



#### In this issue:



 SurgeMain exercise focuses on readiness



 Ex-Chicago (SSN 721) undocks from Dry Dock 3



Distinguished Visitors: Navy leaders tour facilities

#### On the cover:

Allen Botsford, 82, ship safety technician, Code 350.10, Ship Safety Watch Group, who came to work at PSNS & IMF in 1966, has been working at the shipyard for the past 59 years.

(U.S. Navy photo by Wendy Hallmark)

Team PSNS & IMF,

The past few weeks have brought a lot of change, and I know many of you are feeling the impact. I want to take a moment to acknowledge that and remind you that no one is in this alone. One of our greatest strengths is the way we come together, support one another and stay focused on our shared mission. That hasn't changed, and it won't. It's natural to feel a sense of uncertainty when familiar structures shift. But through all of this, one thing remains constant: our purpose. Every single one of you plays a vital role in keeping our Navy's ships and submarines ready to fight. That mission is what connects us, unites us and makes this work meaningful. No matter what changes come, that responsibility remains—and so does our commitment to you. Our civilian workforce is the foundation of this shipyard's success. While our uniformed service members defend our nation at sea, it is our civilian professionals—engineers, mechanics, planners, logisticians, and countless others—who ensure they have the ships and submarines ready for the fight. Your skill and dedication are critical to national security.

Your work matters. It directly supports the fleet and the defense of our country. That's not just a job—it's a calling. It requires commitment, problem-solving and adaptability. You are not just employees of this shipyard, you are key to the Navy's success.

And we are not just a workforce. We are a team, a community and a shipyard built on resilience. Our command has faced significant challenges over the years—shifts in national defense priorities, evolving fleet technology, surges in workload—but, through it all, we have persevered. We have done that by leaning on one another.

Your leadership and I are committed to ensuring you have the resources, knowledge and support to succeed. We recognize that navigating continuous change isn't easy, and we don't expect you to do it alone. We are here to listen. We are here to provide guidance. We want to ensure every member of this team feels valued and heard.

But, beyond leadership's role, we also have a responsibility to one another. A strong team is built through small, everyday actions like checking in on a coworker, sharing knowledge or offering encouragement. These moments matter. Change will continue, but what matters most is how we navigate it: together.

I am incredibly proud of this team. The work you do is vital; it matters. But, more importantly, you matter. Let's continue to show up for one another and build a command where every member of this team feels supported, connected and valued. As always, thank you for everything you do for our command, our Navy and our nation. Humility, Honesty and Dedication, always.



## Safety emphasis initiative offers employees a chance for free parking

The incentive program encourages members of the workforce to actively find and fix potential safety and environmental deficiencies

Max Maxfield
PSNS & IMF Public Affairs

he National Association of
Superintendents and the Assistant
Production Superintendents
Association have collaborated to
provide an incentive — known as "The
Parking Initiative" — for members of Puget
Sound Naval Shipyard & Intermediate
Maintenance Facility to pro-actively find and
fix all manner of safety and environmental
deficiencies.

"Our program is simple," said Don Flowers, director, Shop 75, Dismantlers. "Any employee can identify any deficiency and document the deficiency on what we are calling 'Safe it forward' or 'Find it, fix it' form. These submissions will be reviewed by shop safety advocates and the best nominations will be routed to the NAS and

APSA safety committees, which will cast votes for the best."

According to Flowers, winners will be awarded free parking for an entire quarter, a certificate to be presented at either the NAS or APSA luncheon, and a free lunch. The committees have two executive parking spots next to Olympic lodge available as rewards.

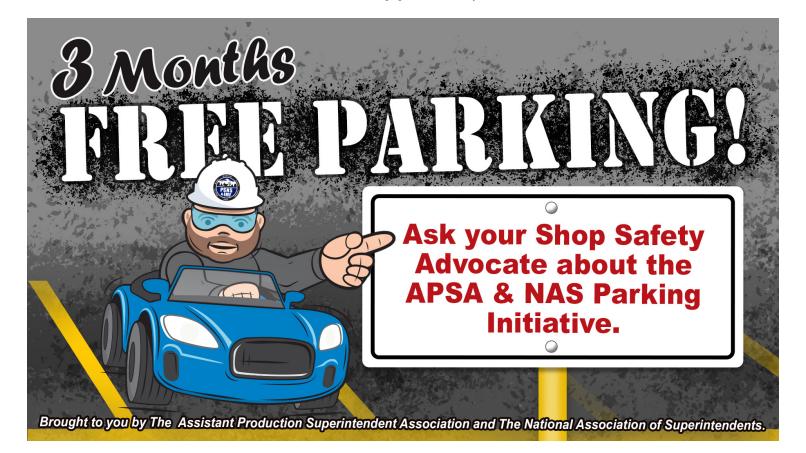
Even though this program has been sponsored by NAS and APSA for several years, awareness of it has waned. Flowers said the goal is to improve employee and environmental safety in every possible way, by using tried and true thinking about safety at PSNS & IMF.

