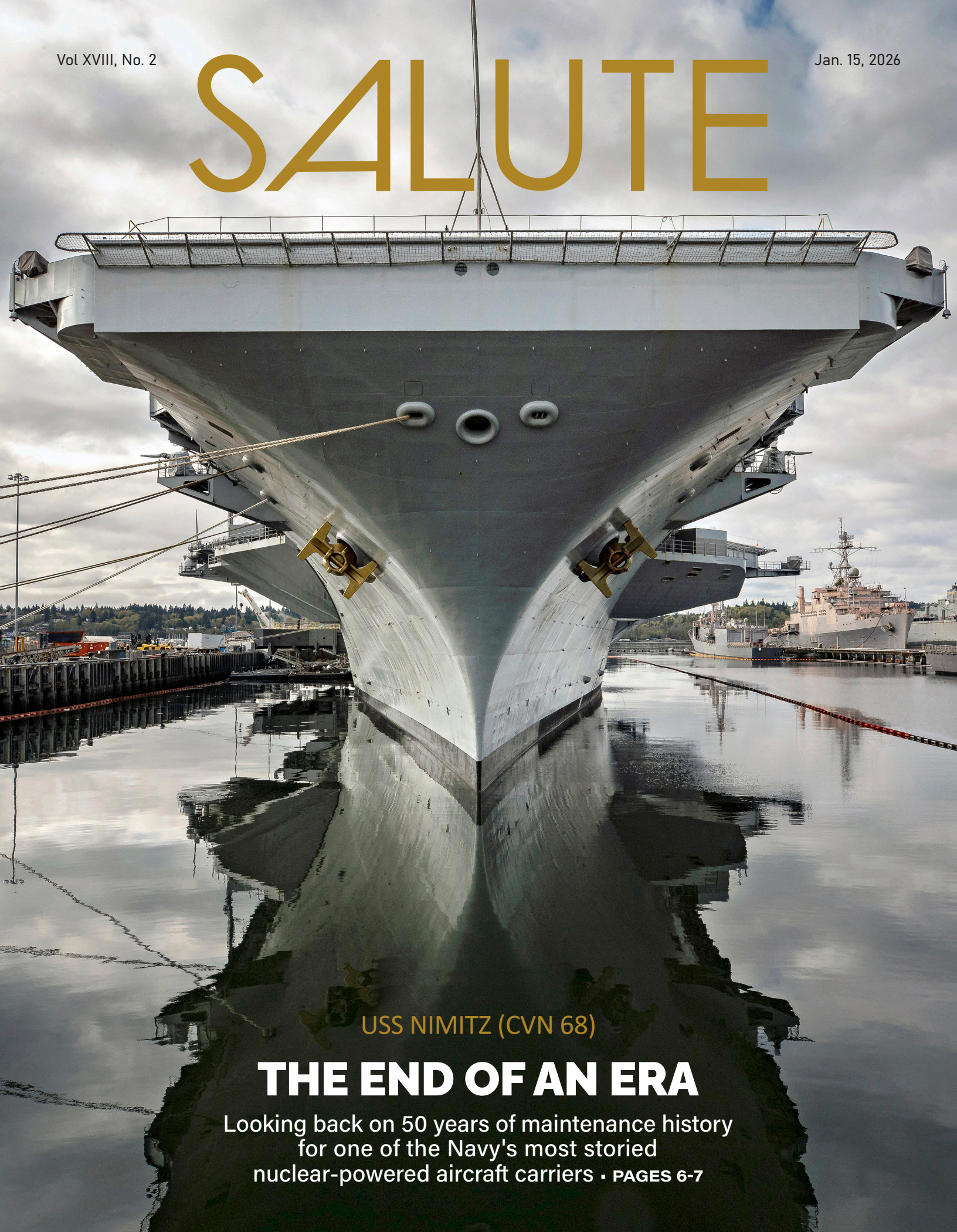


# SALUTE



USS NIMITZ (CVN 68)

## THE END OF AN ERA

Looking back on 50 years of maintenance history  
for one of the Navy's most storied  
nuclear-powered aircraft carriers • PAGES 6-7



## In this issue:



Engineering technician honored for his expertise



Anchors Aweigh now serving in Building 850A



Command employees honored for their service

## On the cover:

USS Nimitz (CVN 68) Project Team members completed a Carrier Incremental Availability two days early, April 13, 2020. Now, five years later, Nimitz is nearing the end of its long service to the Navy and the nation.

(U.S. Navy photo by Scott Hansen)

Team PSNS & IMF,

We're heading into the heart of winter, and with it comes a renewed focus on keeping each other safe—both in the work we do and the environment we operate in. That's why I'm asking each of you to take part in our Winter Safety Campaign, happening Jan. 27–30, with the in-person event on Jan. 28.

This initiative isn't just about checking boxes or completing required training. It's about each of us pausing to reflect on the role we play in protecting ourselves, our teammates, and the mission. Whether you're on the waterfront, in a shop, or in a support role, you are part of a team—and that team's strength comes from looking out for one another.

