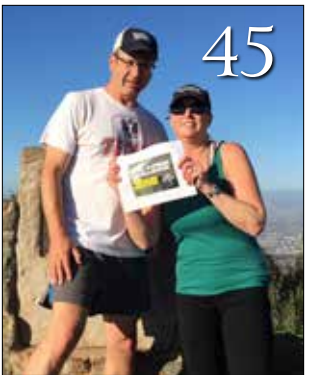
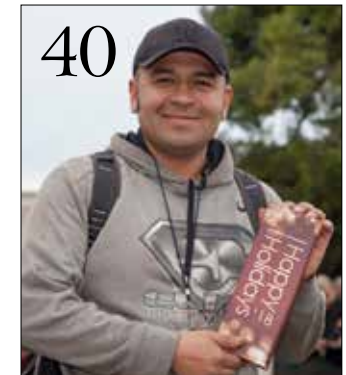


THE SHIPBUILDER

WINTER 2018 • NASSCO.COM



USS Iwo Jima (LHD-7)
NASSCO-Mayport



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THE SHIPBUILDER

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PRESIDENT’S NOTE



KEVIN GRANEY
President
General Dynamics NASSCO

What a year. Both repair and new construction enjoyed historic achievement and incredible challenges in 2018. As I look back, I’m immensely proud of the work we’ve accomplished, and the collaboration and innovation displayed in the face of difficulty.

NASSCO’s outstanding repair work deserves special recognition. San Diego’s dry dock, The NASSCO Builder, celebrated its 200th dry docking when USS Higgins (DDG 76) arrived in August. NASSCO-Mayport won the largest single maintenance availability in Naval Station Mayport history for work on USS Iwo Jima (LHD 7). In 2018, out of four major CNO availabilities bid by NASSCO San Diego, NASSCO won all bids, which includes USS Bunker Hill (CG 52) SRA, USS Higgins (DDG 76) EDSRA, USS Cowpens (CG 63) MODPRD and USS Bonhomme Richard (LHD 6) DPMA. The USS Bonhomme Richard (LHD 6) DPMA is the largest firm fixed price contract ever awarded to NASSCO. In addition, NASSCO won 10 CMAV maintenance contracts. The work generated in 2018 will bring in over 2 million in-house manhours to maintain our valuable workforce.

New construction is operating at a fever pitch with four ships currently under construction. The first of two behemoth

Matson containerships is already taking impressive form and will launch in June. NASSCO enthusiastically began building TAO in September, which represents the beginning of a new NASSCO-built fleet of oilers for the U.S. Navy. The new thin plate panel line delivers cutting edge technology to our shipyard that will enhance our operations in the years to come.

With this onslaught of work, securing a continuous pipeline of skilled talent was another focus in 2018. Partnerships like the one with El Cajon Valley High School delivered specialized welding curriculum to the classroom, igniting a passion for maritime welding. In-house training was overhauled to include new facilities and programs for our most recent hires. These significant strides prepare the next generation of welders to meet NASSCO’s growing needs.

While celebrating 2018’s high points, we must also recognize the serious graving dock incident that marred our summer. As the second shift crews working on ESB 5 enjoyed their lunch break, the caisson failed, flooding the graving dock. Fortunately, not one person was hurt. In the hours, days and weeks of aftermath, I witnessed the very best of NASSCO. People from every department and all levels of the company came together with the single mission of resuming operations as quickly as possible. This incident proved we are truly a group of highly dedicated professionals anchored in teamwork and propelled by innovation.

The pace shows no signs of slowing down as we enter 2019. We’ll bid fair winds to Matson hull 601 and ESB 5, the USNS Miguel Keith. The TAO program will begin construction on a second ship and repair work will continue to flourish. I personally want to thank each of you for your contributions in 2018 and for your continued service throughout 2019.

A handwritten signature in dark ink that reads "Kevin M. Graney".

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

DEPARTMENT SPOTLIGHT

Waterfront Services

Author: Vincent Magers, Dockmaster

Where is your department located?

We are homebased on the pier right at the head of the floating dry dock – in Building 19.

Why is your department so critical to the overall company?

We are a tiny little department, but we have a big role to play.

We try to embody that OneNASSCO mentality to support all the waterfront activities in the yard for new construction, repair and many different trades.

We operate a lot of the big equipment in the yard, including the floating dry dock, the graving dock, all of the tugboats and small skiffs.

To place a ship in a dry dock takes a whole team and involves many trades. Our job is to be the nucleus. We do a lot of the pre-planning and help to organize all the different support trades. Our team will build blocks down on the dock floor, in the exact locations that they need to be, per a Navy drawing. Then, during the night of the ship docking, we serve as the ballast operators of the floating dry dock, to take the dry dock down under water. We're also the ship handlers that bring the ship in over the blocks. And we're the divers who make sure that the ship is perfectly centered on the blocks when she sits down. We touch all aspects of bringing a ship into the dock.

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

Our core function is to support several of the big operations that happen in the yard, such as ship dockings, undockings, launches and ship movements. We average about three to four ships in the dry dock a year.

When we're not supporting those kinds of big operations, we do a lot of maintenance work to make sure all of the functions and systems are operating properly on the floating dry dock and our tugboats. We also do a lot of underwater facility maintenance here in the shipyard. Our waterfront technicians are all trained divers. We'll change out anodes on a lot of our barges and piers and swim underwater pipelines to make sure that they are all functioning the right way.

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

We're proud of constantly growing and developing from within. In addition to being the divers, we also operate all our tugboats, so we had two guys advance their Coast Guard license recently. We've also graduated two of our waterfront technicians into the Professional Development Program. We're constantly growing and developing our team and letting them help us to be better in what we do.

In 2018, we celebrated the 200th docking in our floating dry dock with the arrival of the USS Higgins (DDG 76). It's always difficult, getting a ship in just the exact, right, location, placed exactly on its mark. Sometimes that's lost to the general public, on how difficult it is to bring a ship that weighs 8,000 tons and set it within a quarter of an inch. It's always a big challenge for us.

The most fulfilling part of each docking are those first moments on the dock floor. To walk under there, see that ship sitting perfectly on the blocks, shake the commanding officer's hand, and walk away knowing it was a job well done is one of our favorite parts.

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?

Every day at the shipyard, we discuss safety within our department.

A safe work environment is critical to our work. We operate the biggest piece of equipment the shipyard owns – the floating dry dock. We are also scuba divers, so we are routinely putting ourselves in an environment that human beings cannot survive in without our safety gear.

Safety is very important to us.

Is there anything else you would like to add?

We're very close knit, we work well together and we are always doing something different.

It's never dull or stagnant. You're always changing and facing new challenges. And, when you have a good team, it's actually fun and exciting to face those challenges together and find a way to solve them, improvise, adapt, overcome and find a solution.

We never shy away, no matter what the job is. We communicate well as a team and everyone supports each other too. That team attitude is definitely our strength.



WATCH:

Waterfront Services Spotlight Video!

vimeo.com/generaldynamicasnassco

Follow us on
Social Media



GENERAL DYNAMICS
NASSCO

Did you know?

You can see all of NASSCO's **videos** at
vimeo.com/generaldynamicasnassco



PERFORM

Makin Island (LHD 8) CBSP Platform

Authors: Carter Brown, Makin Island DPMA Area Manager
and Daniel Conley, Makin Island DPMA Area Manager



On Tuesday, August 7, the NASSCO Repair team successfully transported and installed the Commercial Broadband Satellite Program (CBSP) platform on the Makin Island (LHD 8). After nearly two months of fabricating this platform in NASSCO's shops, it was ready to be transported by barge with the support of our Waterfront Services team.

The assembly measures 22 feet wide by 27.5 feet long and weighs roughly 40,000 pounds. Moving a platform of this size might be an everyday occurrence in the yard for new construction but moving and installing a platform outside the gates of NASSCO and on a busy Navy base pier being shared with DDG 1000 can make it a challenge. Nevertheless, NASSCO's Transportation team successful-

ly navigated the platform down the congested pier, at times having less than six inches of clearance on either side. Once transported down the pier, NASSCO riggers and ship fitters worked to rig the antenna foundation into place with the assistance of Naval Facilities (NAVFAC). Installing this platform is a major accomplishment for the Repair team and could not have been done without all the hard work from NASSCO employees! This is a major milestone onboard the Makin Island.

The CBSP platform is the largest of four major antennas being relocated on the Makin Island as part of the Joint Strike Fighter (JSF) upgrades onboard the ship. There are 17 other ship alterations that NASSCO is responsible for during this availability to support this

vessel taking on the JSF aircraft. A few of these upgrades consist of additional storage compartments, a new lithium ion battery shop, strengthening the flight deck, upgrading aircraft charging stations throughout the ship and weapon modifications. This is the third time that NASSCO has accomplished the JSF upgrade for the LHA/LHD program.



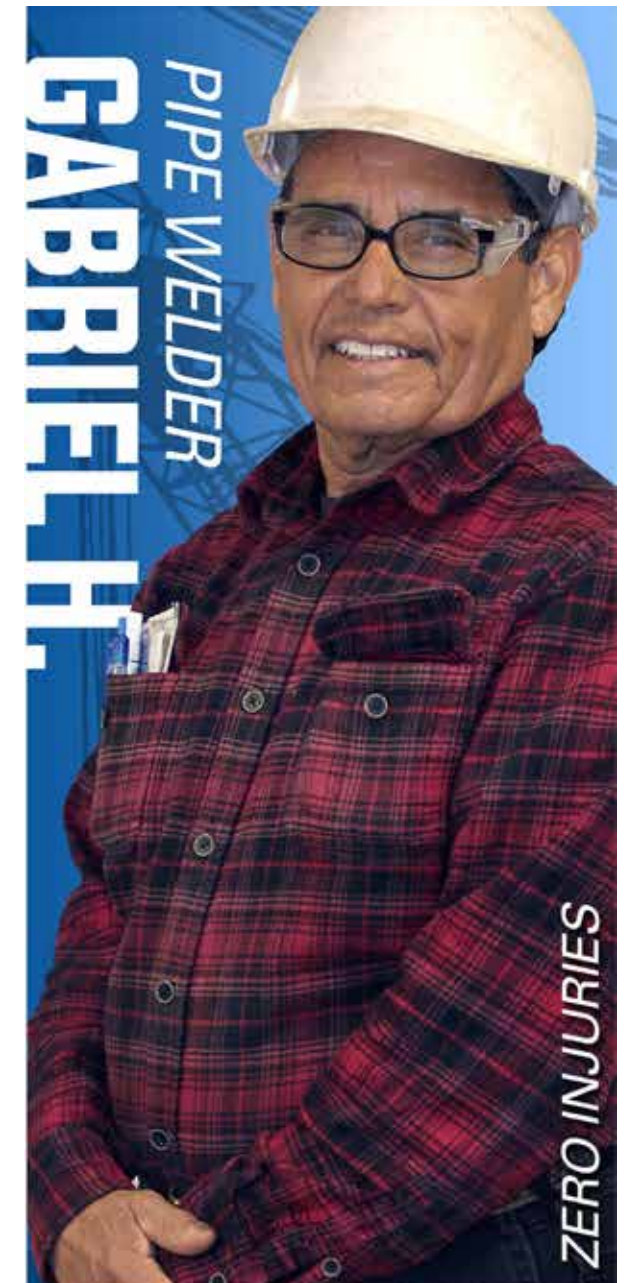
FSO and AFSO Recognized by the ATO

NASSCO-Norfolk's Facility Security Officer (FSO), Leigh Kennedy and Assistant Facility Security Officer (AFSO), Kerri Linkenhoker were recognized by our Navy customer, the USS Mesa Verde (LPD 19) Anti-Terrorism Officer (ATO).

On August 14, 2018, Lieutenant Gabriella Davida proudly presented Leigh and Kerri with a ship's challenge coin, ship hat and insignia patch, and stated, "A big thank you for all you do each and every day for the USS Mesa Verde officers and crew. For your courage, teamwork and commitment to excellence."



Congratulations
Leigh and Kerri!



*I stay safe
by wearing
my PPE!*

GENERAL DYNAMICS
NASSCO

PPE: Is It Worth It?

