kevin Graney  
President

# One NASSCO

**Our Vision** The Shipyard of Choice for securing our nation and fueling our economy

**Who We Are** Highly dedicated professionals anchored in teamwork and propelled by innovation

**How We Work** One Team, one NASSCO, better every day

**Our Commitments**  
**PERFORM** We maintain a focus on safety, quality and ownership in all aspects of our work

**LEARN** We encourage and trust one another to grow and learn while holding ourselves and each other accountable for our collective results

**IMPROVE** We acknowledge our mistakes and act on opportunities to continuously improve

**SUSTAIN** We are good stewards of our business, our community and our environment



# PERFORM

## Second Matson Containership Begins Construction

**Author:** Katie Nieri, Senior Communications Specialist



General Dynamics NASSCO has started construction on the second ship in a two-ship series of Kanaloa-class containerships for Matson Navigation Company, Inc.

Construction of Matsonia began with a ceremonial first cut of steel at NASSCO's San Diego shipyard where the first ship in the series, Lurline, is also under construction. Both ships will transport containers, automobiles and rolling stock between the West Coast of the United States and Hawaii. Using proven design standards, the ship design incorporates liquefied natural gas-capable main and auxiliary engines, which are compliant with Tier III emission requirements. Future installation of a LNG fuel gas system can be accommodated on the 870-foot-long, 3,500 TEU platform combination container and roll-on/roll-off ("Con-Ro") vessels.

"Matson's customers in the Hawaii trade rely on us for dependable delivery of their goods, and these new Kanaloa-class vessels designed specifically for serving Hawaii will ensure we meet the highest standards of efficiency and reliability," said Ron Forest, president of Matson.

"Designing and building these vessels brings pride to every member of our team," said Kevin Graney, president of General Dynamics NASSCO. "It's an honor to add the Kanaloa-class vessels to NASSCO's decades-long history in Jones Act ship production."

Construction of Lurline is scheduled to be completed in the fourth quarter of 2019. Matsonia is scheduled for delivery in the second quarter of 2020.



## Carrier Pre-planning

**Author:** Constantine "Gus" Limberis  
Lead Project Manager

In October of 2016, NASSCO-Norfolk entered the pre-planning phase for the upcoming USS George H.W. Bush (CVN-77) Docking Planned Incremental Availability. This phase of the ship's lifetime maintenance cycle is scheduled to complete in November 2018 when the ship enters the dry dock at Norfolk Naval Shipyard.

The docking duration is currently projected at 9 months, with overall availability duration of 16 months. At this time, Navy leadership is evaluating the possibility of extending these durations. The NASSCO-Norfolk team is actively engaged in these discussions and is successfully providing options and solutions to our customer. As of May, a total

of 84 work items have been approved, with a further 16 in various stages of development. This process will culminate in the projected date for contract award on August 24, 2018. Pre-fabrication of select components to support the upcoming availability has already begun and is projected to ramp up over the summer as the USS Eisenhower (CVN-69) Planned Incremental Availability winds down.

Select members of the NASSCO Planning Department and project managers have already participated in two Integrated Project Team Development events. The first event was held in Washington, D.C., in February of this year, with the second event following approximately two months later in Richmond, Virginia. During these events, NASSCO participants had the opportunity to meet their counterparts from the Mid-Atlantic Regional Maintenance Center, Norfolk Naval Shipyard as well as Newport News Shipbuilding. The events provided an invaluable opportunity to begin the challenging process of integrating all repair entity work and identifying areas of high risk. The initial indications point to a highly competent group focused on teamwork, problem-solving and effective information sharing. The team certainly appears to be up to the challenge.

The unclassified summary of the 2018 National Defense Strategy clearly identified

the reemergence of long-term strategic competition by revisionist powers as the central challenge to U.S. security. In addition, various national entities are increasingly contesting U.S. military presence around the world. In the Middle East, the Indo-Pacific and the Trans-Atlantic regions, the cornerstone of our nation's ability to project power and deter aggression remains to be the aircraft carrier strike group. The carrier exemplifies the pinnacle of military technology: 100,000 tons of sovereign U.S. territory that provides unique options to our military and political leaders. As former President Clinton said in 1994: "When word of crisis breaks out in Washington, it's no accident the first question that comes to everyone's lips is: where is the nearest carrier?"

It is with this profound understanding of the importance of these majestic vessels that the NASSCO-Norfolk team is ramping up to successfully execute the USS George H.W. Bush (CVN-77) Docking Planned Incremental Availability. As we aspire to become "the shipyard of choice for securing our nation and fueling our economy," we remain "highly dedicated professionals anchored in teamwork and propelled by innovation." We shall work as "One Team, One NASSCO, better every day," and are committed to "Perform, Learn, Improve and Sustain." Team Bush stands ready to answer the call.

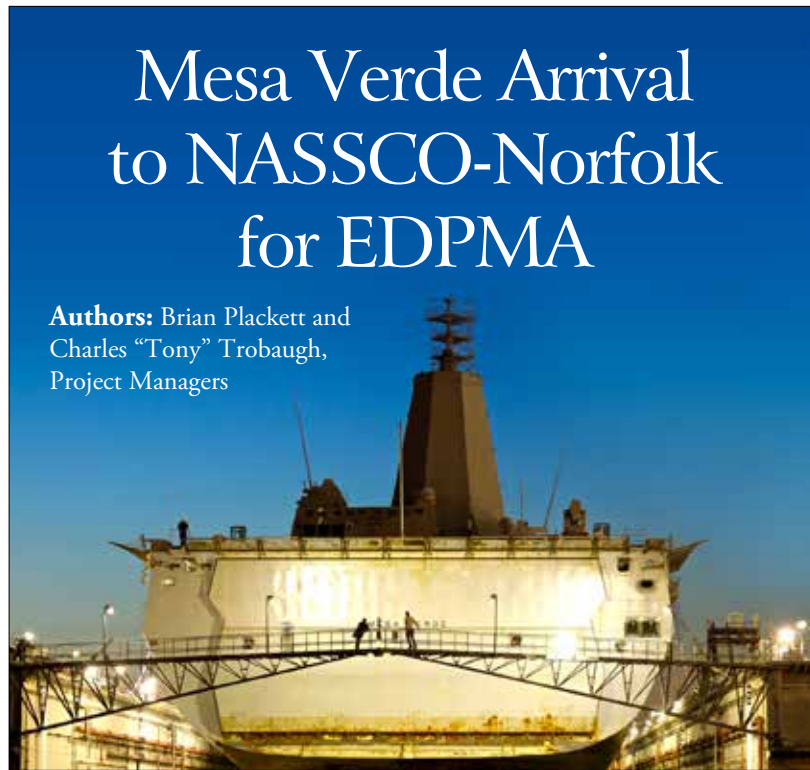






## Mesa Verde Arrival to NASSCO-Norfolk for EDPMA

**Authors:** Brian Plackett and Charles “Tony” Trobaugh, Project Managers



On May 1, 2018, NASSCO-Norfolk successfully dry docked the USS Mesa Verde (LPD-19), for the start of her FY18 Extended Docking Phased Maintenance Availability (EDPMA). The efforts to make the dry docking happen began with the undocking of the USS Truxtun (DDG-103) on March 7. Once the USS Truxtun was undocked, the 12 weeks leading up to the USS Mesa Verde dry docking were filled with repairs to the dry dock tanks and systems, ABS certification of the repairs, installation of a new dry dock deflection system, and preparation for our NAVSEA triennial certification inspection, which we completed successfully. We then turned our focus to the USS Mesa Verde. This is the first LPD to be dry docked on SPEEDE (NASSCO-Norfolk’s dry dock), and the ship is the longest, widest and heaviest ship to land on SPEEDE in more than a decade.

The planning and coordination that went into this dry docking was extensive across the board, by every department at NASSCO-Norfolk. Through proper planning and scheduling of the work, utilizing expertise from the Engineering, Dry Dock and Rigging teams, we designed an original concept, changing the make-up for the hauling system that had been used since 2003. This new method allowed us to safely dry dock the USS Mesa Verde a full two weeks ahead of schedule, after removing close to one million gallons of ballast water from the ship in a short period of time.

The work to be conducted includes bulwark repairs on the 04 level; removal, overhaul and reinstallation of the SPS 48 antenna; and crankshaft removal on both 2A and 2B Main Propulsion Diesel Engines (MPDEs). Overhauls will also be conducted on 1A and 1B MPDE as well as Nr 1, 3 and 5 Ships Service Diesel Engines. NASSCO-Norfolk’s diesel mechanics will be completing the tear down and reassembly of the main diesel engines. The change out of the crankshafts for 2A and 2B MPDE is a first time completion in the same engine room, side by side. While in dock, she will receive a full blast and paint of the underwater hull and freeboard. An extensive tank package covering more than 73 tanks for full blast, repair and preservation will be completed. USS Mesa Verde will also have shaft work completed, 10 propeller blades removed and worked, and propeller hubs removed and replaced.

Embracing the One NASSCO philosophy, NASSCO-Norfolk is looking forward to this herculean challenge and working as a team during this availability.



## USNS Hershel “Woody” Williams Delivered to Navy

**Author:** Katie Nieri, Senior Communications Specialist



On February 22, 2018, General Dynamics NASSCO delivered the fourth expeditionary sea base, named after World War II Medal of Honor recipient Hershel “Woody” Williams (ESB4), to the United States Navy’s Military Sealift Command.

Construction of the USNS Hershel “Woody” Williams began October 2015 and involved more than 21,000 tons of steel. The 784-foot-long ship’s design enables servicemen and women to carry out an array of missions, including air mine countermeasures, counter-piracy operations, maritime security operations, humanitarian aid, disaster relief missions, Marine Corps crisis response and more. MH-53 and MH-60 helicopters and MV-22 tilt-rotor aircraft are all supported.