"The NAS and APSA have seen a drop in nominations over the last several months, and our goal is to reinvigorate the program," Flowers said. "The purpose of the program is to motivate, encourage and reward our workforce to be engaged with safety on a daily basis. We have seen unsafe conditions that could have resulted in serious injuries."

From their first week at PSNS & IMF, employees are introduced to basis safety concepts that can help protect them and their teammates. Flowers said this safety emphasis program piggybacks off of existing safety knowledge throughout the command.

"This program is aligned with our Operational Risk Management program, which is well known in the command," he said. "That asks three basic questions: What is going to hurt me? What am I going to do about it? And, if I cannot do something about it, who will I tell?"

If employees do not know who their shop safety advocate is, they should check with their supervisor for that information. Shop safety advocates can help employees capture and submit their safety deficiency entries.



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ABOVE: Capt. JD Crinklaw, commander, PSNS & IMF, welcomes a group of approximately 90 SurgeMain Sailors Feb. 2, during a briefing at Olympic Lodge in preparation for the Reservists' annual two-week training deployment at PSNS & IMF. (U.S. Navy photo by Wendy Hallmark)

## TRAINING AIDS FLEET READINESS

SurgeMain Sailors begin their annual training program with a renewed emphasis on warfighting readiness

Max Maxfield PSNS & IMF Public Affairs

lmost 90 U.S. Navy Reserve Surge Maintenance Sailors will deploy throughout February to various shops and locations to support Puget Sound Naval Shipyard & Intermediate Maintenance Facility work, and to expand their warfighting readiness.

According to Lt. Cdr. Erin Spindle, PSNS & IMF and Northwest Regional Maintenance Center SurgeMain officer in charge, Code 900Z, SurgeMain, SurgeMain Sailors started arriving Feb. 2, and will support work



AT LEFT: SuraeMain Sailors practice basic lifesaving techniques within a simulated combat environment during a Tactical Combat Casuality Care course Feb. 2, kicking off their special two-week annual training program on Naval Base Kitsap. (Navy photo by MC1 Jeffrey J. Hanshaw)



and in Yokosuka, Japan.

She said they will focus on supporting work, Nimitz and USS Michigan (SSGN 727), while being deployed primarily throughout Shop 11, Shipfitter; Shop 38, Marine Machinist; Shop 51, Electricians; and Shop 67, Electronics Technicians. The Sailors are assigned to jobs throughout PSNS & IMF based off their military rating and their mobilization billet.

While SurgeMain Sailors have deployed to PSNS & IMF annually for several years, Spindle said the current geopolitical situation is helping focus their efforts this

"SurgeMain is expanding their training to focus on warfighting readiness," she said. "Their ability to support down range will prove of great value to the command during times of conflict."

To that end, some of the Sailors kicked off this year's deployment with realistic combat-oriented medical training similar to U.S. Army Combat Lifesaver Course training.

General military training aside, some SurgeMain Sailors have civilian careers experience supporting the Navv.

"Some of them work in the shipyard as civilian employees," Spindle said. "Some of them have been in the SurgeMain program for 20 years. Some of them are journeymanlevel technical experts in their civilian careers. Others are now or have participated in the Navy Afloat Maintenance Training Strategy program, which provides them with extensive knowledge of various mechanical, electrical and structural competencies, similar to a union apprenticeship program."

Established in 2005, SurgeMain has more than 2,000 reserve Sailors across 75 units. Created to augment the Navy's civilian shipyard workforce in times of need, SurgeMain Sailors have technical and trade backgrounds that allow them to have an immediate, positive impact on operations. In addition to their direct work on availabilities, SurgeMain Sailors also provide valuable technical overhead support, using skills from their civilian experience to perform critical machinery maintenance, return needed equipment to service and fill key supervisory roles within the shipyard.