Author: John F. Petersen, Burner-Cm Operator

After the last CRC clean-up, I found the answer to be a resounding yes!

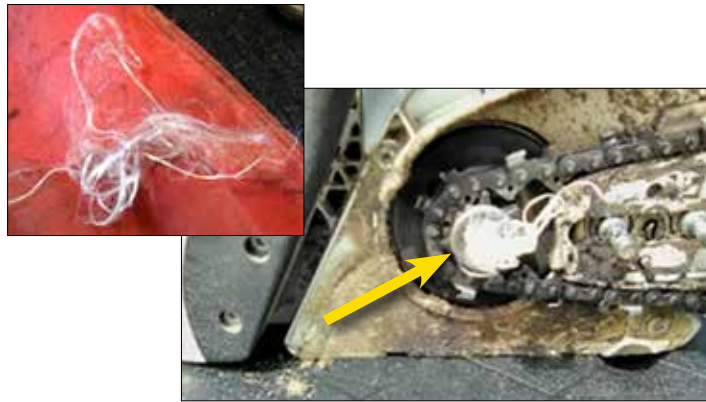
What is PPE anyway? In the simplest terms, its equipment used to give you the best chance of safely completing a task in the same way you began.

Here at NASSCO, Personal Protective Equipment (PPE) ranges from eye and head protection to fall and respiratory protection, plus much more. There is a large variety of PPE for every type of working condition.

At the CRC event held on August 25, 2018, we were tasked with cutting as many eucalyptus trees down as possible at the cleanup site. A grove of trees was being used as a homeless encampment, where a fire recently broke out. The terrain within the grove was uneven and hard to navigate, definitely one of the harder cleanup sites we've taken on.

I was tasked with cutting down the trees with a chainsaw. I wore chaps, a cutting shirt, boots and head/face protection as my PPE.

Towards the end of the cleanup, I was cutting some of the smaller diameter trees that were burned in the fire when a tree fell towards me. It wasn't an issue of great concern – just a step back, free up the right hand, and guide the tree to the direction intended. It all happened so quickly. I wasn't sure if it was the chain that cut into the chaps or a sharp edge on the saw. The chainsaw seized at the time this occurred. The timing of this was in a little more than a blink of the eye.



I was done after that. I put the chainsaw away until I got home, where I took the chainsaw apart to see what really happened.

The PPE worked as intended. When the saw blade hit the chaps, the threads from the chaps traveled up the chain and wrapped around the sprocket, stopping the motion of the chain very quickly.

Thanks to the PPE working exactly as intended, I'm still walking in the same condition as I began the day.

Time for a new pair of chaps!

23rd Annual Virginia Ship Repair Association Safety and Health Seminar

AUTHOR: Dawn Kriz, Director, Environmental, Health, and Safety

Our mission as Environmental, Health and Safety is to teach and coach our workforce to prevent accidents, incidents and near misses. Prevention is the only way for everyone to be injury-free. This is in direct alignment with Kevin Graney's "Zero Injury" message he shared last year.

NASSCO-Norfolk General Manager Kevin Terry recently sent 30 employees to the 23rd Annual Virginia Ship Repair Association (VSRA) Safety and Health Seminar, which consisted of a full day of training sessions to mitigate common ship repair safety issues.

There were classes on Fall Protection, Gas Detection, Compressed Gas Cylinder Safety, Health and Safety Leadership, Incident Investigation and General Hazard Recognition. Mr. Terry also co-led a frank dis-

cussion with three other local shipyard general managers about past safety incidents and what steps they took to correct the circumstances that led to those incidents. Mr. Terry stated that his top priority is the safety and wellbeing of his workforce—that's what keeps him up at night.

Safety cannot simply be something that we do at work; it must be instilled and implemented in all areas of our life. I challenge you to make SAFETY a way of life. Instill good safety habits for yourself and your family all the time. Always wear seatbelts, keep a PPE drawer at home, inspect your ladders, don't manually lift heavy items, get enough sleep, secure top heavy furniture, and for the sake of everyone, don't text and drive. Make SAFETY part of your routine and teach it to those around you. It could save your life one day!



Valerie Reagan mans the NASSCO-Norfolk table at the VSRA Safety Seminar

NASSCO-Bremerton Keeping Carriers Fit to Fight

Authors: Program Manager Josh Jansen and Project Manager Mike Stamerra

NASSCO-Bremerton has executed four USS John C. Stennis (CVN-74) Continuous Maintenance Availabilities (CMAV) since completing a widely successful six-month Planned Incremental Availability (PIA) at Puget Sound Naval Shipyard (PSNS) in August 2017.

NASSCO-Bremerton executed 18 production work items, which included 24,500 square feet of flight deck non-skid; 5,500 square feet of hull insulation; 400 linear feet of pipe lagging; replacing two pre-heaters, nine flush deck counter measure wash-down nozzles, 10 linear feet of drain piping, two stern dock rubber fenders; fabricating two life nets; and modification of COTS incinerator ash educator, all of which were completed prior to Production Complete (PCD) milestones and within budget.

In September 2018, NASSCO-Bremerton executed the largest Stennis CMAV for the year at PSNS: replacing 17,400 square feet of flight deck non-skid, 32 square feet of deck plating, fixing a combined 13 feet of cracks and two aircraft securing fittings on aircraft elevator number 2; replacing five pre-heaters, two ventilation dampers, 10 linear feet of lagging; and assembling and installing a library shelving unit in the integrated maintenance office. This was the Stennis' final CMAV prior to departing on an extended Western Pacific deployment which will end with a homeport change to Naval Station Norfolk, VA, where the ship will undergo a Refueling and Complex Overhaul (RCOH).

In addition to CMAVs on Stennis, NASSCO-Bremerton is executing its first Docking Planned Incremental Availability (DPIA) in the Pacific Northwest at PSNS on USS Nimitz (CVN 68). As this major overhaul is a first for NASSCO, it is also the last planned dry docking for the Nimitz as she nears the end of her lifecycle. During this important avail, NASSCO is rebuilding structure on a jet blast deflector; repairing and preserving two bilges; repairing and preserving all five collection, holding and transfer (CHT) tanks; replacing

extensive hull plating and increasing overall readiness for Nimitz' final deployments. NASSCO has stayed ahead of schedule and on budget for the first six months of this 15-month avail while keeping stellar project metrics across the board. Even though physical progress is past the designated discovery phase window of 20 percent, the Type Commander has shown trust and faith in NASSCO by providing tasking for an addition of approximately 30 new work items to be planned and integrated into the existing schedule. Most of this new work will be tied to habitability and PCD milestones, keeping NASSCO forces fully tasked through start-up of the next major availability – USS Carl Vinson (CVN 70) FY19 DPIA.

NASSCO-Bremerton is currently planning what will be its largest availability to date with the Vinson DPIA, planned for execution start in March of 2019. This avail will entail installation of the Nulka anti-missile defense system, a massive chill water modification, sound barrier protection for the island, repair/preservation of four CHT tanks, CHT piping replacement, bilge repair/preservation and other extensive work. The word Nulka has Australian aboriginal roots and means "to move swiftly" and that is exactly what NASSCO will be doing to successfully execute the modification and installation. This will require fabrication and installation of five platform/sponsons, mounting and connection of the weapons systems and integration with the master systems testing plan. The chill water modification also presents opportunity for success with removal of over 3,000 feet and the installation of over 4,000 feet of piping with sizes from ¾ inch up to 8 inches.

The years spanning both Nimitz and Vinson DPIAs are an opportunity for NASSCO-Bremerton to further build upon an established reputation and trust with the customer. As a business unit with exceptional award scores and assessment review, we are up for the challenge!



New Crane, New Crane Partner.

AUTHOR: David Barbat, Sr. Facilities Engineer



In early September 2018, the old “507” plate-handling crane was demolished and a new crane was commissioned. The 507 was more than 42 years old and experienced frequent breakdowns. Therefore, in February of 2017, NASSCO and General Dynamics made a multi-million dollar commitment to this replacement project.

The new crane has several upgrades, including a greater lift-capacity (20T vs. 14.6T), a longer cantilever (to unload rail cars from two tracks vs. one), and upgraded magnets and controls for effective handling of thin plate and to identify and improve pile placement. Plus, an increased leg-span allows 16m plates to pass through without rotating the magnet-beam.

These and many other details were a result of thoughtful collaborations between the Steel Yard, Maintenance, and Facilities Engineering departments. Ernie Arellano operated the old 507 for more than 20 years, so his input towards performance and cab layout was critical. Also, Maintenance Supervisors Colt Marcum and Devon Phillips gave suggestions (convenient power disconnects, well-placed service ladders, etc.) which will allow their team to provide proper equipment care.

The new crane is from a manufacturer in northeast Spain named GH Cranes. Though new to NASSCO, GH has a worldwide presence, producing 150 gantry cranes and 3,600 bridge cranes per year. Tucked alongside the mountains in Spain’s Basque region, GH’s headquarters has a large support staff and a well organized factory. At NASSCO’s mid-production and factory acceptance visits to GH’s facilities, their 5S programs were evident as was their commitment to continuous improvement.

GH’s quality and integration of safety features in their product is evident. The onsite GH team (led by Iker Orbegozo and Calixto Sartrategui) exhibited high energy and a great deal of craftsmanship. In fact, the third-party inspector who recently performed the Cal/ OSHA inspection at NASSCO certified our new crane on his first review, and only had one comment: “She’s a Beauty!”

Following installation, Ernie and the other operators spent the next several weeks getting to know the new crane and how to best make it



Steel Yard
Cranes -
New and Old

perform its primary function, which is stacking steel plates and feeding Primeline #1. We all look forward to it providing smooth and reliable service to NASSCO for the next 40 years!



GH Onsite Installation Team:
Iker, Jorge, Iker and Calixto

Ernie testing
out his new toy!



Job Well Done on the USS Boxer

AUTHOR: David Hastings, Program Manager Repair

On March 2, 2018, the USS Boxer (LHD 4) suffered a major electrical fire. There were no injuries, but the damage to the ship’s compartments and systems were extensive.

The fire disabled a major electrical load center that secured power to several subsystems throughout the ship. The electrical cabling in the affected areas was burned beyond recondition, making it extremely difficult to determine the source and destination of the cables, along with electrical isolation to make it safe to work on those circuits.

NASSCO called on some experienced electricians who worked on a similar job on the USS George Washington (CVN 73).

NASSCO’s Repair Electrical department worked two shifts, 12 hours a day for 18 weeks, to identify, isolate and remove approximately 50 thousand feet of damaged cable onboard the Boxer.

NASSCO’s core team grew through many challenges and was able to bring the ship’s systems back online, one by one, to complete import testing and get the ship underway to complete a three-week type command (TYCOM) sea trial.

None of this could have been possible without the support of the Boxer’s crew members, who also helped with the identification of circuits and equipment, isolation on circuits and drawings. This was truly “one team, one fight.”

San Diego and Bremerton Team Up on CVN Spool Project

AUTHOR: David Hastings,
Program Manager Repair

NASSCO San Diego collaborated with NASSCO Bremerton on a recent project to develop pipe spool sheets for the piping system of CVN class vessels.

Pipe spool sheets are used to fabricate piping assemblies in-shop. The advantage is better quality and fitting. In addition, welding is easier and efficiencies are much better. Once the pipe spools are made, installation on the ship is easier than making the pipe spools onboard.



Pipefitter Andres Gonzales
onboard CVN 70 ship check.

The San Diego Team was eager at the chance to support the Bremerton Team, and share more than 20 years of work experience on CVN class ships and decades of spooling experience. Following completion of the ship check portion of the project, Engineering quickly transferred the measurements onto spool sheets to send to Team Bremerton.

One Team, One NASSCO, Better Every Day

Dependent Scholarship Now Accepting Applications

AUTHOR: Katie Nieri, Senior Communications Specialist

NASSCO is proud to announce the availability of two scholarships up to \$8,000 each for the dependents of current NASSCO employees in San Diego. These funds can help two families achieve educational excellence, but you must apply to this competitive scholarship by April 15, 2019 to be considered. Visit nassco.com/employees/dependentscholarship to review details and download an application.