“It’s a privilege to build a ship reflecting the strength, courage and dedicated service of the United States Marine Corps and Woody Williams,” said Kevin Graney, president of General Dynamics NASSCO. “From design

through production, the NASSCO team worked tirelessly to make this ship worthy of Woody’s name, while upholding the highest standards of quality and innovation.”

Delivery follows the successful completion of integrated sea trials. From January 15 to 19, the NASSCO team worked alongside government personnel to test the ship’s systems and ensure its readiness for delivery to the Navy. Testing included calibration of the ship’s navigational and propulsion systems and demonstrations of the ship’s anchor handling, fire fighting and damage control, aviation, navigation and communication equipment.

Committed to continuous improvement, NASSCO applied lessons learned from ESB 3, USS Lewis B. Puller, during the construction of ESB 4. Construction of ESB 5, the future USNS Miguel Keith, is underway.

## Mayport, Norfolk and San Diego Receive Safety Improvement Award

**Author:** Duke Vuong, Safety Manager

The Shipbuilders Council of America (SCA) announced General Dynamics NASSCO’s shipyards in Norfolk, Mayport and San Diego each received both of the SCA’s prestigious Excellence in Safety and Improvement in Safety awards. The SCA, a national association representing the U.S. shipyard industry, honors companies annually with safety awards for enhancement of operations and promotion of safety and accident prevention.

Through proactive approaches and total dedication to improved safety and health of

their employees, NASSCO is one of 19 SCA member companies to receive awards for their continued advancement of employee safety in the shipyard industry.

SCA member companies are eligible for both the Excellence and Improvement in Safety Awards if they submit the SCA Injury and Illness survey for all four quarters, have zero fatalities throughout the year and if their recordable incident rate (TRIR) is below the SCA aggregate – 3.75 percent – or if they reduce their year-on-year TRIR by 10-percent or more.

“Safety is a critical pillar of the U.S. shipyard industry - every shipyard, no matter the size, requires critical safety measures to keep their team members safe. The commitment by this industry to safety has been demonstrated through the incredible reduction in the industry’s overall TRIR, which has been steadily declining over the last 30 years. We are proud to recognize these companies and their employees for their accomplishments in safety this year,” said Matthew Paxton, President of the SCA.



## New Panel Line

**Author:** Doug Shamblen, Program Manager

General Dynamics NASSCO started construction of the San Diego shipyard's new panel line in August 2017. The civil work supporting equipment installation is complete and equipment installation began in February 2018. The new panel line will be operational in the third quarter of 2018 to start work on the Matson 1 deckhouse and garage panels. The Facilities Department thanks all NASSCO employees and subcontractors for their support so far with this endeavor. One NASSCO!



## USS Harry S. Truman (CVN-75) Leaves on Deployment

**Author:** William V. Graham Jr., Project Manager

On April 11, 2018, the USS Harry S. Truman (CVN-75) departed from Naval Station Norfolk for its scheduled seven-month deployment.

During the final ship's production meeting, the Chief Engineer (CHENG) and the Ship Maintenance Manager (SMM) stated that the ship was in the best possible shape ever prior to a deployment – leaving for deployment with zero casualty reports (CASREPS) in place respective to mission critical equipment and with systems in full operational status.

Prior to the ship's departure, General Dynamics NASSCO-Norfolk successfully completed a six-month Continuous Maintenance Availability (CMAV), which took place from November 6, 2017 through April 10, 2018. The CMAV consisted of three separate Window Of Opportunities (WOOs) varying in durations of 28, 47 and 30 calendar days each.

The availability as awarded/defined consisted of 18 original specification/work items. Throughout the availability, General Dynamics NASSCO-Norfolk accepted 47 new specification/work



items for a total of 65, as well as growth work associated with 28 of those specification/work items.

The entire NASSCO team wishes the sailors of USS Harry S. Truman fair winds and following seas.

## NASSCO-Mayport Is On The Go To Montreal

**Author:** Brittany Brogan, Estimator

General Dynamics NASSCO-Mayport was awarded the first LCS OCONUS East Coast availability. NASSCO-Mayport employees travelled to Montreal, Quebec, to complete an extended 12-day Planned Maintenance Availability (PMAV) on short notice for OCONUS work on the USS Little Rock (LCS 9).



171216-N-N0101-101 BUFFALO, N.Y. (Dec. 16, 2017) The Blue crew of the freedom variant littoral combat ship USS Little Rock (LCS 9) man the rails during the ship's commissioning ceremony Dec. 16, 2017 in Buffalo, N.Y. Little Rock is the fifth freedom-variant LCS to join the fleet. The fast, shallow-draft vessel has a modular design capable of implementing a variety of mission packages as an asset to the fleet in both the shallow coastal regions as well as trans-Atlantic service. (U.S. Navy photo courtesy of Lockheed Martin/Released)



# Keel Ceremony USNS Miguel Keith (ESB 5)

**Author:** Dennis DuBard, Manager Public and Government Relations



Keel laying is a long-recognized tradition of laying down the backbone of a ship. It is a milestone that marks when a ship begins to come to life. With the help of our NASSCO weld team, Mrs. Mary Easley, matron of honor and close friend of the Keith Family, welded Mrs. Delores Keith's initials, the mother of the ship's namesake, onto the keel plate. These initials will be a permanent part of the ship's structure.

Miguel Keith, a native of San Antonio, Texas, began serving his country during the Vietnam War at the age of 18. On May 8, 1970, his platoon was subjected to heavy ground attack by an enemy force greatly outnumbering their own. Miguel was seriously wounded. Despite his injuries, Lance Corporal Keith

demonstrated conspicuous gallantry and courage under fire. He ran across fire-swept terrain to deliver a hail of devastating machine-gun fire against the enemy.

*A time honored ceremony  
was held at General  
Dynamics NASSCO on  
January 30, 2018.*

A grenade detonated near Keith, injuring him further.

He got up again and charged an estimated 25 enemy soldiers who were massing to attack.

The vigor of his assault and his well-placed gun fire eliminated four enemy soldiers and caused the rest to retreat. Miguel's heroic efforts contributed to the success of his platoon that day. During this combat, he sustained mortal injuries.

Miguel's valor and undaunted courage as a United States Marine resulted in him being posthumously awarded the Congressional Medal of Honor.

The USNS Miguel Keith (ESB 5) will carry Miguel's legacy and the legacy of America to people all over the world. The men and women of General Dynamics NASSCO are honored to build this ship that will bear his name.



# NASSCO-Norfolk Installs first Hybrid Electric Drive

**Author:** Jonathan Nichols, Production Manager



NASSCO-Norfolk was tasked to accomplish a first-time installation of a Hybrid Electric Drive (HED) aboard the USS Truxtun. This installation is in support of a green initiative and has an estimated reduction in fuel consumption of 1,500 barrels annually. The installation consists of a 28,500-pound electric motor, which attaches to the front of the reduction gear in the number two engine room, two electric drive cabinets and a new switchboard. The system allows the ship to be propelled at speeds

of 10 knots and below while being powered by the existing generators. The installation impacts every piping system in the engine room, including critical systems like masker air, halon and lube oil, which will require full system flush. NASSCO-Norfolk accomplished all removals and the HED drive has been loaded on the ship. An analysis will be conducted to realize the actual benefits of the HED system, to determine whether additional ships will receive this new technology.



# All Hands Safety Stand Down

**Author:** Clint Spivey, Environmental, Health, and Safety Assistant Manager

NASSCO-Norfolk held its second annual Safety Stand Down and Training Event on January 24 for all employees, including resource labor employees. This annual event serves as a proactive and preventative Occupational, Health and Safety program, to teach employees how to keep from getting injured.

The morning began with a year in review by NASSCO-Norfolk General Manager Kevin Terry, who stated we had one-third less injuries in 2017 than in 2016, and that we must continue to strive for the goal of zero injuries. Mr. Terry encouraged everyone to take a more proactive approach to safety and think "Safety First." He reminded the crowd that about 60-percent of last year's injuries were from strains or sprains. He challenged each employee to practice daily stretching techniques before the start of each shift – the techniques were taught during the safety stand down. He stated that prevention is the key to zero injuries, and not only by stretching, but by identifying hazards prior to starting work and immediately stopping any work that is unsafe. Each of us should look out for our own safety and that of others. Working safely is a win-win for us all! Remember to Think Safety First!

Other speakers of the day included OSHA Norfolk Area Director

Stan Dutko and Mid-Atlantic Regional Maintenance Center (MARMC) Safety Director Frank Walker. Stan spoke of personal experiences, noting how serious workplace injuries are particularly

damaging to individuals' lives and well-being, and have become a top priority for OSHA. Frank shared a personal story about a colleague who was seriously injured after a 40-foot fall down a trunk on the USS Mason. He emphasized that guarding trunks and other elevated edges was one of his main emphases for MARMC managed contracts.

All of those who spoke had a "people first" mentality. Health and safety is about protecting our company's greatest asset, our people, and sending them home each day in the same condition they arrived.

Extensive health and safety training opportunities were offered. The 3M Safety Roadshow tractor trailer was onsite with a hands-on fall protection training demonstration and class. Additionally, classes were held on respirator protection, metal

working, eye protection, current safety trends, pre-work stretching routines, and new safety products demonstrations. The event was well received and many employees noted that the second annual event was even better than the first!



\*Photos courtesy of NASSCO-Norfolk employee Victor Talley of Lazarus Imaging Inc.



# LEARN

## 5S “The 30-Day Challenge”

**Author:** Stephen Murray, Manager of Continuous Improvement

Manufacturing Engineering provided a new approach for a two-hour basic 5S training to approximately 78 operations supervisors in 2017.

5S refers to the 5 steps of SORT, SET IN ORDER, SHINE, STANDARDIZE and SUSTAIN. These sequential steps provide the basis for organizational improvement in working and storage areas associated with daily work at NASSCO, both in the office and in the manufacturing environment. 5S, as we know, is the foundation of Safety, Quality and Productivity.