**AT LEFT:** SurgeMain Sailors liste<u>n</u> as an instructor goes over basic lifesaving techniques Feb. 2, during Tactical Combat Casuality Care training on Naval Base Kitsap. The TCCC Tier improve the medical readiness of year's special deployment will focus on warfighting readiness in support of PSNS & IMF.

**TOP RIGHT:** An instructor shows a SurgeMain Sailor the procedure for inserting a large-bore needle for the Tactical Combat Casuality Care training on Naval Base Kitsap.

**ABOVE:** SurgeMain Sailors practice the procedure for inserting a large-bore needle in order to decompress a simulated tension pneumothorax Feb. 2, during Tactical Combat Casuality Care training on Naval Base Kitsap. The program helped kick off the SurgeMain Sailors' annual two-week training deployment at PSNS & IMF. Established in 2005, SurgeMain has more than 2,000 Reserve Sailors across 75 units.

(U.S. Navy photos by MC1 Jeffrey

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## **59 YEARS AND COUNTING**

Allen Botsford, 82, who has worked at PSNS & IMF since 1966, says 'there's still a lot to get done here'



**ABOVE:** Before starting work at PSNS & IMF in 1966, Allen Botsford served as a mechanic and a cook in the U.S. Army. (U.S. Army photo)

## Ben Hutto PSNS & IMF Public Affairs

hen Allen Botsford, ship safety technician, Code 350.10, Ship Safety Watch Group, first began as a welder's helper in Shop 26, Welders, Jan. 10, 1966, a gallon of gas cost just 32 cents. Lyndon B. Johnson was President of the United States and the Chicago Bulls basketball team played its first season in the National Basketball Association. Today, almost six decades later, 84-year-old Botsford has become a fixture at Puget Sound Naval Shipyard & Intermediate Maintenance Facility.

Before that, he was a young man trying to figure out what he wanted to do with his life. He had already bucked the family tradition and served as a U.S. Army Soldier, rather than as a Marine. like his father.

Botsford started off in the Army as a mechanic. However, he soon figured out that promotions in that career field were very slow, and he transitioned to become a cook. It's a story he tells with a smile.

"It wasn't what I planned, but that's life," he said. "I read once that Planet Earth is one big schoolhouse, and we all have to learn. The Army taught me a lot. I'll say that."

After his Army service, he returned to



**ABOVE:** Allen Botsford, 82, ship safety technician, Code 350.10, Ship Safety Watch Group, started working as welder helper at PSNS & IMF in 1966. (U.S. Navy photo by Wendy Hallmark)

Bremerton, where his family had moved to in 1950 so his father could take a job as a welder to help support the Korean War. This time, Botsford did follow in his father's footsteps, and got hired at the shipyard.

"I began as a welder helper," he said. "I started at the bottom like everyone else, but

I enjoyed the work. It helped me learn."
As his career progressed, his
responsibilities grew. Ships were still being
built at PSNS & IMF at that time and Botsford
was passionate about doing his part.

USS Sacramento (AOE 1), USS Seattle (AOE 3), USS Detroit (AOE 4), USS Sturgeon (SSN



637); Botsford can still recall the names of the boats he's worked on over the last 60 years as easily as does the job he had last week. Every boat and submarine comes with a story he shares with anyone willing to listen to and learn from him.

"All of our new people get paired with Al at some point," said Allen Green, ship safety general foreman, Code 350.10. "He has a way of passing knowledge on that sticks with people. He sets a great example. He knows a lot but, if he's unsure of anything, he's someone that is going to ask questions to make sure we all know the answers. It sets a great example."

During the 1990s, an injury forced Botsford to transition from welding to his current position as a ship safety technician, but he never thought about leaving the shipyard.

"I enjoy the camaraderie," he said. "Most of the people I worked with are retired now, but we did a lot together. I guess that is what I remember most, the boats we worked on together. We worked hard and did a good job. I am still proud of the work we did. I'm also proud of what I do now."

That pride is evident to the people he works with. To them, Botsford is someone they can depend on. His supervisor, Jefferey Clements, ship safety foreman, Code 350.10, was on hand when Botsford was presented with his 50-year pin in recognition of his many years of service. It was an honor, he said, that Botsford was reluctant about.