CONGRATULATIONS 2018 SCHOLARSHIP RECIPIENTS



Alaina Zavala from San Diego High School, daughter of Tool Room Attendant Armando Zavala, pursuing a degree in criminal justice and computer engineering.



Samantha Avalos from Hilltop High School, daughter of Pipe Welder Juan Avalos, pursuing a degree in communication/journalism.



Dr. Deva O'Neil
Physics Department, Associate Professor, Bridgewater College
(1998 NASSCO Scholarship Recipient)

NASSCO awarded me a scholarship in 1998, helping to support my studies in Physics at the University of California, San Diego. I earned my Masters and Ph.D. degrees at the University of California, Santa Cruz. I now head the Physics Department at Bridgewater College, a liberal arts college in Virginia with a history of serving first-generation college students. Earning a PhD is a long journey, but for me it was worth it to be able to share my passion for physics with my students and the public. I was brought up to believe that “education is the best investment you can make in yourself.”

I am very grateful to NASSCO for their commitment to education and for supporting me in my journey to becoming a professor.



Left to right: The O'Neil family, Patrick, Pamela and Deva; followed by the McGrorty family; Kimberly, Robbie, Frances and Scottie. At far right, Dick Vortmann, President NASSCO just presented scholarship awards to Deva and Kimberly.

New Panel Line Commissioned in San Diego

AUTHOR: Katie Nieri, Senior Communications Specialist



Jim Quagline, Walter Tschernkowitz, Doug Shamblen, Kevin Graney, Sarah Sarnecki, Bill Cuddy, Efen Acosta



Kevin Graney, President of General Dynamics NASSCO, addresses a crowd of shipbuilders as the company commissioned a new panel line in the San Diego shipyard.

A ribbon-cutting ceremony held on January 11 marked the commissioning of a new panel line that expands steel production capabilities for the construction of commercial and government ships in San Diego.

The new panel line enables distortion-free welding of plates as thin as five millimeters to produce lighter, more energy efficient ships. The cutting-edge facility uses hybrid laser arc welding and numerically controlled robots to mill, seam and weld steel panels in a highly automated production line. These features improve capacity, quality, accuracy and cycle time, and are expected to double steel processing rates.

“Our team scouted thin plate welding technology and processing facilities from around the world to identify the components that would allow NASSCO to stay at the forefront of shipbuilding manufacturing technology,” said Kevin Graney, president of General Dynamics NASSCO.

“This facility, the only one in the world with this unique combination of technologies, is already beginning to transform our business while reducing energy consumption and emissions,” said Graney. “This facility is a win for NASSCO, our customers and our region.”

SUSTAIN

T-AO

Start of Construction

AUTHOR: Brandi Cropper, T-AO Program Manager

General Dynamics NASSCO started construction on the first ship of the John Lewis class oilers on Thursday, September 20, 2018. This is the first of six ships that NASSCO will build for the US Navy over the next five years. Construction of the USNS John Lewis (T-AO 205) began with a ceremonial first cut of steel in NASSCO's San Diego shipyard. T-AO 205 will be built on sliding Ways 3 and will take approximately two years to build, with a scheduled delivery of November 2020. The primary mission of these ships is at-sea replenishment for US Navy ships operating around the world.



Melinda Odermatt



As we head into the construction phase of the program, we have already completed a very successful and rigorous design cycle. We are proud to say the design was 100% complete at Start of Construction. The supply chain team has worked diligently to ensure material will be in the shipyard when needed in support of production. The new panel line with the capability to process thin plate down to 5mm began processing T-AO steel plates in December 2018.

The USNS John Lewis start of construction honoree is Supply Chain

Professional III Melinda Odermatt, a 28+ year NASSCO employee. While working at NASSCO and raising her three sons, she obtained her bachelor's degree in Administration from the University of Phoenix. Her eldest son Ryan is a web designer in Sorrento Valley. Her second eldest, Ben Gravador, is the SOC 1&2 Steel Manager at NASSCO. Melinda's youngest son, Brandon, has worked at NASSCO as a journeyman pipefitter in Repair. Melinda enjoys giving back to her community by hand-crafting quilts for those in need.



Mayport Continues as an Environmental Steward

AUTHOR: Scott Junkins, EHS Manager, Mayport

General Dynamics NASSCO-Mayport Facilities has a long-standing track record with the Naval Facilities Engineering Command (NAVFAC) Environmental Department, Florida Department of Environmental Protection and the City of Jacksonville as good stewards onboard Naval Station Mayport.

During normal operations outlined within our ISO for targeting and planning improvement objectives, NASSCO-Mayport recently completed the final steps in the elimination of rust producing pipe racks and heavy-duty storage shelves located on our grounds.

The time and effort spent to safely and effectively transfer material to a weather-protected, properly coated pipe rack not only reduced the generation of rust for stormwater drain runoff but extends the life of company assets.

NASSCO-Mayport has had one inspection from the City of Jacksonville and four from NAVFAC elements – two of those including the Naval Station (NAVSTA) Mayport Commanding Officer – over the last six months. Each inspection yielded no findings and concluded with positive comments concerning our daily operations. NAVSTA, Environmental Health and Safety (EHS), structural foremen and NASSCO all win!



NASSCO-Norfolk Awarded USS Laboon (DDG 58) Availability

NASSCO-Norfolk won the Selected Restricted Availability on the USS Laboon (DDG 58). This availability is being executed at the Ligon facility during the period of performance of September 17, 2018 to April 5, 2019. This availability fits in nicely as NASSCO-Norfolk finishes up on the USS Truxtun (DDG 103) Dry-docking Selected Restricted Availability and USS Carter Hall (LSD 50) Phased Maintenance Availability.

Coastal Cleanup Day

On September 15, 2018, NASSCO employees joined approximately 7,000 volunteers at more than 106 sites across San Diego County in support of I Love A Clean San Diego's Coastal Cleanup Day. Together we removed approximately 130,000 pounds of debris along our waterways and our shoreline.



Thank you for your dedication towards a zero waste, litter-free and environmentally engaged San Diego region!



NASSCO-Norfolk Receives HRSD Platinum Award and SCA Award

AUTHOR: Donna Watkins, EHS, Norfolk



2017 HRSD Platinum Award for
5 Years Consecutive Compliance

HRSD PLATINUM AWARD

Hampton Roads Sanitation District (HRSD) presented General Dynamics NASSCO-Norfolk (Harper facility) a Platinum Award (five consecutive years of perfect compliance with our wastewater discharge permit) during a luncheon ceremony held on June 14, 2018. NASSCO-Norfolk was one of five private and government entities in Hampton Roads that achieved perfect compliance to its industrial wastewater discharge permit in 2017. NASSCO-Norfolk

Harper facility discharged 25,000 – 400,000 gallons of sanitary wastewater per day with no permit violations! Four NASSCO-Norfolk employees proudly received the award: Dawn Kriz (Environmental, Health and Safety Director), Donna Watkins (Environmental Engineering Manager), Stephen Davenport (Environmental Engineer and HRSD Program Manager), and Richard Howell (Environmental, Health and Safety Representative).

The award also acknowledged NASSCO-Norfolk's pollution prevention efforts, including special projects, programs, and/or initiatives that helped to reduce the company's environmental footprint.

They are as follows:

a) Earth Day Cleanup – NASSCO-Norfolk's fifth annual Earth Day Event took place on April 19, 2017. Approximately 45 employees spent two volunteer hours cleaning up company-owned parking lots and adjacent City of Norfolk-owned properties (including an Elizabeth River shoreline and wetland area, and city walkways and streets). Volunteers collected over 50 bags of trash. In addition, large items (such as old tires and scrap metal) were retrieved and recycled.

b) Low Impact Development (LID) Areas – In August of 2016, Dave Sheffield, NASSCO-Norfolk Facilities Manager at Harper, led a major facility improvement project to refurbish four LID areas, to promote storm water filtration prior to runoff from the Harper facility. This involved removing overgrowth and cleaning filtration rocks to prevent contaminants from leaving company property during storm water runoff. Team members included those from the EHS, Facilities, and Dry Dock shops. By 2017, these areas had been overgrown with trees and dense vegetation. Large ponds of water had collected; and filtration rocks became clogged with sand, mud and debris. In July of 2017, Mr. Sheffield stepped up to the plate again and volunteered to lead a team to conduct annual maintenance on these permitted filtration devices. This included cutting back overgrown shrubs and vegetation. Periodic service of these LIDs optimizes the capture of sediment and contaminants from surface water runoff from the Harper facility.

NASSCO-Norfolk is already well on its way to obtaining this award for 2018, with no permit violations to date. Keep up the good work team!



Stephen Davenport, Donna Watkins, Dawn Kriz, Richard Howell

SHIPBUILDERS COUNCIL OF AMERICA (SCA) AWARDS 2017

General Dynamics NASSCO-Norfolk received both the SCA award for Excellence in Safety and the award for Improvement in Safety during the SCA Spring Meeting in Washington D.C. on May 16, 2018. The awards are given to companies demonstrating outstanding health and safety programs and commitments to continual improvement. Highlights of NASSCO-Norfolk's health and safety program include an International Organization for Standardization (ISO) certified management system, an injury rate less than half of the national industry average, and active employment involvement from several employee represented safety committees. The SCA is a strong supporter for the industry and it is an honor to be recognized by them for these special awards. San Diego and Mayport also received similar recognitions.



Mayport SCA Award Details

The Shipbuilder's Council of America (SCA) recognized General Dynamics NASSCO-Mayport for attaining three years of declining recordable injuries. Comprehensive training, clear supervisory direction and consistent deck plate presence have been instrumental in the safety performance improvements NASSCO-Mayport achieved over the years.

Importance of Hiring Veterans

AUTHOR: Jane Baughn, NASSCO-Norfolk Human Resources

Veterans bring valuable skills and experience from their military DVS partnered with Federal and State agencies along with the private service to our workforce and General Dynamics NASSCO-Norfolk is proud to be a member of Virginia Values Veterans (V3).

In December 2010, Virginia Governor McDonnell issued Executive Order 29, which directs the Department of Veteran Services (DVS) of Virginia to "identify resources necessary to create a program to develop employment opportunities for Veterans."



sector to create the V3 program. The program strives to increase employment opportunities and promotes economic development by training and certifying organizations in Veterans workforce best practices.

In October 2018, the NASSCO-Norfolk recruiting team had the opportunity to meet transitioning military, veterans and their spouses through the V3 program.

NASSCO-Norfolk Earns "Commendable" Rating

AUTHOR:
Leigh Kennedy,
Facility Security Officer

Congratulations to NASSCO-Norfolk for earning a Commendable rating during the recent Defense Security Service Security Vulnerability Assessment!

The Commendable rating level was achieved through comprehensive planning, implementing innovative security enhancements and direct interactive and collaborative involvement within all levels of NASSCO-Norfolk. This resulted in NASSCO-Norfolk achieving the highest rating level we were eligible for.

Thank you all for your continued commitment to security excellence!

Save the Date: **July 13**

FAMILY DAY!



“LIKE” NASSCO on Facebook for details on the upcoming event.



NASSCO-Norfolk Environmental Cleanups

AUTHOR: Clint Spivey,
Environmental, Health and Safety, NASSCO-Norfolk



NASSCO-Norfolk is serious when it comes to environmental stewardship of its surrounding wetlands, natural areas and waterways.

There are approximately 15 cleanup events throughout the year with an average of at least 15 employee participants from all company levels, and an average collection of 500-1,000 pounds of trash per event.