For 5S training to be effective, supervisors should apply the principles they learned shortly after training concludes. Research tells us that after receiving training, we typically retain 30- to 40-percent of what we hear and see, versus retaining more than 90-percent of what we hear, see and do.

To ensure the application of their newly acquired knowledge of 5S principles, we asked each supervisor to meet “The 30-Day Challenge.” The task for them following the training was to work with their team to execute a small 5S project, which could be managed

under their control, without many external resources. The focus areas suggested in the training included gang boxes, toolboxes, personal workstations and material storage areas. As part of the challenge, supervisors asked their employees “What’s in your way

**Have you ever heard the following saying, which was attributed to the Chinese philosopher Confucius who lived over 2,000 years ago?**

*“What I hear I FORGET,  
What I see I REMEMBER,  
What I do I UNDERSTAND”*

for your daily work?” to help generate good ideas from their team members. (Note: These 5S ideas and solutions make great PIIs.)

A simple one-page PowerPoint template was provided to supervisors and their team

members to document the improvements in their areas before and after implementing their 5S projects.

Coincidentally, several of the projects have now found their way into LEANBUILDER and other 5S-related training materials so that we can share those examples with a wider audience and help develop the 5S culture across the company.

We have received 30-Day Challenge results from 72 of the 78 supervisors who attended the 5S training (around 92%) to date. These supervisors took the opportunity to apply 5S positively in their area of influence to help themselves and their teams.

Beyond the initial challenge, the expectation is for supervisors to continue to make 5S part of their daily activities.

**For any 5S questions you may have, please contact Sr. Manufacturing Engineer Robert Liddell at [rliddell@nassco.com](mailto:rliddell@nassco.com) or Manager for Continuous Improvement Steve Murray at [smurray@nassco.com](mailto:smurray@nassco.com).**

*Below are two simple examples received from the “30-Day Challenge”*

The first is from Production Supervisor Steve Ong. He wanted to improve the access his team had to housekeeping materials.



The second is from Production Supervisor Jose Vasquez, who wanted to simplify the storage and re-stocking of pipe gaskets.



## Conflict Resolution

**Author:** Jim Davis, Manager of Training and Development

*A pig. It's said that this is how and why the famous Hatfield and McCoy feud began.*

In 1878, Randolph McCoy accused Floyd Hatfield of stealing one of his hogs. This even went to trial, with Bill Staton as star witness. Staton sided with Hatfield and was later shot dead by Sam McCoy. All in all, 13 Hatfields and McCoys would eventually be killed before hostilities would subside. And if reports are true, all over a stolen pig?

Conflict happens. And clearly, it can be over reasons that may or may not be of great significance. But it is inevitable, even in the best of situations and relationships.

The real question is, what to do when it hits? How could the conflict be resolved?



### LET'S LOOK AT WHY CONFLICT HAPPENS IN THE FIRST PLACE:

- **Lack of Common Understanding:** The less people know about what they have in common, the greater chance for conflict.
- **Conflicting Priorities/Goals:** Alignment matters. It helps everyone row the boat in the same direction.
- **Lack of Communication:** How much conflict could be avoided if people would talk to each other instead of talking about each other, or relying on secondhand information?
- **Unclear or Unfair Expectations:** Expectations are great, but not unrealistic or unclear ones. This will only lead to frustration and division.
- **Power Plays:** Individuals with personal agendas will cause division and disunity.

The results of these are all counterproductive – competition, self-interest, win-lose attitude and a closed environment. People become defensive and isolated. In a healthy work environment, the focus should be on cooperation, not competition.

The way for conflict to make a team better, instead of bitter, is to actually resolve it. Issues don't go away by themselves or with the passage of time. The word “resolve” is actually from the Latin word “resolvere,” which means to dissolve or disintegrate, and often with intensive effort. Until an issue is “disintegrated” in this way, it can reappear and continue to cause problems.

What adds to conflict is when people don't fight fair. They attack each other instead of the issue. As long as that's the case, the issue remains and the situation escalates. Fair fighting is about working on critical issues, together, and finding common ground.

### SO HOW DOES ONE FIGHT FAIR?

- **Avoid Personal Attacks:** When people attack each other, walls are built. When they attack the issue together, bridges form.
- **Communicate Assertively:** Honest communication is good. But doing so aggressively is damaging and counter-productive.
- **Find Common Ground:** Try the 85% rule. If there is 85% of something on which to agree, then drop the 15%.
- **Seek Win-Win Solutions:** While it may sound cliché, it can't be discounted. The desire for the team to win must be larger than being personally proven right.
- **Commit to Building Relationships:** Never allow the issue to be bigger than the relationship. Seek to settle the issue and protect the relationship.

Conflict doesn't have to wreak havoc or disrupt the important work that needs doing on a daily basis. It can actually strengthen a group, team and organization if approached in a healthy way with a commitment to fighting fair.

*If only the Hatfields and McCoys could have learned that sooner.*



# Visioneering

**Author:** Jim Davis,  
Manager of Training and Development

*The story goes that a man came upon a group of masons chiseling granite. When asked what they were doing, the first replied "I'm hammering this rock and can't wait for the day to be over." The second said, "I'm molding this material so others*

*can use it to construct a wall. It is ok work, but I'll be glad when it's done." The third had a different answer. "I am helping to build a cathedral. Can't you just picture it?"*

Three men – three different perspectives about their job. What made the difference? Vision: an image, or snapshot, of a preferable future or the ability to see the future state of your present work.

Vision could also be stated as the way things can be and ought to be. Vision creates the future.

In one of the most famous speeches in American history, Dr. Martin Luther King, Jr. began by saying "I have a dream." A dream for what? A dream and a vision for a time

when all men would live in total equality.

Leonardo da Vinci, remembered as both an artist and engineer, envisioned many designs and inventions that were centuries ahead of their time, including an early version of the machine gun, parachute and even a flying machine!

This is called Visioneering: combining vision and the principles behind engineering to create ideas that will dictate the future and overall direction towards an established goal.

Every leader has the opportunity to leverage their influence to paint a picture of the future for those they lead as well as the organization as a whole.

But visioneering is more than just having a good idea. For vision to be worth anything, it must be pursued and actualized.

Remember, vision creates the future. It produces conditions that do not currently exist.



## WHY IS THIS SO IMPORTANT?

- **Focus:** Everything is stronger when it's focused. A clear vision not only helps a group know and pursue what to do, but also what not to do. It keeps a group from jumping to anything and everything that may seem urgent, but really isn't.
- **Direction:** No employee or group should have to wonder where they're headed. A leader is a travel guide to the final destination.
- **Clarity:** A strong vision produces a clear mental image—clear being the key word. Too many teams try to navigate through murky waters or have a fuzzy perspective. A compelling vision generates a vivid picture.
- **Unity:** Both Mission and Vision are great rallying points. In his most memorable speech, Abraham Lincoln used the Gettysburg Address to remind people that the government was originally designed of the people, by the people and for the people, and would not perish from the earth. At a time when the nation was violently divided, he wanted to, at least in people's minds, bring them together around why the nation was founded in the first place.
- **Increased Productivity:** It's hard to rock the boat when you're helping to row it. The more any group works together, the more they get done.

*What vision do you have for yourself, your team, and how everyone is adding value to the mission of General Dynamics NASSCO?*



# No high is more important than your family.

**We're here to help.**

NASSCO's Employee Assistance Program is available to support employees struggling with drug or alcohol abuse. Give us a call today.

**NASSCO is a drug-free workplace.** Anyone under the influence or in possession of drugs or alcohol on company premises is subject to termination. You must seek help before a problem arises to be eligible to enter the Employee Assistance Program.

**Find more information**

visit [www.nassco.com/drugfree](http://www.nassco.com/drugfree) or call (619) 544-8506.





# IMPROVE

## 2018 General Dynamics Manufacturing Symposium

**Author:** Stephen Murray, Manager Continuous Improvement

*The 14th Annual General Dynamics Manufacturing Symposium was held in Tampa, Florida, from April 3-5, 2018. The event recognizes manufacturing excellence and facilitates the learning and sharing of best practices across General Dynamics (GD). The symposium provides a forum for sharing outstanding examples of continuous improvement initiatives and offers the opportunity to create and renew relationships with colleagues representing the manufacturing and continuous improvement teams across the GD network. This year there were eight Manufacturing Excellence Award presentations and 28 track presentations. The subject categories covered in the track presentations were lean, technical innovation, quality and design for manufacturing, voice of the customer, safety and communication.*

NASSCO was well represented at the forum, with the following individuals presenting our best practices with emphasis on continuous improvement.

### MANUFACTURING EXCELLENCE AWARD

**Subject:** Integration of Production & Testing to Improve Productivity

**Presenters:** Manager Test and Trials and Guarantee Jason Rooney & Ships Management Area Manager 2 Walter Camara

### TRACK PRESENTATIONS

**Subject:** Evolution of Weld Equipment

**Presenters:** Sr. Welding Engineer Cody Whiteley and Weld Services Working Foreman Mike Murphy

**Subject:** Early Detail Design Modeling to Reduce Overall Design Cycle Time

**Presenters:** Director of Functional Engineering Zoe Chavez and Assistant Manager of Outfitting Detail Design Aaron Reimer

**Subject:** Breaking the Language Barrier – Two Historic Ship Programs

**Presenters:** Ship Manager Peter Radzicki, Technical Director of Commercial Programs Sonny Jeong and Supervisor of Engineering Jake Zimmerman

**Subject:** DfX Working Group Update

**Presenters:** Sr. Director Manufacturing Operations and Quality Assurance Larry Souvereille (Mission Systems), Chief Superintendent Toby Bell (Bath Iron Works) and Senior Engineer Dave Samudio (NASSCO)

### Other NASSCO attendees not listed above include:

Vice President Operations and Manufacturing Council Member Bill Cuddy

Manager Continuous Improvement and Lean Committee Member Steve Murray

Senior Manufacturing Engineer and Lean Committee Member Robert Liddell

Manager Safety and Environmental Health and Safety Committee Member Duke Vuong



Every year the selection process for symposium presentations at NASSCO is similar to the approach undertaken by all the other GD Business Units (i.e. Gulfstream, Jet Aviation, Mission Systems, Land Systems, European Land Systems, Ordnance and Tactical Systems, Information Technology, Bath Iron Works and Electric Boat). Each business puts out a “call for papers” (abstracts) usually around July of each year.