"Al is a very private and humble person," Clemments explained. "He wasn't comfortable being recognized, but he deserved it. That's just who he is. The importance of contributing is more important to him than anything else. He hasn't just been here a long time. He's a model employee."

Clemments and Green both praise
Botsford's passion for sharing knowledge
and keeping his fellow coworkers safe. Both
men said that Botsford is always the first to
volunteer for new jobs or extra shifts. For
them, Botsford is the perfect example of
duty and commitment.

**ABOVE:** Allen Botsford, ship safety technician, Code 350.10, Ship Safety Watch Group, helps Megan Rhynsburger, mechanic, Shop 51, Electricians, check out Jan. 23, after finishing her work aboard a submarine at mooring "A". Botsford began his 59-year career at PSNS & IMF as a welder helper. An injury forced him to transition from welding to his current job in the 1990s.

**AT LEFT:** Allen Botsford, 82, makes the mile-long walk to and from his Bremerton home each day.

(U.S. Navy photos by Wendy Hallmark)

"If we have shifts coming up, he's always the first to volunteer," said Green. "In the past, Al has offered to cancel his leave plans because he didn't want to put us in a bind. He's extremely dedicated. The importance he places on our team is as important to him as anything else."

That dedication keeps Botsford showing up for work every day. When asked about retirement, Botsford smiles and laughs it off.

"I'm not sure when I'll retire," he said. "As long as I can keep working, that's what I want to do. There's still a lot to get done here. It's something I enjoy."

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# New training mock-up in San Diego offers apprentices a 'safe-to-fail' environment for honing their skills

Ben Hutto
PSNS & IMF Public Affairs

tume Salaam, workforce development manager, Code 984, Shop Resources, looks at his current training setting in Building 73 on Naval Air Station North Island, San Diego, with a large amount of pride.

The converted space wasn't always the intricate training area it is now. Initially set aside to become a training area in 2023, other priorities put the new space on the back burner.

Salaam's challenge was creating a "safeto-fail" training environment to give his apprentices an ability to learn valuable skills in a realistic setting.

He wanted a space where all of his trade apprentices could learn a wide variety of skills in an environment that mimicked the inside of a naval vessel.

"Honestly, it was always in the back on my mind, but I just didn't have the time with our resources to get it to where I wanted it," he said. "It wasn't until Jeremey Stephens was down here for a visit that things started moving. I remember him looking at me and asking, 'What do you need to get this done?"

It was a collaboration opportunity that Salaam was eager to take advantage of.

Stephens, superintendent, Shop 11/17, Shipfitters and Sheetmetal, had previous experience setting up the School of Steel training environment at Puget Sound Naval Shipyard & Intermediate Training Facility, and was excited to help his partner in San Diego create something similar.

"I saw they needed help with building their mock-up during a superintendent oversight and support visit," Stephens said. "From there it was about leaning in and helping get their mock-up built, because it ensures the detachment is ready for their current and future workload. The mock-up they designed will provide the best learning environment, second to performing work shipboard. Keeping the knowledge skills and abilities refined and ready for any task the Navy calls the detachment for is priceless; this mock-up is the cornerstone for this effort."

Shop 11/17 sent five employees to San Diego to help convert the 30' x 30' space It was important that what they do here is repeatable and controlled. Students are all taking the same test in the same conditions. That's a requirement, but we can't guarantee every ship we work on will have the same conditions to do testing like this. This area solves that for us.

Mtume Salaam, workforce development manager, Code 984. Shop Resources

into something that realistically mimicked a shipboard environment. PSNS & IMF Shop 26, Welders, and Shop 71, Painters, also traveled to San Diego to help with the effort.

The training area was finally finished last April. Since then, Salaam and his team have

been preparing to implement the space into the training program. The mock-up is exactly the tool the Navy needs to help train its workers in real life situations, Salaam said.

Today, the space is outfitted with grey and red paints to simulate how areas should look. It has cut-outs to prepare, and very heavy ship door wells to help workers learn how to adjust to working in tight spaces.

Salaam is grateful for the support, guidance and assistance from his Pacific Northwest partners, and is excited to see how this training environment helps his students as they progress in their careers.