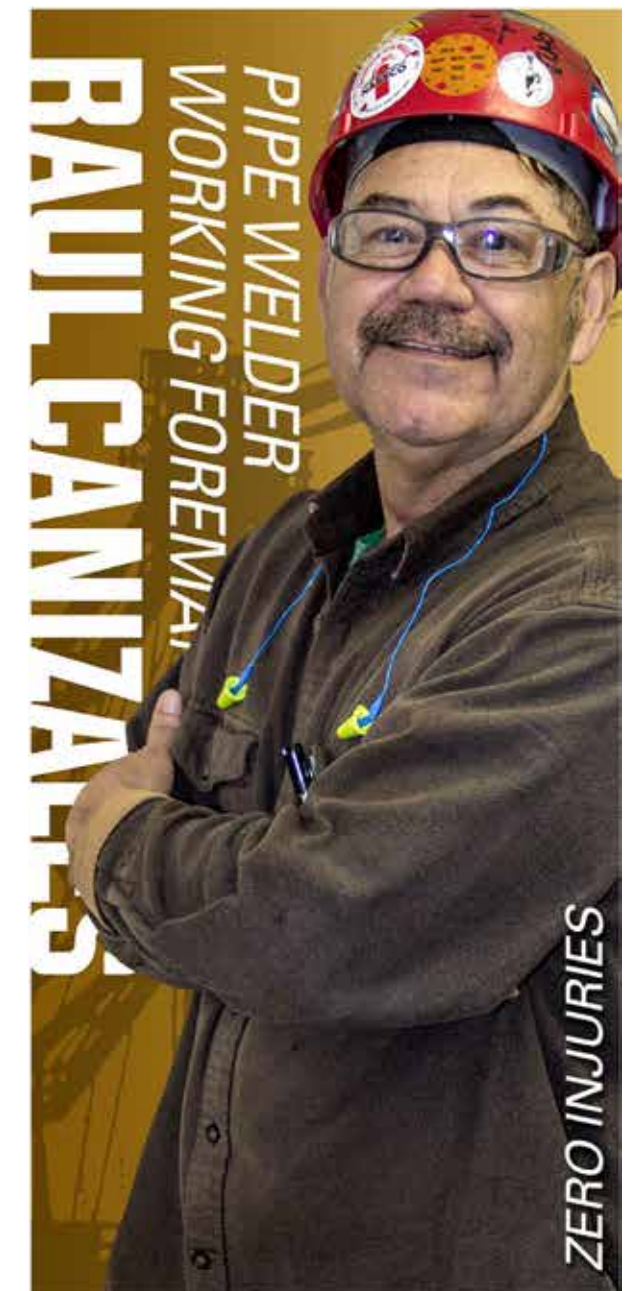
It's encouraging to see our GM and directors so committed to these cleanups; they lead by example and take time out of their busy day to help.

Areas that were recently targeted for cleanup include a heavily trafficked pedestrian walkway that travels along the Elizabeth River, under the Berkley Bridge, and finally over the bridge catwalk into Downtown Norfolk. It is a highly visible trail that frequently accumulates large volumes of trash due to heavy traffic and highway litter.

Several employees ventured into thick brush and tall grass to fetch trash. Picking up a few pieces of trash can literally save thousands of pieces of plastic litter from entering the river!

Next on the cleanup list will be parking lot perimeters, retention ponds, low impact development areas (LIDs), wetlands and additional walkways. At NASSCO-Norfolk, we encourage others to care for the earth that cares for us!

NASSCO-Norfolk completed the FY19 9A1 CMAV for the USS KEARSARGE (LHD 3) at the Norfolk Naval Station in December 2018. Thank you for what you do every day to make NASSCO-Norfolk the best shipyard on the Norfolk waterfront!



***Be alert
all the time.***

**GENERAL DYNAMICS
NASSCO**

Operation Clean Sweep

On August 25, 2018, NASSCO employees, family and friends participated in the San Diego Port Tenants Association’s annual Operation Clean Sweep. This year we supported cleanup efforts at four locations – F-Street Marsh, Half Moon Marina, Barrio Logan and Marina View Park.

SAN DIEGO PORT TENANTS ASSOCIATION PRESENTS

OPERATION CLEAN SWEEP

SATURDAY, AUGUST 25, 2018

DIVERS, BOATERS AND WALKERS ARE NEEDED TO HELP
CLEAN OUR BIG BAY

PRE-REGISTRATION
Please pre-register to clean at all locations on August 25 for your chance to win one of four \$500 American gift cards. Gifts are available for participants who complete the registration by 10:00 AM on August 25 at the Environmental Department, Building 11, 1st floor.

AFTER PARTY
Clean Sweep runs from 11 AM to 1 PM.
The city will provide collected trash, sawdust, sawmill chips, and other debris to be used for landscaping. Participants will be given a complimentary lunch and a t-shirt. Participants will also receive a complimentary t-shirt and a t-shirt.

REGISTER AT THE EVENT LOCATIONS - FREE!
Participants at the event locations will be eligible to win a \$500 American gift card.

PRIZES FOR MOST UNIQUE TRASH
Look for unique items and enter to contest to win at the other sites.

Complete and submit waiver to any of the following CRC Members:
Christina Rodriguez
Environmental Building 11, 1st floor • ext. 2778
Jenny Green
Civil Engineering, Mission Valley 1, 2nd floor • ext. 2716
Laurie Ruppel
Wood Engineering, Building 6, 2nd floor • ext. 8024
Jenny Ruppel
Communications, Building 1, 1st floor • ext. 7665

F-STREET MARSH
Barrio Logan, San Diego, CA 92104
Clean Sweep runs from 11 AM to 1 PM.
Participants will be given a complimentary lunch and a t-shirt.

HALF MOON MARINA
Barrio Logan, San Diego, CA 92104
Clean Sweep runs from 11 AM to 1 PM.
Participants will be given a complimentary lunch and a t-shirt.

MARINA VIEW PARK
Barrio Logan, San Diego, CA 92104
Clean Sweep runs from 11 AM to 1 PM.
Participants will be given a complimentary lunch and a t-shirt.

BARRIO LOGAN
Barrio Logan, San Diego, CA 92104
Clean Sweep runs from 11 AM to 1 PM.
Participants will be given a complimentary lunch and a t-shirt.

GENERAL DYNAMICS
NASSCO



IMPROVE

The Continuous Improvement Assessment

Author:

Stephen Murray, Manager Continuous Improvement

Continuous improvement is a requirement for any business to increase profit and market share, and improve safety, quality and productivity.

It improves job satisfaction, builds relationships with colleagues, removes frustration and creates a sense of belonging in something bigger than yourself. Continuous improvement empowers us to improve our daily work, products, services and processes.

According to the American Society for Quality (ASQ), "Continuous Improvement, sometimes called continual improvement, is the ongoing improvement of products, services or processes through incremental and breakthrough improvements."

One of those breakthrough improvements this year has been in our use of the Continuous Improvement (CI) Assessment tool. The most recent version of the assessment was developed through collaboration between all General Dynamics business units, the Engineering Tech Council (Continuous Improvement Working Group) and the Lean Committee.

This assessment tool enables the user to benchmark continuous improvement against a standard prescribed roadmap that guides through five levels of maturity from little to no engagement to fully engaged in CI with sustained improvements. The CI Assessment is designed to identify strengths and weaknesses across any organization and to provide guidance on how to improve and develop a continuous improvement culture.

Traditionally at NASSCO, we have focused our CI efforts in training/mentoring Lean Specialists and Black Belts to execute Lean Projects and in encouraging participation of all employees in submitting and incorporating Process Improvement Initiatives. Although we are having good results year on year, with increasing levels of participation and significant cost savings, we realize that to continue to improve we need to embed CI in everything we do at all levels of the company.



Matson Hull 601
Block 870
January 12, 2019

No high is more important than your job.

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 or call (619) 544-8506.



Mission Systems Legal Counsel Visits NASSCO

AUTHOR: Michele Barry, Executive Legal Assistant

On August 21, Allen Cannon, Associate General Counsel, Space & Intelligence Systems at General Dynamics Mission Systems (GDMS), visited the NASSCO Legal Department. The purpose of his visit was to promote the Sister Law Department Program, a concept developed by GDMS Vice President & General Counsel Devon Engel.

The program endeavors to centralize and disseminate the collective knowledge of the business units' legal expertise throughout the General Dynamics organization, and to create a uniquely collaborative environment for all members of General Dynamics legal departments.

Having a central repository of legal expertise provides great value because it limits disproportionate use of outside counsel, which can be very costly, and it utilizes the abundance of knowledge that is housed in each business unit's legal department.

GDMS employs 13,000 people at 100+ facilities, spread across 26 countries.

In early 2018, each member of the GDMS Legal Department was assigned as a liaison to several business unit legal departments. Those liaisons have been visiting sister law departments, getting to know the members of other law departments and the work that other attorneys perform for their business units. To date, attorneys from GDMS have visited BIW, EB and GDIT.

Mr. Cannon briefed NASSCO's Legal Department on the corporate structure of the GDMS team and spoke in great detail about each of the 11 GDMS attorneys and their specialized practice groups and overall roles within the company. He provided an overview of GDMS programs and the various ways that the legal team supports the business.

In turn, Mr. Cannon learned about NASSCO's programs and legal team. He participated in the department's bi-monthly meeting, which includes members of NASSCO's Law, Environmental, Export Compliance, and New Construction and Repair Contracts departments, all of whom report to Vice President and General Counsel Mark Nackman. This meeting provided Mr. Cannon with insight



Dennis DuBard, Allen Cannon and Mark Nackman

into the day-to-day activities and responsibilities of the group.

Mr. Cannon earned his J.D. degree from Georgetown University Law Center, a bachelor's degree in Russian Language from Old Dominion University, and a master's degree in Russian and Slavic Languages from the University of Arizona. Prior to his career in law, Mr. Cannon served as an intelligence officer with the Central Intelligence Agency. He is a former colleague of Mr. Nackman from GD AIS.

Follow us on
Social Media



GENERAL DYNAMICS
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Did you know?

You can see all of NASSCO's videos at
vimeo.com/generaldynamicasnassco



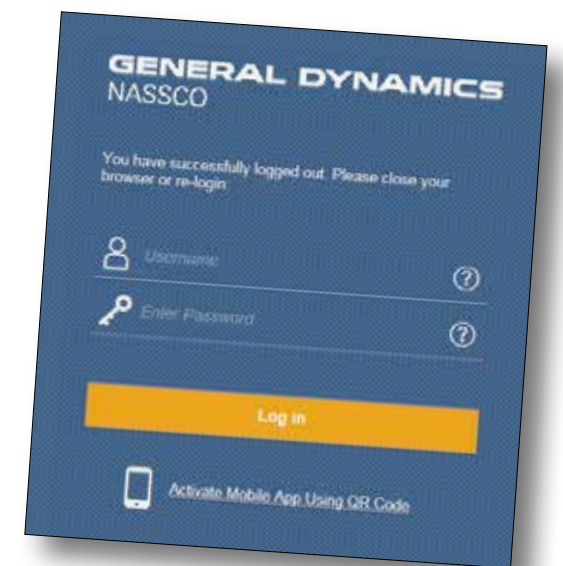
New Website for INTERNAL JOB OPENINGS



Current employees can now 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
4. Click "**Careers**"
5. **Search** for open jobs
6. **Apply** online



PDP CORNER



Brandon Mazur

When did you start at NASSCO?

I started on June 5, 2017.

What brought you to NASSCO?

Going to a maritime academy, NASSCO was always well known. I knew that I didn't want to sail straight out of college but I did want to work within the maritime field. NASSCO shipbuilding was a dream opportunity.

What were your previous jobs prior to NASSCO?

The only previous job before NASSCO would be my Cadet Cruise with Military Sea Lift Command. I sailed as an engine cadet on board the USS Ponce. The ship has a dual 650 lb steam plant with dual screw. The ship was based in Bahrain (an independent nation off Saudi Arabia). We conducted our vessel repair period halfway through in the United Arab Emirates. I gained valuable sailing and steam system knowledge during this period.

What rotations have you had as a PDP?

In order, I have rotated through: Safety, Planning, Supply Chain Management, SOC 3 Steel Fabrication, IDNA Engineering, Rigging, Trades Training, SOC 4 & 5 Outfitting, Program Management Office (PMO), SOC 5 & 6 Steel Erection, SOC 6 Onboard Management and currently in Repair Production for USS Bunker Hill.

What have you learned as a PDP?

One of the most important skills the PDP program has given me is the ability to assess a situation, determine a plan of action and follow through in a quick and concise way. Each department solves problems in different ways. Seeing how each department thinks, asks questions and executes is a valuable experience. My favorite experience was working with the ESB 5 SOC 6 Onboard Management team during the caisson gate incident. The way NASSCO as a whole worked together methodically to resolve the issue was a once in a lifetime experience. The PDP program also provides an excellent opportunity to meet and create contacts by rotating throughout departments.