Safety is not just one person's job. It lives in the small moments: clearing a walkway of ice, wearing the right protective gear, speaking up when something feels off, or reminding a teammate to do the same. These actions show more than vigilance—they show that we care about the people we work with. And that kind of care is the foundation of a strong and resilient shipyard.

The Jan. 28 event will give us a chance to hear directly from our safety professionals, share lessons learned, and talk about how we can better prevent incidents before they happen. I encourage supervisors and team leads to make time for your people to attend—and to lead by example by attending yourselves. These conversations matter. They could be what keeps someone from getting hurt or what prevents the next big mishap.

When we work in high-risk environments like ours, safety can't be an afterthought. It has to be part of our daily rhythm. That starts with awareness, continues with teamwork, and gets stronger through action. It's not about checking someone else's work or doing someone else's job—it's about making sure we all go home at the end of the day.

So as we move through winter and pick up the operational tempo in the coming weeks, let's keep our focus sharp. Let's make smart choices. Let's check in on our teammates. Let's correct small issues before they become big ones. And let's use this Winter Safety Campaign as a reminder that the safest shipyard is one where every person feels seen, supported, and empowered to act.

Thank you for being part of that effort. I'm proud to work alongside you. Stay safe, stay sharp, and take care of each other.

  
Captain JD Crinklaw  
Commander, PSNS & IMF



**ABOVE:** Capt. JD Crinklaw, commander, PSNS & IMF, presents Daniel Hager, senior engineering technician, Code 296, Combat Systems Engineering and Planning Division, with a Meritorious Civilian Service Award, Dec. 19. (U.S. Navy photo by Ben Hutto)

## Meritorious Civilian Service Award

# Code 296 employee recognized for his 'unparalleled expertise'

## PSNS & IMF Public Affairs

**D**aniel Hager, senior engineering technician, Code 296, Combat Systems Engineering and Planning Division, was recognized by command leadership at Puget Sound Naval Shipyard & Intermediate Maintenance Facility, Dec. 19, for his work as "the Navy's foremost subject matter expert in precision optical alignment and 3D coordinate metrology."

Capt. JD Crinklaw, commander, PSNS & IMF, presented Hager with the Navy's Meritorious Civilian Service Award during a ceremony in the Code 100 Conference Room. The MCSA is the Navy's third highest civilian honor.

Chris Byron, master of ceremonies for the event, said Hager's work has helped transform PSNS & IMF into the recognized center of excellence for this critical field.

"Through his unwavering dedication, innovative problem-solving, and visionary leadership, [Hager] has directly enhanced the operational readiness and technical

capabilities of the fleet, providing indispensable support to shipyards, warfare centers, and private partners across the naval enterprise," Byron said.

Hager's technical leadership was also pivotal to the success of numerous high-stakes projects of national importance, Byron said.

"[He] was instrumental in the successful alignment of the first Guam-based missile defense system, led the complex repair plan for the USS Connecticut (SSN 22) following a major collision, and provided mission-essential support to the Royal Australian Navy," Byron said.

Hager also developed the standard for integrating unmanned vehicles on LCS-class ships and pioneered the Virtual Pipe Fitting program, which revolutionized ship repair by improving quality, efficiency, and safety, Bryon said.

"[His] unparalleled expertise represents the very best in service and commitment to our nation," Byron said.



**FOOD SERVICE:**  
Employees select from a variety of hot sandwiches and snacks at the newly-opened Anchors Aweigh cafe in Building 850A, Nov. 13.

(U.S. Navy photo by Wendy Hallmark)



**ABOVE:** Command employees place their sandwich orders at the new Anchors Aweigh location inside Building 850A. The Kitsap County-based company opened two locations at PSNS & IMF late last year. (U.S. Navy photos by Wendy Hallmark)

## Two more dining options now available to command employees inside the Controlled Industrial Area

By Ben Hutto  
PSNS & IMF Public Affairs

**F**or command employees looking for a quick snack or a fresh sandwich for lunch, Anchors Aweigh stands ready to help. The Kitsap County-based food service company opened two locations at Puget Sound Naval Shipyard & Intermediate Maintenance Facility late last year to help provide the shipyard workforce with additional dining options.

Located near the Bremerton Gate, outside Building 460, and on the first floor of Building 850A, both Anchors Aweigh locations offer a wide variety of food options for employees looking for a quick snack or just a hot cup of coffee.

"I love working here," said Star Crisostomo, a barista at the Building 850A location. "I have a great team. I love the schedule, but I really enjoy speaking with the people that come here every day. We have our regulars and really try to give them something special every time they come in."

Patricia Maloney, the owner of Anchors Aweigh, was excited

to finally operate inside the Controlled Industrial Area.

"The previous owner called me and told me he was retiring last year," Maloney said. "He encouraged me to put in a bid for this contract. Honestly, I never thought I'd get it, but I'm glad I did."