"I'm overjoyed our workers have this area to test on," Salaam said. "It was important that what they do here is repeatable and controlled. Students are all taking the same test in the same conditions. That's a requirement, but we can't guarantee every ship we work on will have the same conditions to do testing like this. This area solves that for us."

With the mock-up ready to help apprentices prepare for their careers, Salaam has turned his attention to providing them with the knowledge they'll need to keep the Navy's fleet operational.

"The Navy wants hands-on, practical training," he said. "This work isn't for someone who can just memorize a book and pass a test. Not every situation on a ship is the same. These are fluid situations that can be different each time. We're training workers to understand how things work and how to figure out what's wrong. This mockup will give them that."



**ABOVE:** Southwest Regional Apprentice Program instructors (from left) Erik Hughes, Shop 38, Marine Machinist, Andrew Fernandez, Code 740, Riggers, and Enrellee Thomas, Shop 26, Welders, pose for photo, Jan. 23, inside the program's new training facility at Naval Air Station North Island, San Diego. (U.S. Navy photo by Jeb Fach)

# CHIEF OF NAVAL OPERATIONS NAVIGATION PLAN

FOR AMERICA'S WARFIGHTING NAVY 2024

WHO: NAVY | WHAT: SEA CONTROL | WHEN: 2027 | WHERE: INDO-PACIFIC | WHY: READINESS FOR WAR | HOW: NAVPLAN

**The 2024 NAVPLAN** is the Navy's strategic guidance from the 33<sup>rd</sup> Chief of Naval Operations

**The NAVPLAN focuses on** *two strategic ends*: 1) Readiness for the possibility of war with the People's Republic of China by 2027, and 2) Enhancing long-term advantage

We pursue these ends through two mutually reinforcing ways: 1) Implement Project 33, and 2) Expand the Navy's contribution to the Joint warfighting ecosystem

By prioritizing seven Project 33 targets and continuing our work on several key capabilities and enablers, the Navy will permanently raise our baseline level of readiness to respond in competition, crisis, and conflict

#### **IMPLEMENT PROJECT 33**

**Project 33** is how we make strategic gains in the fastest time with resources we influence. **By 2027,** Navy will:

Ready our platforms: Achieve and sustain 80% combat surge ready ships, aircraft, and submarines

Operationalize robotic & autonomous systems: Move proven systems into the hands of the warfighters

Fight from the Maritime Operations Center: Resource our MOCs as the weapons systems they are

Recruit & retain talent: Man deployers to 95% of billets authorized, reach 100% rating fill (Active and Reserve)

Deliver Quality of Service: Eliminate waitlists and provide quality Unaccompanied Housing

Invest in Warfighter Competency: Improve Live, Virtual, and Constructive training

Restore critical infrastructure: Prioritize infrastructure directly supporting operational readiness in the Pacific

#### **EXPAND THE WARFIGHTING ECOSYSTEM**

Five key capabilities and four key enablers enhance the Navy's warfighting advantage into the future. They are:

- 5 Key capabilities:
- 1. Long-Range Fires—how we **shoot**
- 2. Non-Traditional Sea Denial—how we **deny**
- 3. Counter-C5ISRT—how we maneuver
- 4. Terminal Defense—how we **defend**
- 5. Contested Logistics—how we **sustain**
- 4 Key enablers:
- 1. Live, Virtual, and Constructive—how we train
- 2. Navy Operational Architecture—how we **communicate**
- 3. Artificial Intelligence—how we **outthink**
- 4. Robotic & Autonomous Systems—how we scale

#### GET MORE READY PLAYERS ON THE FIELD

- We will fight in a **Joint and Combined warfighting ecosystem** to defeat the adversary's own system of war
- We must **build readiness and capability now** as we partner to scale industrial capacity and expand budgets
- We will **grow the force**: ships, submarines, aircraft, people, munitions, logistics, and networks

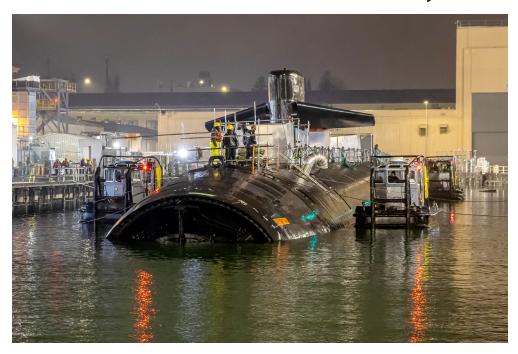
#### **CLARITY OF PURPOSE**

- · We will align the Navy Staff to the needs of the warfighters and our warfighting fleets
- We do not need a radically new plan; **We need to move faster** with the plans we have
- To gain ground without losing speed, the Navy will execute the NAVPLAN through existing processes