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

I graduated from the California Maritime Academy with a degree in Mechanical Engineering along with a USCG 3rd Assistant Engineers License.



Joshua Plunkett

When did you start at NASSCO?

I started in June of 2017.

What brought you to NASSCO?

The sheer size and magnitude of the work. I wanted to be a part of something big, and NASSCO offered that. I also appreciated the opportunity to rotate through different aspects of a company and continually develop myself.

What were your previous jobs prior to NASSCO?

Previously I worked as a Mechanical Engineering Intern at Qualcomm. There, I worked on the mechanical design of Printed Circuit Boards (PCBs). Anything from fixed component locations to the design of a water-cooled heat sink for the PCBs. I have had the unique experience to work on tiny chips around fifty square millimeters, to ships that are hundreds of millions times larger.

What rotations have you had as a PDP?

So far, I've had the chance to rotate through these 13 departments: Repair Administration, Program Management Office, Safety, Cost Engineering/Contracts, Repair Production on the Cowpens, SOC 3 Steel Fabrication, Weld Engineering/Accuracy Control, Planning, Engineering with IDNA, Steel Erection SOC's 5&6, Supply Chain Management with Business Control and the A-Team, Outfit/Steel Production Control and Rigging. Currently I'm in SOC 5 On Block.

What have you learned as a PDP?

As any PDP will tell you, one of the most crucial skills you can take away from the program is networking. Networking then plays into teamwork and working with each other instead of against each other. Building a ship doesn't happen overnight and it definitely isn't done by one person. I have rotated through 13 departments and I'm just scratching the surface on what it takes. The recent dock incident shows exactly how well we can all work together and I'm excited to see what the future holds for OneNASSCO.

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

I graduated with a Bachelor of Science in Mechanical Engineering with a minor in Business Management from San Diego State University.



Kevin Collins

When did you start at NASSCO?

I first started at NASSCO as an intern in the summer of 2016. After working with the Program Management Office that summer, I applied and was later happy to accept an invitation to return for the Professional Development Program in July of 2017.

What brought you to NASSCO?

NASSCO was first introduced to me at my school's career fair, where I interviewed for the summer internship. After accepting the internship and spending the summer here, I knew this was a place where I wanted to continue to work. The quality of people and their willingness to pass along knowledge and advice harbors an excellent learning and working environment.

What were your previous jobs prior to NASSCO?

Prior to NASSCO, I had the opportunity of participating in two other internships. My first internship was with Secure Energy Solutions, an energy brokerage firm where I operated as an inside sales representative. I then held an internship with G-Force Shipping as an inside sales representative dealing with Less Than Truckload and Full Truck Load domestic shipments.

What rotations have you had as a PDP?

As a PDP I have rotated through SOC 3 Steel Fabrication, Trades Training, Safety, Planning, SOC's 4&5 Outfitting, Repair Production, Steel Prefabrication SOC's 1&2, Supply Chain Management, Cost Engineering and Contracts.

What have you learned as a PDP?

Throughout my rotations I have learned about the intricate coordination and communication that it takes to collectively achieve the goals of efficient and quality driven programs. It's the people and the community of NASSCO that makes everything we do possible. Having the opportunity to listen and ask questions to the experienced employees I encounter in each of my rotations continues to allow me to expand my knowledge of shipyard standards and best practices.

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

I graduated with a Bachelor of Science in International Maritime Business, from the Massachusetts Maritime Academy.

STAY IN THE KNOW

Text
"NASSCO"
to 95577

GENERAL DYNAMICS
NASSCO

EMPLOYEE CORNER



2018 President's Cup Update

SOCCER TOURNAMENT

Winners (Spring):
Manchester City (Repair)



SOCCER TOURNAMENT

Winners (Summer):
Cable Crew



CORNHOLE TOURNAMENT

Winners:
Lucio Carrillo and Ernesto Aguilar



August 18, 2018

NASSCO-Norfolk Family Day

AUTHOR:

Amy Brown, Management Analyst

NASSCO-Norfolk held their first ever Family Day on Saturday, June 9, 2018. This event showcased NASSCO-Norfolk's Production and Project Team's currently working on the dry-docking for USS Mesa Verde (LPD 19).

Families from NASSCO-Norfolk, along with Mesa Verde supporting teams, including Mid-Atlantic Regional Maintenance Center (MARMC), Ship's Force, subcontractors and their families were able to visit the yard and see the pride NASSCO-Norfolk has in Safety, Quality, and Cost.

Presenters and displays were interactive with the visitors. Visitors had the opportunity to look inside a temporary access opening, watch a paint demonstration, learn about valves, participate in rigging communication, see sheet metal bending displays and a visual comparison of a truck and ship engine piston, and watch a connecting rods demo and an LED vs inductor light test.

This opportunity allowed for NASSCO-Norfolk employees to show their families why we come to work every day – to repair and modernize these great vessels that help protect our friends, family and all others in the United States.



One Look is Worth a Thousand Reports

Ask a tradesman to describe their job, and you will find out much more than their title.

When asked this question, Bruce Rainville, Production Manager with NASSCO-Norfolk replied, “All I am doing is passing on knowledge that I’ve learned over the years. Being able to steer a direction based on lessons learned is very important in life and in ship repair.”

I caught up with Bruce in a reflective mood as he prepares to retire from a 40+ year, storied career in ship repair, and a 20-year U.S. Navy career where he retired as a Master Chief.

Growing up, Bruce always had his hands in something, taking things apart and putting things together. In technical school, Bruce learned a variety of trades – automotive, refrigeration, machine shops, etc. “When I left there, I said I’m going to join the Navy. I was out of school four days and I was gone. During that time I wanted to know how that machine, how this machine worked. If someone was overhauling a pump, I would go down there. If somebody was welding, I would go down there. I reenlisted on orders to the Philippines, and as it turned out that was the turning point. It was a big hub shipyard of 5,000 Filipinos all trained by the U.S. in various trades, with 123 American supervisors. In that four years, I learned so much from my Filipino counterparts. Everything I know today I learned in that four-year period working ships day in and day out. It was great and it was life changing.”

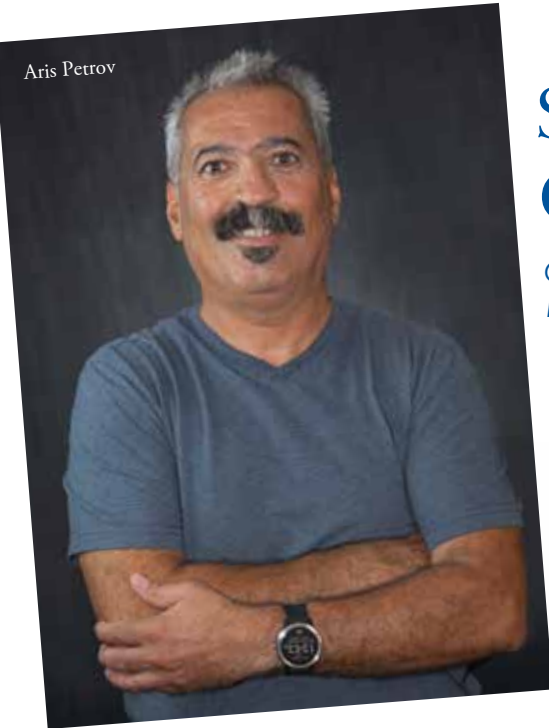
“There are numerous moments I’m proud of at work. Being in the ship repair business, the proudest moments are the ones in which the ship leaves and we get a SAT Sea Trial and everything’s done. That’s a proud moment because you fight to get to the goal, which is the ship going out to fill the nation’s duties.”



Production Manager
Bruce Rainville

Contemplating on advice he’d offer his younger self, “I had an American Commander, the repair officer, who had a sign over his door, ‘One Look is Worth a Thousand Reports.’ What he meant by that is if you haven’t looked at it, you’ve haven’t got all the story. I still use that today.”

*Thank you, Bruce!
We wish you well in retirement.*



Aris Petrov

Step Across GD Challenge Winner

Congratulations to Senior Project Engineer Aris Petrov, NASSCO's champion for the 2018 Step Across GD Challenge.

Out of the 138 employees throughout all NASSCO locations who participated in this year’s challenge, Aris came out on top completing more than 10,000 steps each day between May 10 through June 8.



The NASSCO Poppets

AUTHORS: Michelle Jasso & Michele Barry

The Poppets represent a large and varied cross-section of administrative and support staff throughout NASSCO’s shipyards and satellite offices. In nautical terms, poppets are the vertical timbers bracing the bow or stern of a vessel under construction. That is what the NASSCO Poppets represent – SUPPORT! Our group’s continuous goal is to develop and foster a cohesive administrative team and to bolster our procedural knowledge at every level of the organization. Our current membership exceeds 50 individuals and we recently celebrated our 11th anniversary in September!

The Poppets meet once a month during lunch and frequently have guest speakers. Our guest speakers come from all areas of the shipyard to talk about their background and current roles. All Poppets are encouraged to ask questions and to participate in the discussion.

So, what is new? The team is currently incorporating “Poppet Talks” into the agenda. This platform provides a venue where we can discuss a variety of topics and creates an atmosphere of collaboration and inclusion amongst the team. We encourage each other to work together on new ideas, processes and practices, thereby fostering personal and professional development within the group. Oftentimes during these discussions, we discover that others have faced similar challenges and everyone benefits from each other’s experiences.

In August, Vice President and General Counsel Mark Nackman, spoke with the team regarding shipyard events that took place in July. Many Poppets typically do not have access to the level of detail that Mr. Nackman provided. Guest speakers who report on a specific topic are extremely valued for this reason.

NASSCO’s President, Kevin Graney, was the guest speaker at our anniversary lunch in September. Mr. Graney answered questions from the group, ranging from facility improvements to the midterm elections.

The team also welcomed Celia Panaligan from the Information Systems Department who talked about new forms and procedures, such as the internal implementation of electronic signatures.

Over the last 11 years, the team has maintained a solid network of support within the company. Each year we work to expand – incorporating staff company-wide and continuing to build the foundation of OneNASSCO.

If you would like to be an active member of the Poppets, have any questions or comments, or are interested in speaking to the team, contact Michele Barry at mbarry@nassco.com or extension 8858.



NASSCO-Bremerton Summer Picnic

NASSCO-Bremerton celebrated a fantastic Pacific Northwest summer with an all-staff and family picnic at Bremerton's Evergreen Rotary Park on Sunday, August 12.



Bremerton staff and families enjoying a beautiful day at Bremerton's Evergreen Rotary Park.

Located on the shore of Port Washington Narrows, this scenic park includes beach access, a boat launch, walking paths, a large play area and a 9/11 Memorial. Staff enjoyed great conversation in a relaxing environment and a little friendly basketball while the children (and some staff!) had fun in the park's large play area.

A delicious catered barbecue lunch of pulled pork, smoked beef brisket, baked beans, coleslaw and potato salad was enjoyed by all in attendance. Lunch was also delivered to the Puget Sound Naval Shipyard waterfront to support NASSCO-Bremerton employees hard at work meeting the production schedule.

Randy Colson, Director of Programs (Pacific Northwest) and Paul Bourgeois, Bremerton Supply Chain Manager, and family.