At NASSCO, anyone in the shipyard can submit an article that tells the story of a manufacturing improvement that had a significant impact in the shipyard in the last year or so, describing how the project was identified, why it was selected, how the project was executed, the approach used (e.g. Lean Tools), the results and audience takeaways.

The audience takeaways are very important in that the best improvement ideas are those that can be shared with other business units. We can then learn from each other across GD and share our good ideas to make us more efficient and add value to our company and our shareholders.

All our submitted abstracts are reviewed internally and voted on by our executive staff. The best abstracts from NASSCO and each business unit are then submitted to the General Dynamics Lean Committee for final selection around October each year, where the final 28 tracks are selected for the Manufacturing Symposium.

Each business unit will separately select its Manufacturing Excellence Award over and above the submitted track presentations.

If you are interested in seeing past presentations from the Manufacturing Symposium from all business units, visit the GDXchange SharePoint Portal (the GD corporate intranet). If you do not have access to GDX please contact Bob Liddell at [rliddell@nassco.com](mailto:rliddell@nassco.com).

*If you believe you have a good subject to potentially be a track presentation at the Manufacturing Symposium in 2019, contact Steve Murray at [smurray@nassco.com](mailto:smurray@nassco.com) or Bob Liddell at [rliddell@nassco.com](mailto:rliddell@nassco.com).*





# Tidelands 1 Inventory Management System

**Author:** Robert Liddell, Sr. Manufacturing Engineer

Tidelands 1 is one of NASSCO's offsite storage locations where unneeded materials in the yard workflow can be stored until they are needed again. This allows us to keep the yard uncluttered and helps keep prime real estate available for the throughput from our ever increasing market share! Unfortunately, over the years Tidelands 1 has become a dumping ground for the unwanted, unneeded, and in many cases disposable material that is sent there instead of being processed through reclamation. This negatively impacts the yard. When Tidelands is full and there is no room for materials that need temporary storage, it becomes more difficult to find places to stage materials for processing on a daily basis.

In 2014, a 5S project was started to remove unneeded materials from Tidelands. The space cleared would allow us to temporarily send unneeded materials to Tidelands so that new incoming materials (main engines, props) could be placed in the yard to support new construction. As our Continuous Improvement Culture at NASSCO is built on communication and sharing, Production Operations Coordinator Rick Cheeks was contacted because of a lean project he completed in 2015 that greatly enhanced the receiving process at the Otoy warehouse through the use of an "Arrival Board."

Rick was asked if the "Arrival Board" concept could be evolved and enhanced to handle the management of material at Tidelands 1. The intent was to make inventory management user-friendly enough for all involved and that, once in place, it would forever

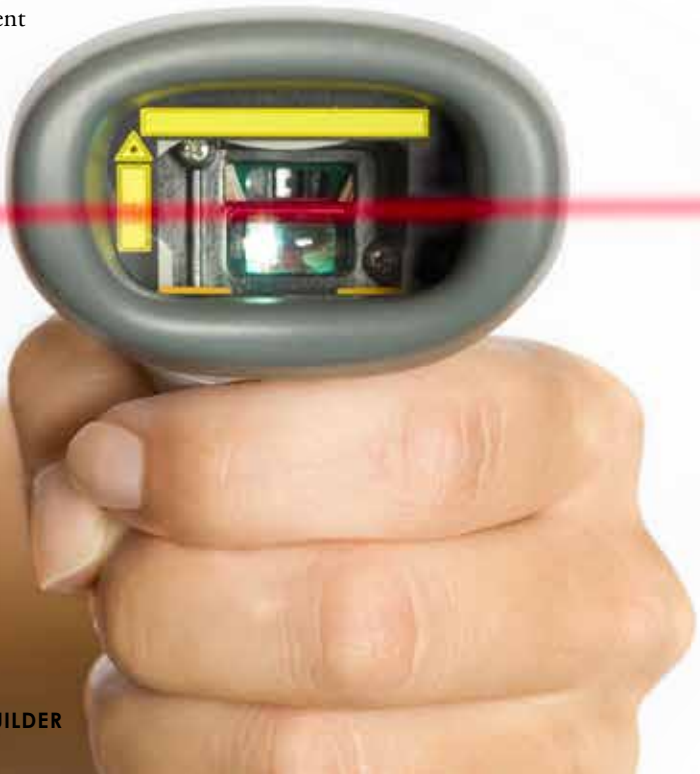


keep Tidelands 1 from becoming a "dumping ground." A major requirement for the new system was for all storage requests to be handled electronically. The information for request would include ownership, duration of stay, date that the material would be returned to the yard, and electronic confirmation of the transactions.

Rick solicited the help and expertise of Inventory Analyst Irwin Rivera to implement the new system. Irwin handled every aspect of the programming, training and rollout of the Tidelands Inventory Management Program, also referred to as the Tidepool Database.



**Tidepool Database Access Screen**  
This Tidepool Database will help Tidelands Production Supervisor Mario Principato continue his transformation of Tidelands and will provide more usable workspace in the yard as well as faster response times to and from Tidelands.



## CONTINUOUSLY IMPROVE

GENERAL DYNAMICS  
NASSCO

### Tidelands 1 New Storage Procedure

*All materials being sent to Tidelands 1 must be processed through the new Tidelands Inventory Management Program*

#### Requestor will need to:

- Identify the materials to be sent to Tidelands
- Indicate the estimated duration that the materials will be maintained in inventory
- Provide a date that the materials will be needed back
- Provide a picture of the material
- Provide a contact number and email address
- Identify the size of forklift required to move and load the material for transportation to Tidelands

#### Upon providing the information to the system:

- A confirmation email will be sent to the requestor
- The requestor will be notified that the material will be sent back to the originating location two weeks before the return date

**The Tidelands Inventory Management Program can be located at (Prod\Corp) G:\Group\SHARE\Tidepool Database.**

#### Training

Training on the use of the Tidelands Inventory Management Program can be requested through

- Irwin Rivera at ext. 7593
- Ric Cheeks at ext. 2145



# NASSCO Integrated Management System (NIMS) Overhaul

**Author:** Lucy King, QMS/CIP Manager

*NASSCO-Norfolk is proud to announce the completion of its NASSCO Integrated Management System (NIMS) overhaul. The system includes our Tier 1 Manual, Tier 2 Procedures, Tier 3 Work Instructions, and Tier 4 Forms for all business processes. The team began by comparing the current NIMS to the requirements of three new standards to ensure compliance to ISO 9001:2015, ISO 14001:2015, and NSI 009-04 FY18.*

Environmental, Health, and Safety (EHS) and Quality Assurance (QA) worked together and developed a new controlled document index to track document review and approval and record management. The team developed a new numbering system and re-numbered and consolidated nearly 700 documents. The Tier 1 Manual was downsized from 52 to 27 pages (48% reduction). The procedures were downsized and consolidated from 25 to 15 documents (48% reduction). One hundred and sixteen obsolete documents were removed (15% reduction).

These streamlining efforts were made possible through the collaboration between QA and EHS to combine documents that have similar external requirements. QA and EHS received active support from all department managers and directors during the mass revision process.

NASSCO-Bremerton also collaborated during the transition to provide feedback and ensure that their needs were met because the NIMS includes all NASSCO-Bremerton documents as well.

The Mid-Atlantic Regional Maintenance Center (MARMC) approved the updated NIMS in January 2018 and directed that NASSCO's original correlation matrix would become the standard template for the entire Mid-Atlantic region. The decision also included the approval of the NIMS for NASSCO-Bremerton, so a separate NWRMC review was not necessary. A successful MARMC NIMS audit was completed in February 2018, followed by a successful combined ABS certification audit of ISO 9001:2015, ISO 14001:2015, and OHSAS 18001:2007 in March 2018.

NASSCO-Norfolk now possesses an excellent foundation for process management, risk and change management, and robust continual improvement.



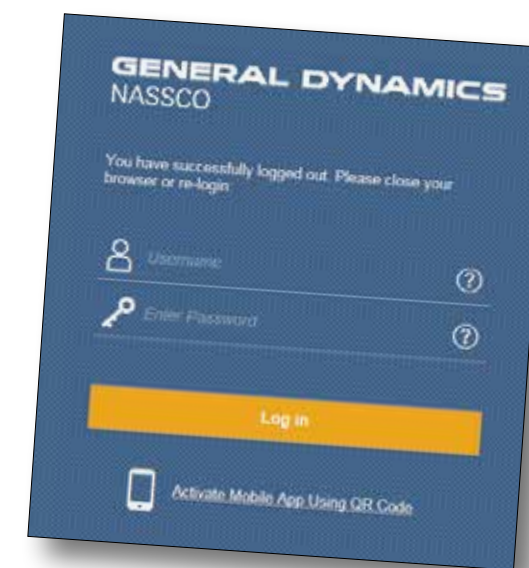
NASSCO San Diego Shipyard January 17, 2018  
USNS Hershel "Woody" Williams (T-ESB-4)  
departing for Sea Trials.