**OUR NORTH STAR: READINESS FOR SUSTAINED HIGH-END JOINT AND COMBINED COMBAT BY 2027** 

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### **EX-CHICAGO UNDOCKS** | Fast-attack sub exits Dry Dock 3

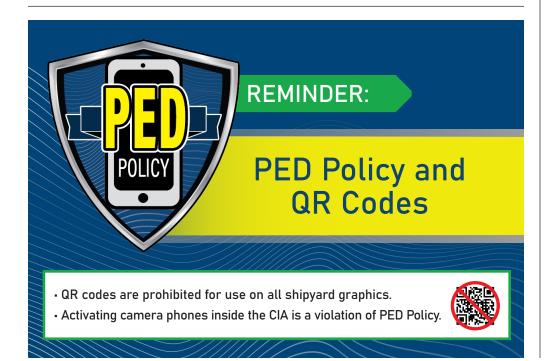




**ABOVE:** Ex-Chicago (SSN 721) prepares to exit Dry Dock 3 Jan. 31, as the decommissioning process for the Los Angeles-class fast attack submarine continues. Measuring 360-feet long, with a beam of 33 feet, USS Chicago (SSN 721) was was commissioned Sept. 27, 1986. The submarine was the fourth U.S. Navy ship to be named for the City of Chicago.

**AT LEFT:** A team of Code 740, Riggers, works in the pouring rain to remove the caisson from Dry Dock 3 in preparation for Ex-Chicago's early-morning undocking Jan. 31.

(U.S. Navy photos by Jeb Fach)



#### **UPCOMING EVENTS**

#### Feb. 14

• Valentines Day: The annual Valentines Day observance is Feb. 14.

#### Feb. 16

Engineers Week: National Engineers Week begins Feb. 16.

#### Feb. 17

President's Day: The annual President's Day holiday will be observed Feb. 17.

#### March 3

Navy Reserve Birthday: The U.S. Navy Reserve's birthday is March 3.

#### March 5

 Blood Drive: The monthly Armed Services Blood Drive will take place March 5 in Building 850A, room 160, 9 a.m.-3 p.m.

#### March 7

• Employee Appreciation Day: National Employee Appreciation Dav is March 7.

#### March 9

Daylight Savings Time: Remember to sets your clocks ahead one hour March 9.

#### March 17

St. Patrick's Day: The annual St. Patrick's Day celebration is March 17.

#### March 25

Medal of Honor Day: National Medal of Honor Day is March 25.

#### March 29

Vietnam War Veterans Day: National Vietnam War Veterans Day is March 29.

## **Corrective Actions**

During the month of **January 2025**, the command had **18 actions**. The following are examples and associated behaviors.

SUSPENSIONS

(Non-supervisors) for failure to follow written instruction, inappropriate conduct, inattention to duty.

**TERMINATIONS** (Non-supervisors) for discharge during probation, excess unauthorized absence. security clearance access revocation. unauthorized absence.

REPRIMANDS (Non-supervisors) for

The remaining

Abeyance of Contract/Decision (1): Medical Certification Letters (3); Return to Work Letter (2).

1st WEDNESDAY OF THE MONTH

March 5, 2025

9AM - 3PM, BLDG. 850A, RM 160

For full details, visit News You Can Use on the PSNS & IMF

SharePoint home page.

This program authorizes federal employees

to donate annual leave to other civilian federal

employees. If you wish to donate annual leave

Human Resources Office at 360-476-8289/7015,

Shop 51

or have any questions, please contact the

or visit Building 435, 3rd floor, Room 338,

or fax your donation form to 360-476-8723.

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Rideshare

Gig Harbor Vanpool: Picks up

at Gig Harbor Albertsons and

Purdy Park & Ride, beginning

at 6:30 a.m. Departs PSNS &

Pierce Transit Vanpool: Picks

College at 6:10 a.m. Departs

shipyard (G-Lot) at 4:10 p.m.