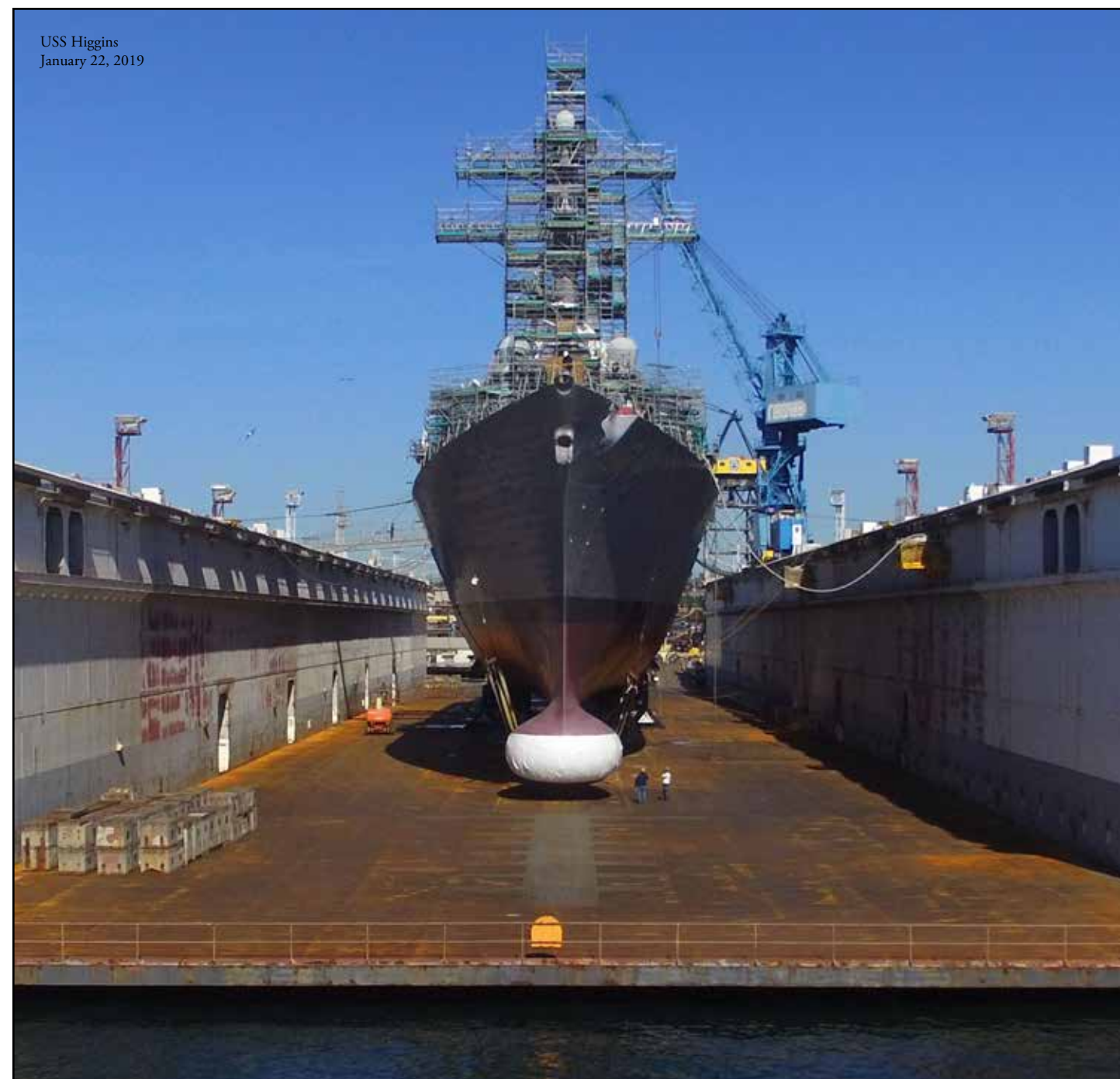
Supporting U.S. Navy SEALs

AUTHOR: Julie Foreman, Senior Buyer

In October 2018, a group of NASSCO-Norfolk employees participated in the Joggin' for Frogmen 5K at the Military Aviation Museum in Virginia Beach, VA.

Inspired by U.S. Navy SEALs (Frogmen), the Navy SEAL Foundation's Joggin' for Frogmen race series brings communities and families together in honor of the Naval Special Warfare community and their families. One hundred percent of the proceeds from this race go directly to the Navy SEAL Foundation.

The NASSCO-Norfolk team raised \$960 for this great cause, enjoyed beautiful weather on race day and had a great time touring the museum afterwards.



USS Higgins
January 22, 2019

3rd Annual Chili Cook-Off

AUTHOR: Jacqueline Powers, Information Systems Auditor

The 3rd Annual Chili Cook-Off included 15 entries this year – the most entries to date – which featured the chili recipes of NASSCO employees from the San Diego shipyard, and the Mission 1 and 2 offices.

This year nearly ended in a tie. With just one tie-breaking vote, we have a NEW winner who defeated our two-time champion, Jerry Slovak.

Anu Chittam, ISD Business Systems Analyst, defeated all with her famous secret Indian spices.

Our second place winner is Francisco Medina, Manager of Audit and Risk. Both winners work at our Mission Valley 2 offices.



Beating the Heat! NASSCO-Norfolk Recreation Committee's Water Give-A-Way

AUTHOR: Leslie Jackson, Executive Assistant

On Friday, August 10, 2018, volunteers of the NASSCO-Norfolk Recreation Committee passed out free bottled water and powdered sports drink mix to all who were departing for the day.



The water was provided by Fastenal and several vendors and subcontractors donated the Sqwincher drink mixes, including: OBBCO Safety, CE Thurston and Sons Inc., and Grainger. More than 1,100 bottles and drink mixes were handed out across all four NASSCO-Norfolk locations.

NASSCO-Norfolk Annual Picnic

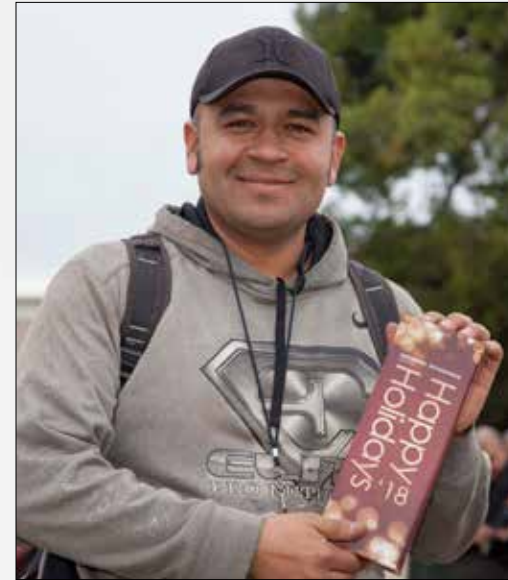
AUTHOR:
Trinity Lefler,
Director of Human Resources

On September 25, 2018, NASSCO-Norfolk employees and their families spent the day at the Virginia Zoo in Norfolk, VA. This year's entertainment included two bounce houses, potato sack races, corn hole, ring toss, horseshoes and two animal encounters, including a Eurasian eagle owl and a bearded dragon.

The annual picnic is a great time for employees and their families to take a break from all the hard work they do and celebrate together. We enjoyed good food, fun games and seeing all the animals at the zoo!



Celebrating the Seasons



Meet the
BABIES

Birth
Announcements



Jackson
Kevin Dunkel

Born: 7/15/18

Grandmother: Sandra Dunkel,
Sr. Employee Benefits Administrator

Theodore Nieri

Born: 8/2/18

Mother: Katie Nieri,
Senior Communications Specialist



Retirees Reconnect
Over Coffee

A group of NASSCO retirees in San Diego meet for breakfast every third Thursday of the month at 9am at the IHOP on University Ave. All NASSCO retirees are invited to drop by and catch up with their friends and former coworkers.



Retirement

HECTOR GONZALEZ
Pipe Welder
September 28, 2018

KAREN MARIE
HERRMANN
Manager Planning
January 2, 2019

ROBERT HENRY HOWE
Program Manager Repair
June 29, 2018

RAMON TANAMOR
LLANES
Numeric Control Machinist
January 4, 2019

GASPAR F. LOPEZ
Painter
January 11, 2019

DAVID GONZALEZ
LUQUIN
Quality Assurance Inspector
June 29, 2018

PATRICK LOWE
MATTHEWS
Supervisor Master Planning
July 13, 2018

REGINALD MITCHELL
Pipe Welder
January 4, 2019

INOCENCIO MUNOZ
Master Planner Scheduler
July 5, 2018

BANG VAN NGUYEN
Design Specialist
January 2, 2019

ERNESTO A. PACREM
Electrician
November 21, 2018

INDALECIO PARRA
Painter
January 3, 2019

MICHAEL C. PUNO JR.
Label Installer
October 26, 2018

BENJAMIN VINARAO
ROBLES
Crane Operator AA
January 11, 2019

ROBERT L. SAGAT
Director Supply Chain Mgmt.
September 28, 2018

JOHN L. SILVEIRA
Manager Engineering
August 1, 2018

ROBERT FRANCIS
SIMAS
Superintendent Repair Production
December 3, 2018

CHARLES J. SPICUZZA
Ship Manager
October 19, 2018

HEINE NGHEN SUDERIO
Electrician Leadman
January 4, 2019

MICHAEL J. SULLIVAN
Manager Steel Welding Engineer
July 27, 2018

CAREY LLOYD TYLER
Asst. Manager Production Control
September 7, 2018

ENRIQUE VALADEZ
Line Heater
January 9, 2019

SERGIO VALDEZ
Welder
June 15, 2018

OSCAR RIVERO
VELASCO
Outside Machinist
January 4, 2019

CHARLES ZIGELMAN
Director Cost Engineering & Estimating
March 29, 2018

JOSEPH ANTHONY
ZIMOLZAK
Temporary Services Machinist
January 11, 2019

In Remembrance

FORREST G. ADAMS
Retiree • May 4, 2018

JOHN A. BALL
Retiree • August 19, 2018
Manager Ground Outfitting

ANDREW BANKHEAD JR.
Retiree • March 5, 2018
Foreman Pneumatic

KRISTIAN K. CHRISTENSEN
Retiree • April 12, 2018
VP Repair

PABLO M. DEANG
Retiree • August 14, 2018
Outside Machinist

LOUIS F. EVANS
Retiree • March 12, 2018
Foreman Loft Rigging

MICHAEL GORDON FISHER
Active • November 20, 2018
Pier Coordinator

CHARLES FOWLER
NASSCO-Norfolk
January 1991

PAUL F. KIDWELL
Retiree • March 18, 2018

HAL L. LILLY
Active • December 21, 2018
Senior Designer

DONALD E. LINSLEY
Retiree • May 20, 2018
Senior Planner/Scheduler

DANIEL J. MAHONEY
Active • February 22, 2018
Maintenance Machinist

LOUIS J. MANSFIELD
Retiree • February 26, 2018
Foreman Welding

ERICK MANUEL OSUNA
Active • December 26, 2018
Welder

SHERIDAN K. PALMER
June 2018
NASSCO-Norfolk
Cost Point Administrator

ROSBY G. PAULE
Retiree • July 14, 2018
Outside Machinist

JAMES P. RUBRITZ
Active • April 18, 2018
Estimator Repair

SAUL G. RUIZ
Active • August 24, 2018
Guard

CAROL L. VALENCIA
Retiree • February 5, 2018
Production Support
Specialist II

DANNY WILLIAMSON
June 30, 2018
NASSCO-Norfolk
Quality Assurance
Inspector

EDWARD H. ZDVORAK
Active • October 9, 2018
Senior CAD
Analyst/Programmer



SHERIDAN K. PALMER
Sheridan “Sheri” K. Palmer, NASSCO-Norfolk Cost Point Administrator, passed away in June 2018. Sheri began her employment with NASSCO in February of 2008. Sheri’s family honored her with a small service on the Virginia Beach oceanfront on June 27, 2018. Donations in Sheri’s honor can be made to the National Kidney Foundation.



CHARLES FOWLER
It is with great sadness that we inform you of the passing of Charles “Mike” Fowler. Mike had been a valued member of NASSCO since January 14, 1991.



JOHN A. BALL
To our NASSCO family,
We would like to express our sincere appreciation for all the heartfelt messages and all the support we received during this difficult time. We will always remember your kindness. Thanks to everyone who was able to attend the celebration of life and filling the room with love. With warm regards,
-The Ball Family

GENERAL DYNAMICS NASSCO
4-Peak Mountain Climb Challenge

AUTHOR: Hugo Bermudez,
Environmental Engineering Specialist



In May 2018, NASSCO employees and subcontractors participated in the 4-Peak Mountain Climb Challenge.

The challenge required NASSCO participants to climb four mountains within San Diego County between May 1st and May 31st and take a selfie at each summit as verification.