*Current employees have a new way to view and apply for jobs at NASSCO – through a program called **Success Factors**.*

## Here's what to do:

1. Visit **NASSCO.com/InternalJobs**
2. Click on "**View Jobs in Success Factors**"
3. Enter your **username and password**
  - **First time logging in San Diego?**  
Visit the Employment Office in Building 1 or call the ISD Help Desk at (619) 544-3495 to set up an account.
  - **First time logging in Norfolk?**  
Visit the Recruiting Department in the Pass Office or send a request for the username and password to [recruiting@nassconorfolk.com](mailto:recruiting@nassconorfolk.com)
4. Click "**Careers**"
5. **Search** for open jobs
6. **Apply** online





# SUSTAIN

## General Dynamics NASSCO becomes ISO 14001:2015 Certified

**Author:** Hugo Bermudez, Environmental Engineering Specialist



*Certification to the ISO 14001 standard has been part of NASSCO's environmental policy for 18 years and on February 28, 2018, NASSCO continued this commitment to environmental stewardship and became certified to the new ISO 14001:2015 Environmental Management System (EMS) standard.*

### WHAT IS AN ISO STANDARD?

ISO, the International Organization for Standardization develops and publishes international standards. The ISO 14001:2015 EMS standard helps organizations identify and manage their environmental responsibilities while considering all environmental issues relevant to their operations such as air quality, water quality, waste management, climate change mitigation and adaptation, resource use and efficiency. The EMS standard also requires the need for continual improvement of the system and the approach to environmental concerns.

### HOW DID WE DO IT?

NASSCO began working towards the transition in mid-2016 by developing a transition plan, updating environmental procedures, conducting planning and implementation workshops, and by verifying employees' understanding of the new standard through interactive, yard-wide audits.

NASSCO management then approved the 2018 Environmental Goals and Targets for the organization:

- Put waste in the right place - by using the proper skip tub for wastes and ensuring hazmat drums are labeled.
- Prevent pollution - by not idling your vehicles and participating in a community cleanup event.
- Use resources wisely - by printing only what you need and turning off the lights when not in use.

The goals were developed to meet NASSCO's environmental policy and designed to be easily incorporated into our everyday practices at work and at home because environmental stewardship has no boundaries.

### WHAT IS THE RESULT?

This certification to ISO 14001:2015 emphasizes NASSCO's high standards for environmental stewardship and forward-looking commitment to continual improvement of our environmental management system. This commitment is insisted by and supported by NASSCO management.

It is also worth noting that in 2001, NASSCO became the first commercial shipyard in the nation to be awarded ISO 14001 certification and with this latest certification we maintain our lead as the longest running ISO 14001 certified commercial shipyard in the nation.

*Congratulations to the NASSCO team for a successful certification!*

## 16th Annual Creek to Bay Cleanup

**Author:** Katie Nieri,  
Senior Communications Specialist

I Love a Clean San Diego's 16th Annual Creek to Bay Cleanup featured more than 6,300 volunteers working at 116 sites to collect trash and conduct beautification projects at parks, canyons and beach sites throughout the region. More than 160 NASSCO employees dedicated their time Saturday, April 21, to fulfilling NASSCO's commitment to be good stewards of our community and environment. NASSCO employees removed trees, invasive plants and weeds, cleared debris and planted native flora at the four-acre Earth Lab facility.







## Bike to Work Day

**Author:** Katie Nieri, Senior Communications Specialist

NASSCO employees joined more than 10,000 people throughout San Diego County for Bike to Work Day on May 17. As a designated pit stop, NASSCO volunteers supplied water, energy bars, snacks and bike supplies to participants traveling from the South Bay into downtown.



## NASSCO-Norfolk Celebrates Earth Day With Environmental Clean-up

**Author:** Justin Faucette, EHS Specialist

*NASSCO-Norfolk employees volunteered their strength and time to help pick up trash at Harper Ave. and Ligon Street in March and April.*

At Harper Avenue, the wetlands along the facility had accumulated significant wash-up rubbish. At Ligon Street, Earth Day volunteers picked up litter along the Berkley Bridge walking path and around the shipyard.

The cleanups provided a great opportunity for employees to interact and build stronger relationships with coworkers outside of their normal daily routines.

The areas adjacent to the company's facilities are environmentally sensitive and used by a variety of marine life and animals alike. Employees collected everything from logs, tennis balls, rope, bottles and chip bags. The amount of trash collected between the two facilities weighed over 1,500 pounds.

The team's efforts not only resulted in cleaner surroundings along the river and around the shipyard, but also a safer habitat for the wildlife that live right outside of our back door. Thank you to everyone who volunteered their time to help clean the earth!



Follow us on  
Social Media



Did you know?

You can see all of NASSCO's videos at  
[vimeo.com/generaldynamicasnassco](https://vimeo.com/generaldynamicasnassco)



GENERAL DYNAMICS  
NASSCO



# DEPARTMENT SPOTLIGHT

## Repair Production

**Author:** Steve Dykeman, Director Repair Production

**What is the role and function of your department?** The Repair Production Department brings everything together for each ship repair availability. Depending on the scope of the availability, we replace underwater hull coatings; repair and replace shafting, propellers and rudders; and everything else that you can do in a dry dock or pier side.

**Where is your department/team located?** All over San Diego, the U.S. and the world. In San Diego, we work on ships at piers and docks within our shipyard, other yards and the bases at 32nd Street and North Island.

We have shipyards in Mayport, Fla., Norfolk, Va., and Bremerton, Wa. We also work in other shipyards in the U.S.

Our LCS crews have worked in Singapore, Guam and Vietnam.

**Why is your department so critical to the overall company?** Repair is one of the three major services our company offers, the other two being new construction and design. Repair Production directly supports the work done and completion of each ship availability in a timely and efficient manner.

**Explain your team(s)' typical day. What do you spend your day working on?** Our days start early in production. Our first meeting is at 6:00am every single day. First shift starts at 6:30am and closes out at 3:00pm. We then have follow-up meetings at the end of the day around 3:30pm and often as late as 4:00pm – after which we finally have the chance to check our emails before going home. Second and even Third shift, usually continues the work we do in Repair.

For our managers, supervisors and team leads it is typical project management with a twist. If you can imagine, when you are building a ship, things are pretty much squared away as far as the construction and assembly process is concerned. In Repair, you turn that upside-down. We receive repair specifications that usually don't define what exactly is wrong and we rapidly adapt to things on the fly.

There is a lot of pressure at the worker level. They persevere to understand all the things that need to be done, how the work has to be done and how little time we have to do it all.

We deal with all the difficulties that everyone deals with on a normal project – from the people on the deck plates all the way to management and planning. We all come together to get things done. To be honest, it's pretty incredible how we handle it sometimes.

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

*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?*

*Is there anything else you would like to add?*

In the last couple of years, we have hit higher numbers than ever for the amount of repair work. We are also shifting back to fixed price type of contracting – that is another big challenge. In “fixed price” we hope that we hit even higher heights as far as profits go.

For years, the government was focused on taking care of ships under Multi-Ship Multi-Option (MSMO) contracts, where we would basically be there for anything they needed on a cost basis. Whatever it took to repair the ships would be compensated.

The shift to fixed price contracts establishes a defined dollar amount for a fixed scope of work. If the job takes longer, it translates to cost. If we complete repairs faster, we save money.

We start our day with safety every day. We talk about safety all day long. We don't want anyone going home different than the way they came in. So, it's an integral part of production.

Safety is always job number one. It doesn't do any good if you consider getting the job done at the expense of any safety rules or regulations.

Working on an active U.S. Navy ship brings its own challenges. We have to recognize that it also serves as a home. When we go into a space that we need to tear apart for a ship alteration for example, it's not just a matter of tackling the work. It's also having consideration for the personal effects that may be in that space. The time it takes to take care of those items, and secure them can also be difficult, especially with an understanding of the inter-relation of all the systems the ship has.



**WATCH:**  
Repair Production Spotlight Video!

[vimeo.com/generaldynamicasnassco](https://vimeo.com/generaldynamicasnassco)

## NASSCO-Norfolk 2017 River Star Award

**Author:** Donna Watkins, Environmental Engineering Manager



*On January 25, 2018, four NASSCO-Norfolk employees received the 2017 Sustained Distinguished Performer (Three Star Model Level) River Star Award. Model Level designation is the highest level of achievement, and means the company demonstrated exceptional pollution prevention, wildlife habitat management and mentoring activities. NASSCO-Norfolk is a champion for the Elizabeth River and is also leading other businesses to become more involved in environmental stewardship.*

**Some of the company's pollution prevention and wildlife habitat restoration initiatives in 2017 include:**

- Maintaining ISO 14001 Environmental Management System Certification by passing an extensive third-party surveillance audit.
- Preserving four Storm Water Low Impact Development (LID) Areas by removing overgrown weeds and debris to better allow these units to keep suspended solids from entering the Elizabeth River. These areas also help to reduce storm surges and provide some habitat opportunities for wildlife.
- Growing 20 cages of oysters for the Chesapeake Bay Foundation at our Norfolk facility. Oysters serve as natural filtration for suspended sediment and are vital to the Elizabeth River Project's long-term strategy for cleaning our waterways. NASSCO-Norfolk was recognized for growing more oysters than any other River Star Business in the port (estimate of 20,000 oysters provided for river restoration).
- Continuing energy management activities throughout shops and offices. The Facilities Department installed 13 electricity sub-meters to identify high-use areas and activities in order to reduce and better manage energy usage, especially during peak demand.

NASSCO-Norfolk continues to search out and implement initiatives to reduce our environmental footprint and partner with organizations such as the Elizabeth River Project to improve the health and vitality of our communities. Learn more at <http://www.elizabethriver.org>.



# Giving Back to our Community

NASSCO-Bremerton Director of Programs Randy Colson and Programs Manager Josh Jansen delivered more than 300 pounds of donated clothing and canned goods to those in need at the local Bremerton Salvation Army. The facility helps between 50-100 people a day. Thanks to all the employees giving back to the community where we work!