Tacoma Vanpool: Picks up at

Parkland Park & Ride at 4:55

a.m.. Tacoma Narrows Park

& Ride at 5:15 a.m. Departs

shipvard (G-Lot) at 3:05 p.m.

**Rideshare policy:** To post a Rideshare ad, email psns.pao.fct@us.navy.mil

Congressional and Public Affairs Office

to fill out an ad form. All information

is subject to use in Salute — print

and online.

or come to Building 850, fifth floor.

up at Tacoma Community

Call 253-226-5586.

Call 253-202-5819.

IMF at 3:30 p.m. Call 360-

373-2586.

Next issue: Feb. 27, 2025 Commander

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## **VOLUNTARY** Leave Transfer >>>

GIVE A GIFT OF LIFE —

**DONATE BLOOD** 



Code 105.3 Asher Benedetti-Saputo Code 106.2 Daniel Gilbert Code 109 Shawn Fellows Lueida Johnson Code 200 Gennafer Litke Code 244.1 Ciara Watkins Code 246.1 Jacqueline Lewis Code 260

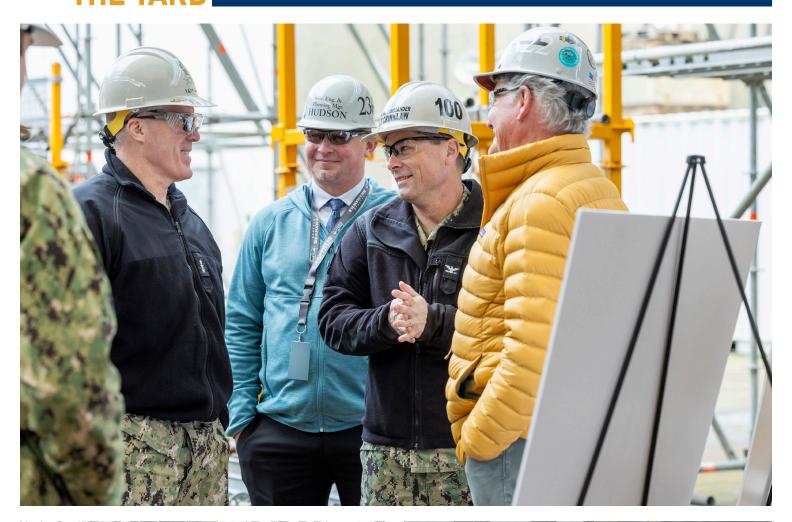
Krista Bevale

Code 260M Paul Greil Code 300N.5 Allexondra Noble **Code 432** Rolf Jacobson **Code 500 Eric Toves Code 600** Wayne Menard **Code 710** Natalie Denson Code 900A Robyn Rogers Code 900F.12

**Code 980** Coral Ledford Code 1200N.42 Jodi Fitchett Code 2320 **Donna Taylor** Shop 06 **Douglas Willis** Shop 26 **Robert Castillo** Shop 38 **Brook Herrick** Wilbur Hinman John Quinene Tim Thompson

Jeffrey Frankowski Michael Norgaard Shop 56 **Scott Joers** Shop 57 Jason Allen **Dustin Bigelow-York** Shop 64 Shane Anderson Shop 71 Sherlyn Lowe Shop 99 Jenny Crutcher

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**TOP:** Vice Adm. Robert Gaucher, commander, Submarine Forces, talks with Capt. JD Crinklaw, commander, PSNS & IMF; Jeromy Hudson, SES, Code 2300, Nuclear Engineering and Planning; and Greg Wolfe, USS Connecticut (SSN 22) project superintendent, Code 322, Jan. 23, during a tour of Dry Dock 5.

ABOVE LEFT: Seth Haskins, additive manufacturing manager, Shop 31, Inside Machinist, briefs Rear Adm. Peter Small, chief engineer & deputy commander, Naval Sea Systems Engineering & Logistics; and Doug Vaughters, SES, director of aircraft carrier design & systems engineering, Naval Sea Systems Command, Feb. 4.

ABOVE RIGHT: Vice Adm. Robert Gaucher, commander, Submarine Forces, is briefed on shipyard operations by Capt. JD Crinklaw, commander, PSNS & IMF, and members of the command leadership team, Jan. 23, before touring the PSNS & IMF facilities, including both Dry Docks 4 and 5.