This year’s mountain climbs included Mt. Woodson (aka Potato Chip), Iron Mountain, Cowles Mountain and Mother Miguel Mountain.

Several individuals participated and completed the challenge this year. The climbs also helped participants earn points towards the Kaiser Wellness Challenge.



NASSCO-Norfolk Environmental, Health & Safety Employees of the Quarter

AUTHOR:

Donna Watkins, Environmental, Health and Safety, Norfolk



Q3 2018: Lucille Stokes
EHS Regulatory Data Tech

EHS Regulatory Data Tech Lucille Stokes has been a NASSCO-Norfolk employee since 2012 and previously worked as a buyer in the Procurement Department. She has bridged her procurement skills to EHS where she currently helps collect and report critical environmental data, and research, select and obtain needed equipment and supplies while striving to use resources efficiently and reduce overhead spending.

Lucille is highly teachable, is quick to connect with people and does not shy away from new tasks and major projects. She exhibits a great work ethic and has significantly improved the data collection and report preparation process since joining the EHS team.

Lucille creates a family environment in our office by being available and willing to drop what she's doing to help others while still managing to complete her weekly tasks on time (and often early). She has greatly increased employee morale within the office and loves to help plan and organize events (potluck luncheons, birthday celebrations, etc.) that help make each employee feel special. Lucille truly exhibits a commitment to the EHS Team and fosters a culture of cooperation and teamwork!



Q2 2018: Michael Blowe
EHS Representative

Michael "Mike" Blowe, EHS Representative, has been a NASSCO-Norfolk employee since January of 2017 and has rapidly emerged as a leader and EHS Champion.

Mike is the primary EHS representative for the USS Mesa Verde Drydocking Phased Maintenance Availability. In this role, he leads daily safety walkthroughs of the dry dock and ship. He is quick to identify safety issues and offer effective corrections to the team as he completes the inspections. He continues to build relationships by working with the Mid-Atlantic Regional Maintenance Center Safety Supervisor to execute a successful availability and is instrumental in coordinating with Ship's Force personnel during emergencies.

Mike continues to delight the project team and the customer with his professional, cooperative and hardworking attitude. His commitment to upholding safety and protecting the environment not only benefits our company's well-being and compliance record, it also enhances our reputation with our customer.

Well done, Lucille and Mike!

NASSCO-Norfolk Bowling League

AUTHOR: Leigh Kennedy, Facility Security Officer



Strike up the fun! Every Sunday since September, NASSCO-Norfolk teams keep the balls rolling at AMF Indian River lanes in Virginia Beach. For 14 weeks, bowlers from teams: 1010Pins, The Bowlsters, Gutter Rats, 10Up-10Down and the Underdogs competed for a cash prize fund that was awarded in December.

Because bowling provides physical exercise – that specifically targets the biceps, triceps, chest and shoulders, an upper body workout to keep in shape – the league was started for fun outside of work, where the teams set their own rules and fund their own prize amounts.

If bowling is up your alley, or if you would like to strike up some fun too, be on the lookout for the next league start date in 2019.

Is your CONTACT INFORMATION current?

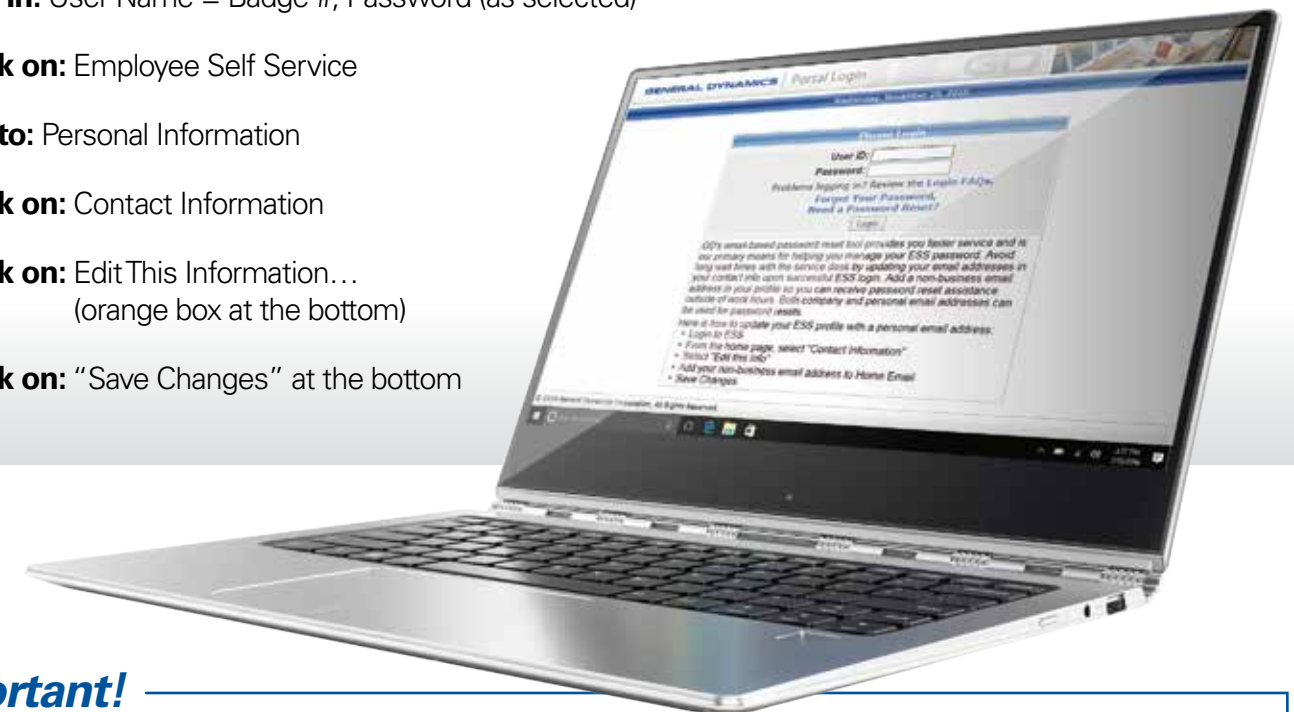
**Address change? New cell phone number?
Recently moved offices or changed extensions?**

*Employees are responsible for keeping all
personal and business contact information current.*

Here's how to do it:

ESS Website: <https://sso.gendyn.com/portal.html>

- 1. Log In:** User Name = Badge #, Password (as selected)
- 2. Click on:** Employee Self Service
- 3. Go to:** Personal Information
- 4. Click on:** Contact Information
- 5. Click on:** Edit This Information...
(orange box at the bottom)
- 6. Click on:** "Save Changes" at the bottom



Important!

When updating your mailing address, **DO NOT** use Address Line #2; all address information should be included on Address Line #1 and should not exceed 30 characters.

Note: If you are a former employee, please log on to www.gdbenefits.com or call the General Dynamics Service Center at **1-888-432-3633** to update your address.

IN THE COMMUNITY



NASSCO-Norfolk Participates in 2018 ASNE-Sikaflex Ultimate Build-A-Boat Challenge

AUTHOR: Steve Miley, Director Planning, Engineering, and Scheduling, Norfolk

One of many events held during the 42nd Annual Norfolk Harborfest celebration is the American Society of Naval Engineers (ASNE) Tidewater Section - Sikaflex Ultimate Build-a-Boat Challenge.

The ASNE-Sikaflex Ultimate Boatbuilding Challenge celebrated its 24th 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 18 teams registered with 14 teams completing the challenge. Each team, consisting of two members, was allotted up to four hours to face the challenge of designing, building and racing a small boat using limited materials. Jesse Costillo and Shawn Teator from the Engineering Department have represented Team NASSCO-Norfolk the last five years.

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 the 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.

The race was organized into two heats. Team NASSCO-Norfolk was selected to race in the first heat. The course was approximately 100 yards, around a buoy, and return 100 yards to the finish line. The competition was fierce, and a storm front was moving in from the East. Team Jesse and Shawn quickly took the lead. The crowd cheered as they headed to the finish line. All of a sudden a rogue wave appeared and team NASSCO-Norfolk started taking on water. The noise from the crowd was dampened by this unusual event. By the time the second place boat passed, Team NASSCO-Norfolk's boat was barely visible. All of a sudden, someone yelled, "look they are swimming



and dragging the boat across the finish line!" The crowd starting cheering and taking pictures as Jesse and Shawn crossed the finish line. Team NASSCO-Norfolk successfully completed the challenge!

In addition to the race, an award was given for "Fast Build." Jesse and Shawn won the Fast Build for the second year in a row, completing their build two hours ahead of the next challenger. (Rumor has it, Jesse and Shawn are entertaining the possibility of selling movie rights for this year's competition.)



USS Bunker Hill, USS Cowpens and ESB 5 San Diego, CA October 18, 2018

NASSCO Supporting Virginia Ship Repair Foundation

AUTHOR:
Leigh Kennedy,
Facility Security Officer



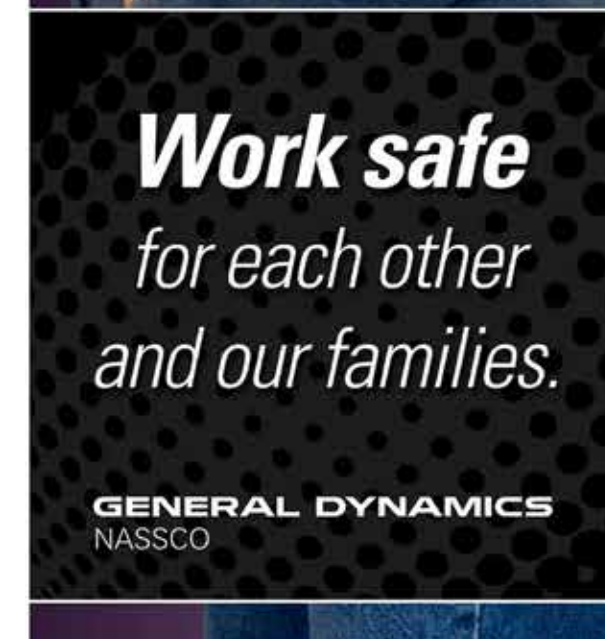
On a cool Tuesday afternoon, October 16, 2018, Marcus Joseph (Estimating), Tom Krupnick (Procurement), Sean Stryker (Dry Dock) and Tom Jurek (Quality Assurance) participated in Virginia Ship Repair Association's 32nd Annual Golf Tournament.

This annual event assists in the mission of providing workforce training, development and career outreach to the ship repair industry. All proceeds from the event benefit the Virginia Ship Repair Foundation and the development of identified training required for all ship repair workers.

It was a great day on the course. Golfers gathered for the after-golf reception, which included special recognitions, awards, a buffet dinner, and the opportunity of winning many fantastic gift items and door prizes.

Congratulations to Marcus J. and Tom K. who were able to snag a couple of top golf prizes. NASSCO-Norfolk was pleased to be a sponsor of this event and show our support for the ship repair industry.