NASSCO-Bremerton’s NIMITZ tailgate kickoff event included an all-staff gathering at the naval base’s Bremerton Recreation Center. Lots of laughter filled the facility as folks played games, bowled and enjoyed the gift lottery! NIMITZ caps were handed out to celebrate our upcoming project and everyone got to wear their sports team jerseys to celebrate the upcoming Super Bowl.

Randy Colson announced our STENNIS project award fee board results and we are proud to say NASSCO-Bremerton’s overall team performance ranked “Exceptional.”

Way to go TEAM BREMERTON!



## NASSCO–Mayport Employee Spotlight: Melinda Jones

**Author:** Tony Surmonte, Facilities Manager/FSO

Melinda Jones is a Buyer in our Purchasing Department and has been working here for four years. Prior to NASSCO, she worked with an international shipping and logistics company. She was born in Honolulu, Hawaii, and raised in Bryceville, Florida, a small rural town west of Jacksonville. In high school, Melinda played alto saxophone in the marching band and achieved top honors as the band travelled to Maryland to compete at Nationals performing at the Navy-Marine Corps Memorial Stadium. Melinda has a one-year old daughter and is engaged. Melinda’s hobbies include membership in the Community Sports Organization as the Park Coordinator and she is also an avid runner, competing in a 5K run on Castaway Key while on a cruise.

### We asked Melinda some questions:

If you could have a room full of any one thing, what would it be?	Espresso Coffee
What do you value most in other people?	Integrity
If you could change one thing about yourself, what would it be?	Nothing, I like myself the way I am!
If you could choose one of your personality traits to pass on to your children, what would it be?	A good work ethic.
What do you value most in life?	Time spent with your loved ones.
Would you prefer to live in the country or the city?	The country.
Three places you would like to visit?	St. Thomas USVI, Greece and Canada.
Who did you look up to as a child?	My Granny Annette.
What is your favorite food?	Pickles.
Name three activities on your bucket list?	Driving across the US, own and operate a food truck, and hike the Appalachian Trail.



# Donate to Make a Difference

## 2018 United Way Campaign

**Thank you to everyone who took the opportunity to make a positive difference in our community through simple donations coordinated through NASSCO payroll.** Your donations to United Way support education and family stability programs throughout the San Diego region and the specific charity of your choice.

***Congratulations to the winners of the 2018 United Way Campaign random drawing for family four-pack tickets to Legoland, the San Diego Zoo, Knott's Berry Farm, and the Birch Aquarium!***

- Hector Camberos
  - Kentrail Johnson
  - William Lenth
  - Jason Petersen
  - John Burgueno
  - Diana Castillo
  - Heydy Guzman Ibarra
- Juan Mandujano
  - Froylan Marroquin
  - Francisco Medina
  - Ricardo Samperio
  - Martin Van Sandt
  - William Vizcarra
  - Ismael Zamora





# EMPLOYEE CORNER

## Understanding Your Benefit Options

Author: Connie Lundgren,  
Director of Labor Relations,  
Medical and Benefits

General Dynamics NASSCO offers a variety of benefits to employees at all locations. It's important to stay educated on your benefit options throughout the year, but especially during the open enrollment period for healthcare, which begins in November.

Often, if an employee fails to take necessary actions during open enrollment, the employee and his or her family will miss out on valuable benefit opportunities. When it comes to benefits, being proactive is key. There are several ways employees can stay engaged, including:

- Carefully review materials sent to their home mailing address
- Read notices posted on company bulletin boards and posters
- Contact one of our Benefits team members onsite
- Utilize online resources at [www.gdbenefits.com](http://www.gdbenefits.com) either from a home computer or the kiosks set up in the Norfolk Human Resources Department or in the San Diego Benefits Department in Building 1

*We should all take an active role in the health and wellbeing of ourselves and our dependents. Explore your benefits options and be prepared for open enrollment this fall.*



## Hurricane Relief for NASSCO-Mayport Employee

In August 2017, Hurricane Irma devastated large sections of the Caribbean and Florida, including the home of NASSCO-Mayport employee Ben Ward, a Level II NDT Inspector. Ben's generous NASSCO team came together to establish a relief fund that would help repair the roof torn off his house. Donations poured in and Ben's family was able to make repairs and move back into their home.



## 4th Annual NASSCO Community Clean-up

Author: Katie Nieri, Senior Communications Specialist

*Living the company commitment to being good stewards of the community and environment, roughly 168 NASSCO employees and family members gathered to pick up trash throughout San Diego's historic Barrio Logan neighborhood.*







# Got Retirement Questions?

*We've got answers.*

Meet with professionals who can help answer questions you may have about your workplace savings plan.

Fidelity Investments will be on-site:

- PLACE:** San Diego Shipyard - NASSCO Resource Center, Building 15, 1st Floor, Room 102  
**DATES:** August 20, September 26, October 22, November 12, December 17  
**TIMES:** 9am, 10am, 1pm, 2pm, 3pm, 4pm
- PLACE:** Mission Valley 1 - Conference Room C, 1st Floor  
**DATES:** October 23  
**TIMES:** 9am, 10am, 1pm, 2pm, 3pm, 4pm
- REGISTER:** Call Sandi Dunkel (619) 544-8866  
or visit the NASSCO Benefits Office, Building1, Room 101

During your 45-minute consultation, talk with a representative about:

In order to properly assess your needs, please bring statements for your retirement and savings accounts. Documents may include:

- Creative ways to save more
  - Choosing an investment mix
  - Simplifying your savings
  - Managing your retirement income
- 401(k) and 403(b) statements from current and former employers
  - Statements from other investments such as brokerage accounts, IRAs, any mutual funds, and other bank accounts

# VSRA LEGO Competition

**Author:** Talbert Dunn, General Foreman, Weld Shop

The Virginia Ship Repair Association annually sponsors a LEGO Ship Repair Industry Awareness Competition for middle school students from all around the Hampton Roads region.

The purpose of the competition is to promote ship repair industry awareness while increasing student's competitive mathematical, analytical and conceptual skills.

Students use LEGO Digital Designer software to design a ship, portion of a ship, or component of a ship, that may be repaired in the area. They also have to prepare an 800-word essay on various ship repair occupations and provide a PowerPoint presentation.

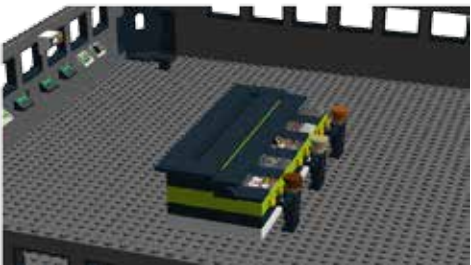
This year, NASSCO-Norfolk Outfitting Superintendent Chris Marsh and Weld Shop General Foreman Talbert Dunn teamed up with the Deep Creek Middle School Hornets from Chesapeake, VA.

The students had various ideas ranging from greener propulsion systems to weapons system modifications; they ultimately decided to use recent unfortunate tragedies as

DDG Bridge



Improved Bridge Console



inspiration. They chose to use the collisions that the USS Fitzgerald and USS John S. McCain were involved in as their thesis – make all DDG bridges designed, built and modified to each be exactly the same.

They created a bridge unit with the LEGO Digital Designer and showed how various ship equipment can be arranged for better visibility of the surrounding seas. The team also dedicated their work and presentation to the memory of the 17 sailors that perished during the two incidents. The team had a solid presentation and scored high marks from all of the judges. The competition was an indicator of just how bright the future of ship repair will be thanks to the next generation of problem-solvers.



# OneNASSCO SoCal Ragnar Team

**Author:** Hugo Bermudez  
Environmental Engineering Specialist

On April 6-7, the OneNASSCO team competed in the SoCal RAGNAR Relay, a 200-mile race through Southern California. The relay began on Friday morning in Huntington Beach with the finish on Saturday evening at the San Diego Convention Center.

The team consisted of 12 runners from various departments across the yard representing all running levels. Team members included Hugo Bermudez, Saul Spykerman, Amanda Curtin, Raymundo Lopez, Christina Rodriguez, Jessica Green, Lamont Adams, Larry Flores, Frank Lopez, Damon LaCasella, Juan Figueroa and Jorge Aguilar.

The RAGNAR relay course includes paved streets and trails through several cities; each runner was assigned three running legs ranging from 3 to 12 miles in distance each between sunrise and sunset.

The OneNASSCO team placed 7th overall in the Corporate Mixed Category.







## NASSCO Hiking Club and Getting Started in 2018

**Author:** John Petersen and Hugo Bermudez

It's time to start going out and enjoying some of the incredible views that Southern California (SoCal) has to offer for individuals who are willing to go outside and explore.

Last year, NASSCO Hiking Club encouraged a Six-Peak Challenge (Mt. Wilson, Mt. Cucamonga, Mt. Baldy, San Bernardino Mountain, San Jacinto and San Geronio) and this year the focus is going to be hiking Section A of the Pacific Crest Trail (PCT). The PCT begins at the border out in Campo and travels up to Canada. Section A ends in Warner Springs.

Section A can mostly be broken down into a number of day hikes, but there are some parts that have to be done as multi-day hikes (backpacking trips). It takes you through some of the most beautiful scenery in the county and can only be done by hiking and/or horseback.

If you need information on PCT starting/stopping points and how to get started, contact the NASSCO Hiking Club at hugo.bermudez@nassco.com or J.Peterse@nassco.com.



Trina Robinson,  
Hazardous Material  
Technician

## NASSCO-Norfolk Employee of the Fourth Quarter 2017

**Author:** Donna Watkins, Environmental Engineer

Trina Robinson, Hazardous Material (HazMat) Technician in the Environmental, Health and Safety (EHS) Department, was selected as EHS' Employee of the Quarter for the fourth quarter of 2017. She has been a NASSCO-Norfolk employee since 2012 and has over 15 years of experience in the shipyard industry. She supports production by mixing paint, managing waste and documenting paint/HazMat usage. She also conducts environmental inspections and oversees subcontractor team members to quickly resolve issues and problems.

Trina's responsibilities include managing a paint locker at the Norfolk Naval Shipyard (NNSY) facility. She is responsible for weekly inspections and inventories of the paint brought into the locker. She ensures the locker is kept within the temperature limits of the paints stored and that the locker is kept in accordance with EPA, NASSCO-Norfolk and NNSY requirements. Every day she documents the amount of paint she issues to the painters, receives any waste paint or thinner and inspects her waste area. She also checks on the paint trailers and waste areas managed by NASSCO-Norfolk's subcontractors at NNSY.

Trina's recent "above and beyond" actions have caused her leadership team to take notice of her vital contribution

to the NASSCO-Norfolk Team. Trina provides oversight and guidance to subcontractor HazMat Techs and painters by ensuring that the subcontractors follow NASSCO-Norfolk and NNSY rules. She is also cross-training a NASSCO-Norfolk painter on HazMat storage, mixing and usage documentation requirements. Trina eagerly took on this new responsibility and consistently communicates her progress. Furthermore, when NASSCO-Norfolk EHS leadership was called about an issue with uncovered grit tubs at NNSY, Trina quickly determined which subcontractor was responsible and requested them to take action. Due to her timely actions, the EHS government representative thanked NASSCO-Norfolk for rapidly resolving this issue.

Trina is committed to doing her job and doing the right thing, which highly benefits the company's reputation with our customer. She is quick to do whatever is asked of her and provides vital feedback to her supervisors and manager. She exemplifies being a team player and EHS advocate. She is truly an asset to Team NASSCO-Norfolk!

Congratulations, Trina! Your faithful, can-do attitude is making a difference and is a great example to all.

## NASSCO-NORFOLK

## Employee of the First Quarter 2018

**Author:** Donna Watkins, Environmental Engineering Manager



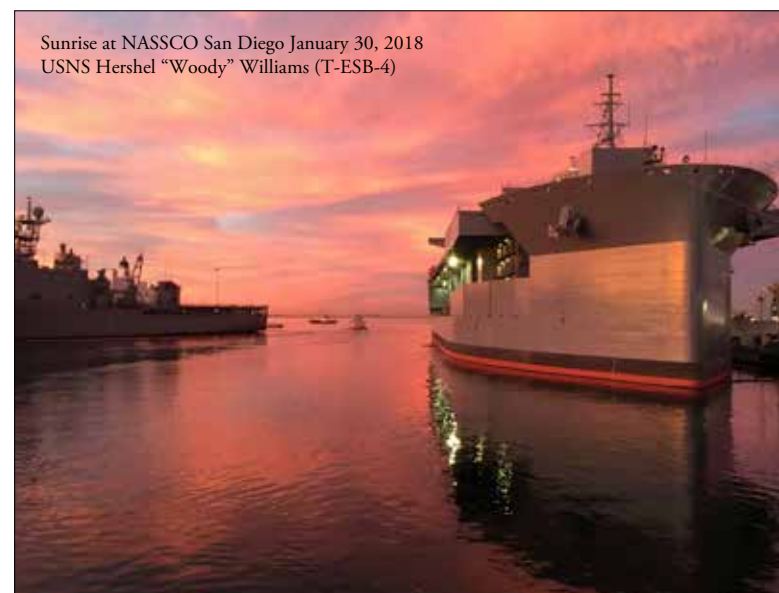
Charles "Chuck" Bunn, Environmental, Health and Safety (EHS) Representative in the EHS Department, was selected as the EHS Employee of the Quarter for the first quarter of 2018. Chuck has been a NASSCO-Norfolk employee since August of 2015 and has rapidly emerged as a leader and EHS Champion.

Chuck is the primary leader of the shop inspection program and organizes weekly reports so that discrepancies can be easily tracked to completion. He built relationships while working with the Mid-Atlantic Regional Maintenance Center (MARMC) Safety Supervisor to execute a successful USS CARTER HALL availability and is instrumental in coordinating with Ship's Force during emergencies. He willingly supports members of the EHS Team by conducting environmental management procedure process control briefs for new avails. These briefs cover pumping and spill response requirements at down river (Navy base) locations. Chuck continues to delight the project team and the customer with his professional, cooperative and hard-working attitude.

Mr. Bunn's recent "above and beyond" actions have not only caught NASSCO's attention, the USS CARTER HALL (LSD-50) Ship's Force and MARMC leadership have also acknowledged his exemplary contribution to the NASSCO team. Mr. Bunn received a challenge coin from the Commanding Officer and was recently highlighted in NASSCO-Norfolk General Manager Kevin Terry's Employee Spotlight newsletter.

Chuck's commitment to upholding safety and protecting the environment benefit not just our company's wellbeing and compliance record but enhances our reputation with our customer. It's people like Chuck who give NASSCO-Norfolk a great name. He is a true advocate of EHS principles and boldly leads the NASSCO team to meet or exceed our EHS goals.

Way to go, Chuck!



Sunrise at NASSCO San Diego January 30, 2018  
USNS Hershel "Woody" Williams (T-ESB-4)



Text  
"NASSCO"  
to 95577



GENERAL DYNAMICS  
NASSCO



# 2018 Sr. Tradesperson of the Year Winner Announced

**Author:** Christopher Marsh, Superintendent, Outfitting



Candace Winslow  
VSRA Jr. Tradesperson of the Year Runner-Up.



Edgardo Bagtas  
VSRA Senior Tradesperson of the Year.

*On May 15, 2018, Edgardo Bagtas was announced as the 2018 Virginia Ship Repair Association Senior Tradesperson of the Year.*

With ten outstanding nominations, the judges had a difficult task selecting one awardee.

Eddie has been in the electrical trade for more than 35 years. He graduated from the Subic Bay apprenticeship program in the Philippines in 1982 then went to work for NASSCO-Norfolk in 1994.

Eddie has been crucial to the NASSCO-Norfolk family as the “go to” guy for all major ShipAlts, performing top-notch quality work to include first-time Alts on Navy and MSC ships.

Through his technical knowledge and striving to make the shipyard a more efficient operation, he designed and constructed several electrical test benches that allow testing of equipment with multiple power sources prior to their installation onboard the ships.

On a recent MSC repair availability, NASSCO-Norfolk was tasked with installing a flight deck lighting ShipAlt. The ShipAlt did not function as intended. It was only through Eddie’s troubleshooting and re-design that the flight deck lights were able to operate in the manner designed. All his notes and instructions

were incorporated into the drawing for future availabilities. It is one thing to install in accordance with a drawing, but it is an entirely different level of expertise to re-engineer.

Eddie is extremely active within his community in numerous ways. He volunteers with San Antonio’s Medical and Dental Mission to support the underprivileged, and he acts as a mentor with his local church ministry working with youth and providing electrical support. He supported St. Helena Elementary School in Norfolk by volunteering his time installing their computer system, and he also assists with fundraising for the Bahay Puso home for the aged and elderly.

Eddie represents the hundreds of industry professionals who are truly the “Strength behind the Fleet.” Congratulations, Eddie! Another heartfelt congratulations to Candace Winslow who was selected as the runner-up for Jr. Tradesperson of the Year.



## Don’t get burned – be smart in the sun

Sun exposure is the leading cause of skin cancer – and it’s also to blame for up to 90% of the visible signs of aging.\* But you don’t have to shun the sun completely. Just be smart about the time you spend outside on sunny days.

### Block it out

Wear sunblock with SPF 30 or higher – every day, and on every body part that’s not covered by your clothes. And remember: If you can see light through the shirt you’re wearing, UV rays can get through, too.

### Don’t let the forecast fool you

You don’t have to be at the beach to burn, and summer’s not the only time when sun safety matters. Sun damage adds up day after day – even when it’s cloudy – so make sun protection part of your everyday routine.

### Check your shadow

Not sure if it’s a good time to hang outside? Use the shadow rule. If your shadow is shorter than you are, it means the sun’s harmful rays are at their strongest – and it’s time to head for the shade.

### READY TO ENJOY SUN SAFELY?

Visit [kp.org/sunscreen](http://kp.org/sunscreen) and follow us @kpthrive.



\*Skin Cancer Foundation  
Services covered under a Kaiser Permanente health plan are provided and/or arranged by Kaiser Permanente health plans: Kaiser Foundation Health Plan, Inc., in Northern and Southern California and Hawaii • Kaiser Foundation Health Plan of Colorado • Kaiser Foundation Health Plan of Georgia, Inc., Nine Piedmont Center, 3495 Piedmont Road NE, Atlanta, GA 30305, 404-364-7000 • Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc., in Maryland, Virginia, and Washington, D.C., 2101 E. Jefferson St., Rockville, MD 20852 • Kaiser Foundation Health Plan of the Northwest, 500 NE Multnomah St., Suite 100, Portland, OR 97232 • Kaiser Foundation Health Plan of Washington or Kaiser Foundation Health Plan of Washington Options, Inc., 601 Union St., Suite 3100, Seattle, WA 98101 • Self-insured plans are administered by Kaiser Permanente Insurance Company, One Kaiser Plaza, Oakland, CA 94612



# NASSCO Manager Receives Tribute to Women & Industry Award

**Author:** Katie Nieri, Senior Communications Specialist

San Diego County’s YWCA honored NASSCO Manager of Environmental Engineering Sara Giobbi with the 2018 TWIN Visionary Award.

In her work at NASSCO, Sara has been a strong advocate for developing collaborative relationships with regulatory agencies and has effectively partnered with these organizations to improve environmental compliance and promote sustainability efforts across the working waterfront.