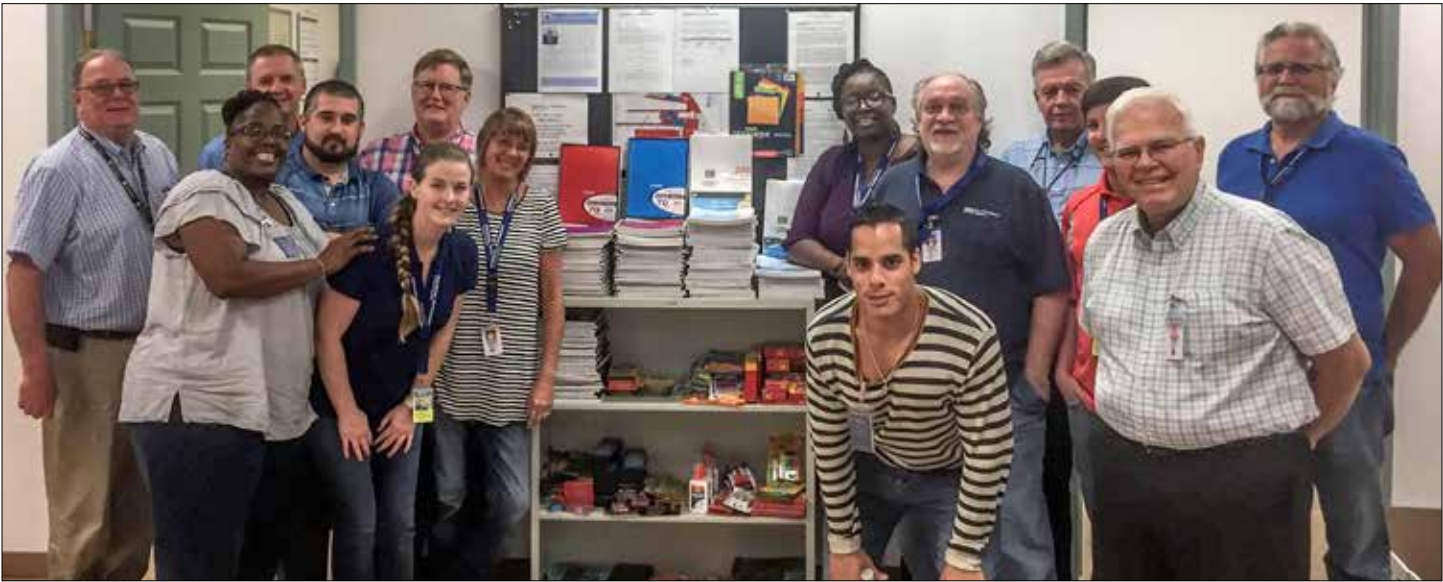
This event also marked Leigh Kennedy's 32nd year of planning and executing this fundraiser. From Bill Crow, VSRA President, "Once again you spearheaded the most sought after and fantastic golf tournament event that is indeed the envy of all others. On behalf of both the VSRA and VSRF Board of Directors, I cannot thank you enough for all the tireless work you put into making this event an unparalleled SUCCESS. Your leadership, passion, enthusiasm and drive continue to make this event better and better each year. Please know that it is appreciated more than words can ever express by all who participate and sponsor the event, of which the vast majority have expressed that to me. Everyone knows that your expert leadership and hard work organizing this event makes it the exceptional, top shelf event that it is."





NASSCO-Norfolk Supports Salvation Army Write Stuff Campaign

AUTHOR:
Alysha V. Terry, Human Resources Generalist



For more than thirty years, the Salvation Army Hampton Roads Area Command has worked to make sure that the children of Hampton Roads get back to school with “The Write Stuff.”

This year, the NASSCO-Norfolk Recreation Committee decided to partner with The Salvation Army and host a “Write Stuff” campaign onsite.

The NASSCO-Norfolk school supply drive ran from August 6 to 17 and collected a total of 2,800 items including, but not limited to notebooks, pocket folders, composition books, crayons, pens, pencils, rulers and glue.

Each summer, the Salvation Army accepts applications from local families who have documentable financial distress or crisis and at least one child in grades K-12. The children

who benefit from this drive are then provided with the essential items needed to head back to school prepared, so they are able to focus on what matters most – being ready to learn.

The NASSCO-Norfolk Recreation Committee is proud to support this worthy cause for the betterment of our local community!



Military Youth Back to School Backpack Bash

On August 25, 2018, NASSCO employees and their families volunteered at a local event supporting the children of military veterans as they head back to school.



COMMUNICATIONS SURVEY

NASSCO’s Communications team
wants to hear from YOU!



This survey is:

- Anonymous
- Voluntary
- Open to all NASSCO employees
- To be completed on your own time

A random drawing will be held to reward one survey participant with up to \$100 worth of tickets to local amusements or attractions. To be eligible for the drawing, survey respondents can volunteer to provide an email address, which will only be used to contact you if you win. Only the survey administrator will have access to this information. All surveys must be received by February 28, 2019.

Surveys can be submitted via the following:

1. Complete the survey online:
www.surveymonkey.com/r/NASSCOEmployees2018
2. Email a copy to: communications@nassco.com.
3. Mail completed survey to: General Dynamics NASSCO, P.O. Box 85278, San Diego, CA 92186-5278. Care of: NASSCO Communications, M/S 21PA.
4. Employees in San Diego may hand-deliver completed survey to: NASSCO Communications, First Floor, Building 1, Room 116.

Your feedback allows NASSCO to continuously improve in the areas of employee communication and community involvement.
Please take this 10-minute survey to share your thoughts.

- 1. In what location do you work?**

☐ San Diego

☐ Bremerton

☐ Norfolk

☐ Mayport

2. Age (Optional)

☐ 18-24

☐ 25-30

☐ 31-40

☐ 41-50

☐ 51-60

☐ 61 and above

3. Gender (Optional)

☐ Male

☐ Female

☐ Prefer not to say
- 4. In what department do you work?**

5. Are you a veteran?

☐ Yes

☐ No

6. NASSCO has a long history of giving back to the community. In what areas do you feel it is most important for NASSCO to give back? Select two.

☐ Neighborhood surrounding the shipyard

☐ Education or STEM access

☐ Environmental issues

☐ Health and human services

☐ Military/veterans issues

☐ Other _____
- 7. From which of the following sources do you currently receive most of your information about what is happening at NASSCO? Select all that apply.**

☐ The ‘grapevine’

☐ Bulletin boards and posters

☐ My supervisor

☐ Company leadership

☐ 5-minute meetings

☐ The Shipbuilder (employee magazine)

☐ NASSCO website

☐ Company email

☐ Text message announcements

☐ Facebook

☐ Instagram

☐ LinkedIn

☐ Twitter

☐ Vimeo

☐ Other (please specify) _____



8. From which of the following sources would you prefer to receive most of your information about what is happening at NASSCO? Select all that apply.

- ☐ The 'grapevine'
- ☐ Bulletin boards and posters
- ☐ My supervisor
- ☐ Company leadership
- ☐ 5-minute meetings
- ☐ The Shipbuilder (employee magazine)
- ☐ NASSCO website
- ☐ Company email
- ☐ Text message announcements
- ☐ Facebook
- ☐ Instagram
- ☐ LinkedIn
- ☐ Twitter
- ☐ Other (please specify)

9. Which of the following social networks do you use frequently? Check all that apply.

- ☐ Facebook
- ☐ Google+
- ☐ Instagram
- ☐ LinkedIn
- ☐ Pinterest
- ☐ Snapchat
- ☐ Twitter
- ☐ What's App
- ☐ YouTube
- ☐ Vimeo
- ☐ Other (please specify)

☐ I don't really use social media

10. NASSCO launched a new intranet earlier this year. How often do you use the intranet to find information?

- ☐ Daily
- ☐ A few times a week
- ☐ Weekly
- ☐ A few times a month
- ☐ I've rarely used the intranet
- ☐ I never use the intranet

11. What type of information do you feel it is most important to be communicated to you? Select all that apply.

- ☐ Benefits
- ☐ Company events
- ☐ Issues and trends affecting our business
- ☐ Community involvement
- ☐ Contract awards
- ☐ Other (please specify)

12. How much of The Shipbuilder do you read each time its distributed?

- ☐ Generally read all of it
- ☐ Read most of it
- ☐ Read some of it
- ☐ Only skim through it
- ☐ Don't read it at all

13. What is your overall evaluation of The Shipbuilder?

- ☐ Excellent
- ☐ Very good
- ☐ Good
- ☐ Fair
- ☐ Poor

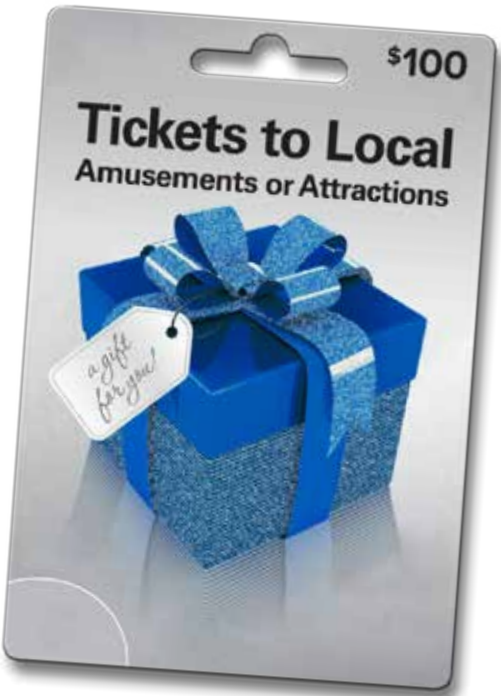
14. The employee magazine The Shipbuilder is primarily distributed by mail. Would you prefer to read The Shipbuilder in print or online?

- ☐ Online
- ☐ Print
- ☐ Both
- ☐ I probably won't read it either way

15. How can NASSCO improve its communication with employees?

Thank you for completing the survey! Your feedback helps NASSCO better meet your needs. If you would like to be entered into a random drawing for up to \$100 of tickets to local amusements or attractions of your choice, please enter an email address below. This survey is anonymous and your answers will not be attributed to you as an individual. Only the survey administrator will have access to the email address you provide.

Email Address:



Take the first step.

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 or call (619) 544-8506.



WHERE are they NOW?

From NASSCO docks to the far corners of the world, our ships are securing our nation and fueling our economy.



- COMMERCIAL SHIPS
- MILITARY NEW CONSTRUCTION
- REPAIR

RECENT NASSCO VISITORS



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2. Thomas B. Modly, Under Secretary of the Navy
3. House Armed Services Committee Staff Delegation, Jennifer Stewart
4. Admiral John M. Richardson, Chief of Naval Operations
5. General Dynamics Mission Systems Associate General Council Allen Cannon
6. Vice Admiral Thomas Moore, Commander NAVSEA
7. Mr. Steven Schulze, Executive Director NAVSEA



RECENT NASSCO VISITORS



8. Lt. Gen. John J. Broadmeadow, Deputy Commander US Transportation Command

9. Councilmember Vivian Moreno, San Diego District 8

10. Congressman Brian Babin

11. General Dynamics Supply Chain Management Council



USS Higgins
December 14, 2018



GENERAL DYNAMICS

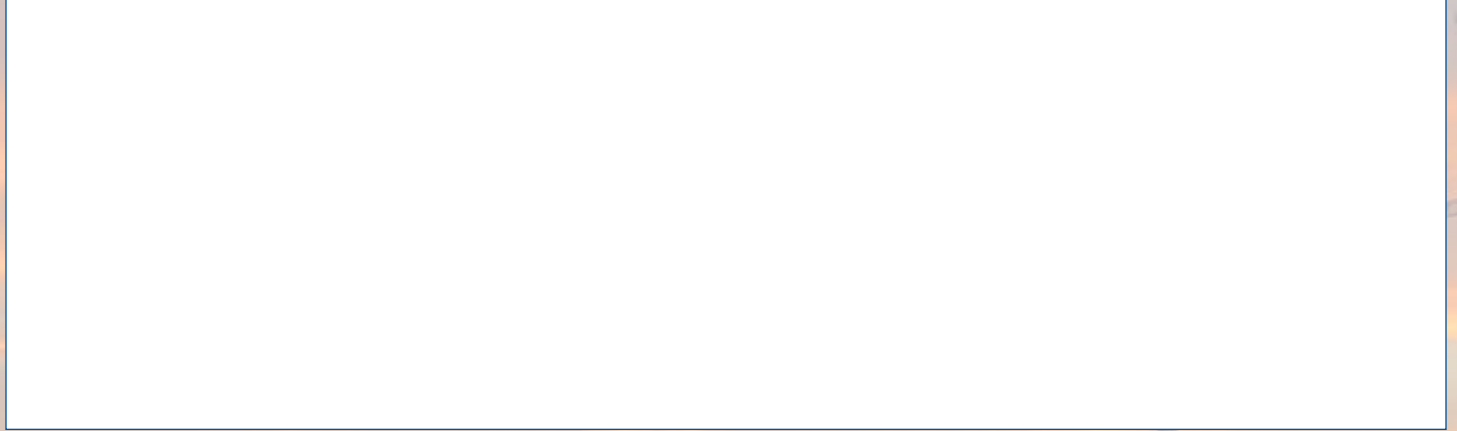
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