In addition to being a passionate environmental steward for General Dynamics NASSCO, Sara is an active supporter of science and environmental education for youth throughout San Diego County. She serves on the Board of Directors for the Living Coast Discovery Center in Chula Vista and Groundwork San Diego, two organizations that provide the hands-on science and nature learning experiences that spark early interest in STEM careers. Whenever possible, Sara provides mentoring, encouragement, and support to women considering or entering into STEM careers.

## Meet the BABIES Birth Announcements

### EMMANUEL GUTIERREZ

Born: November 12, 2017

**Father:** Jesus Gutierrez,  
Planner/Scheduler

### ALMA VALERIA HERRERA-VIDALES

Born: December 7, 2017

**Father:** Obed Herrera,  
Senior Material Analyst

### WILLIAM ROWLAND SPIVEY

Born: July 11, 2017

**Father:** Clint Spivey, Environmental,  
Health, and Safety Assistant Manager,  
NASSCO-Norfolk

**Mother:** Jennifer Spivey

# PDP CORNER



## Erica Marie Gove

### When did you start at NASSCO?

I started in Supply Chain Management as a Material Analyst on January 13, 2015. On May 22, 2017 I joined the Professional Development Program.

### What brought you to NASSCO?

When I graduated college, my dad urged me to join him in the ranks of shipbuilding. Three years later, I followed in his footsteps.

### What were your previous jobs prior to NASSCO?

Before I worked at NASSCO, I held a variety of positions. I worked for two start-up companies as an account manager and an online marketing consultant. I also volunteered at Project Wildlife and for fun I performed as Elsa, Cinderella and Ariel for children’s birthday parties.

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

So far I have had the pleasure of working with 13 departments: Safety, Repair Production, Supply Chain Management (Logistics), Project Management Office (PMO), SOC 5 & 6 Steel Erection,

SOC 1 & 2, Business Development, Cost Engineering, Engineering, where I split my time between Project Engineering and Liaison Engineering, Repair Administration, SOC 4 & 5, and Outfit/Steel Production Control (OPC & SPC). I am currently rotating through the Planning Department.

### What have you learned as a PDP?

I have found our ships are not built by a corporation; our ships are built by the people all around me. I would like to get to know as many of our shipbuilders as I can. As a PDP, I have made it my goal to gain perspective during my journey. On my path I have expanded my understanding of the inner workings of NASSCO as a whole, the shipbuilding process and delved into the intricacies of human relationships. I have also learned that long emails are not read but skimmed. I am enjoying my NASSCO voyage and looking forward to the next wave of adventure and opportunity.

### What degree do you have and where did you go to school?

I graduated from Pepperdine University with a degree in Business Administration, emphasis in Service Leadership.



## Matthew Miller

### When did you start at NASSCO?

In June of 2017.

### What brought you to NASSCO?

One of the most appealing and unique aspects of working at NASSCO is the ability to see the collective work of thousands of people come together into a sizeable, tangible product. Further, I saw NASSCO as an opportunity to become a part of something bigger than myself where I could join a team focused on producing quality ships that will support our national defense and economic security for years to come.

### What were your previous jobs prior to NASSCO?

My previous work experience of note is 310 days of sailing onboard two different Maersk commercial ships and one MSC ship. During my time on these ships, I worked as an engine cadet assisting with main engine and auxiliary system maintenance as we made over 40 port calls in 19 countries across four continents. Additionally, I worked for two months in Ship’s Management on the NASSCO-

built T-AKE Lewis and Clark at a repair shipyard in Charleston, SC.

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

So far, I had the privilege of rotating through Outfit Production Control, Rigging, Safety, Waterfront Services, Repair Production, Systems Engineering, Cost Engineering and Onboard Ship’s Management (SOC 6). Currently, I am working in On Block Management (SOC 4).

### What have you learned as a PDP?

I believe the most valuable part of the Professional Development Program is the opportunity to network with numerous departments around the shipyard. The program enables us to obtain a firsthand understanding of how each department contributes to safely constructing a quality ship on time and under budget.

### What degree do you have and where did you go to school?

I earned a degree in Marine Engineering and Shipyard Management from the United States Merchant Marine Academy at Kings Point.



Retirement

**FRANK E. REDEMAN**  
May 24, 2018 • 16 years  
CAD Specialist

**RUBEN E. GARCIA**  
May 26, 2018 • 22 years  
Manager Repair Engineering  
Design Services

**GARY ALAN  
EBRECK**  
May 19, 2018 • 11 years  
Senior Analyst/Programmer

**JAMES B.  
EUPHRAT**  
May 12, 2018 • 38 years  
Manager Gov't Acct & Taxes

**GABRIEL C.  
HERNANDEZ**  
May 3, 2018 • 44 years  
Pipe Welder Working Foreman

**JOSE D. ISORENA**  
May 3, 2018 • 26 years  
General Supervisor I

**DAVID A. STEVENS**  
April 21, 2018 • 25 years  
Area Manager I

**HECTOR NUNEZ  
ESCOBEDO**  
April 14, 2018 • 27 years  
Shipwright

**DAVIS LEE DOANE**  
April 3, 2018 • 24 years  
Senior CAD Analyst/  
Programmer

**ARMANDO V.  
RODRIGUEZ**  
March 30, 2018 • 43 years  
Pipe Welder

**AURELIO RODARTE**  
March 17, 2018 • 26 years  
Layout Man W&O

**JOHN E. PICKETT**  
March 17, 2018 • 23 years  
Asst Superintendent Production

**ROGER L.  
JOHNSON JR**  
March 3, 2018 • 39 years  
Manager Network Systems

**RICHARD L. TOY**  
March 3, 2018 • 38 years  
Instrumentation Tech

**RICHARD A. MEZA**  
March 3, 2018 • 29 years  
Waterfront Liaison Specialist

**PATRICIA  
ANGELINE  
CANIGLIA**  
March 3, 2018 • 15 years  
Production Support Specialist II

**RONALD MARK  
TANGUAY**  
March 2, 2018 • 35 years  
Senior Subcontracts  
Administrator

**NESTOR L. AGUILAR**  
March 1, 2018 • 22 years  
Welder

**GARY L. FREEBURG**  
February 24, 2018 • 38 years  
Maintenance Machinist

**JOSE H.  
MONGE-ANGULO**  
January 31, 2018 • 24 years  
Shipbuilder

**CRUZ R. DURAN**  
January 18, 2018 • 25 years  
Painter

**ROBERT B. BIRD**  
January 5, 2018 • 38 years  
Desktop Analyst III

**RICHARD HENRY  
SCOTT**  
January 5, 2018 • 23 years  
Senior Subcontracts  
Administrator

**WALLACE J.  
ZDROWSKI**  
January 3, 2018 • 26 years  
Carpenter

**LESTER K.  
ROVANG**  
January 3, 2018 • 42 years  
Area Manager II

**ROLANDO F.  
MAGNIFICO**  
January 3, 2018 • 28 years  
Electrical Tech

**GLENN A. WRIGHT**  
January 3, 2018 • 26 years  
Electrical Tech Working  
Foreman

**STEPHEN  
RICHARD  
CHERRY**  
December 1, 2017 • 1 year  
3-M/FM Coordinator

**ROMEO R.  
CRUZ**  
November 30, 2017 • 24 years  
Manager Medical Services

**ALBERTO L.  
PITIQUEN**  
June 1, 2018 • 30 years  
Senior Designer

**LEONARDO V.  
VALENZUELA**  
June 1, 2018 • 23 years  
Senior Designer

**JESSE S. BAYOT**  
May 31, 2018 • 44 years  
Shipbuilder Working Foreman

**ALLEN B.  
MUNDELL**  
May 31, 2018 • 41 years  
Layout Man P&S

**STANLEY G.  
COPE**  
May 31, 2018 • 44 years  
Asst Superintendent Outfit  
Trades

**MANUEL J.  
MEDINA**  
May 30, 2018 • 28 years  
Code Welder

Keep in Touch!

We want to contact you as soon as we begin recalling and hiring!



Be the first to know about recalls:  
Visit [nassco.com/update](http://nassco.com/update) to submit your e-mail address and/or to let us know if your contact information has changed.

GENERAL DYNAMICS  
NASCO

In Remembrance

**William F. Dudley**  
Retiree  
September 24, 2017 • 31 years  
Supervisor Production

**Omar Moreno**  
Active  
November 19, 2017 • 12 years  
Pipefitter

**Maria Teresa Rodriguez**  
Active  
September 19, 2017 • 11 years  
Waysman

**Jess Worley**  
Retiree  
December 26, 2017 • 34 years  
Shipbuilder

**William S. Aby**  
Retiree  
May 15, 2018 • 39 years  
Senior Engineer



# RECENT NASSCO VISITORS



- 1. Major General David W. Coffman
- 2. Staff Delegation from the House Armed Services Committee
- 3. Congressman Tim Ryan
- 4. San Diego High School Students
- 5. Fallbrook High School Instructors
- 6. U.S. Congressional Staff Delegation
- 7. Admiral William Moran
- 8. San Diego Councilmember Ward's Team
- 9. James F. Geurts, ASN (RD&A)
- 10. Rear Admiral Cedric Pringle





# RECENT NASSCO VISITORS



- 11. President San Diego City College Dr. Ricky Shabazz
- 12. Summit College Students
- 13. Export Compliance
- 14. General Dynamics Travel Committee
- 15. Fallbrook High School Students
- 16. Eastlake High School Students
- 17. City of Atlanta Community Support Team
- 18. Rear Admiral Mark H. Buzby
- 19. Congressman Steve Russell
- 20. San Diego Job Corps







**GENERAL DYNAMICS**

**NASSCO**

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

PRSR STD  
U.S. Postage  
**PAID**  
San Diego, CA  
Permit #429

**PLEASE DELIVER TO:**

**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](mailto:communications@nassco.com).