Maloney and Anchors Aweigh are part of the State of Washington's Department of Services for the Blind's Business Enterprise Program. The program is part of the Randolph Sheppard Act—a federal law that gives legally blind vendors the opportunity to operate vending facilities on specified public property. Through the program, legally blind individuals like Maloney operate many of the cafeterias, delis, espresso stands and snack bars located inside various state agencies.

Both shipyard locations are open from 5 a.m. to 2 p.m., Monday through Friday.

"We want our customers to have delicious, hot food," said



**ABOVE:** Barista Ava Walsh prepares fresh sandwiches for Anchors Aweigh customers.

See **'ANCHORS AWEIGH'** on page 9

# Farewell, USS Nimitz

A look back  
at 50 years  
of maintaining  
USS Nimitz  
at PSNS & IMF



ABOVE: USS Nimitz (CVN 68) makes its way past Manchester State Park as it exits Rich Passage Feb. 7, 2022, after departing PSNS & IMF and getting back underway conducting routine operations. (U.S. Navy photo by Scott Hansen)



ABOVE: Aircraft Launch and Recovery team members from Shop 38, Marine Machinist, work to align one of three catapults aboard USS Nimitz (CVN 68) Jan. 7, 2024, during a six-month planned incremental availability at PSNS & IMF. (U.S. Navy photo by Wendy Hallmark)

By Max Maxfield  
PSNS & IMF Public Affairs

First in its class aircraft carrier USS Nimitz (CVN 68) was commissioned May 3, 1975, before many of the workers at Puget Sound Naval Shipyard & Intermediate Maintenance Facility were born. Nimitz is currently the oldest American aircraft carrier in active service.

The ship changed homeport from Naval Station Norfolk, Virginia, to then-Naval Station Bremerton, Washington, in 1987. Since then, the ship's homeport moved from Bremerton to San Diego in 2001, and then to Everett, Washington, in 2012, before coming back to Bremerton in 2015. Throughout its 37 years as part of U.S. Pacific Fleet, PSNS & IMF workers have lead the effort to keep the warship combat ready.

In all that time, thousands of PSNS & IMF workers, Ship's Force Sailors and civilian contractors have come together as part of the Nimitz Project Team. Team Nimitz has faced many challenges, completing major technological upgrades, and working through challenging times such as the COVID 19 pandemic.

According to Steven Pugh, project superintendent, Code 300/312, who has supported Nimitz about 15 of his 22 years with PSNS & IMF, the importance of the work and the comradery with Ship's Force are

See **'NIMITZ'** on page 8

## USS NIMITZ (CVN 68) THROUGH THE YEARS

**June 22, 1968:** Keel for USS Nimitz (CVAN 68) laid down at Newport News Shipbuilding and Dry Dock Company in Newport News, Va.



**May 13, 1972:** Nimitz christened and launched from Shipway 11, Newport News.

**July 1, 1972:** U.S. Navy replaces aircraft carrier designation CVA with CV for all ships still so designated, including USS Nimitz (CVN 68).

**May 3, 1975:** USS Nimitz commissioned at Naval Station Norfolk. Secretary of Defense James R. Schlesinger, Secretary of the Navy J. William Middendorf among the 20,000 guests.

**July 7, 1976:** USS Nimitz (CVN 68) departs Naval Station Norfolk for the carrier's maiden deployment to the Mediterranean.

**April 24, 1979:** USS Nimitz (CVN 68) participates in attempt to rescue hostages held by Iranians during Operation Eagle Claw.



**Dec. 30, 1985:** Nimitz departs Norfolk for its seventh major deployment and a homeport change to Bremerton, Wash.

**April 18, 1991:** Nimitz begins flight operations in support of Desert Storm and Desert Sabre.

**May 26, 1998:** Nimitz transits "deadstick" to Northrop Grumman Newport News Shipbuilding, for a three-year Refueling and Complex Overhaul.

**April 11, 2002:** Aircraft from Carrier Air Wing 11 launch first combat sorties from the deck of USS Nimitz (CVN 68) in support of Operation Iraqi Freedom.

**May 8, 2007:** Nimitz Carrier Strike Group provides air support to ground forces in Afghanistan and Iraq during Operation Enduring Freedom.

**Dec. 9, 2010:** U.S. Navy makes homeport change announcement for Nimitz to Naval Station Everett, Wash., replacing USS Abraham Lincoln (CVN 72).



**March 9, 2012:** Nimitz arrives at its new homeport, Naval Station Everett, Wash.

**Dec. 22, 2015:** U.S. Navy announces that Nimitz will remain stationed at its administrative homeport of Bremerton, Wash., through fiscal year 2019.

**March 7, 2021:** Nimitz arrives at Naval Base Kitsap-Bremerton following a record-breaking 314-day deployment in the U.S. 3rd, 5th and 7th Fleet Areas of Responsibility.



**March 21, 2025:** USS Nimitz (CVN 68) departs Naval Base Kitsap-Bremerton for the carrier's 22nd deployment.

what drove him and project team members throughout every maintenance availability.

“Capt. Douglas Graber, a former Nimitz commanding officer, once told me that the PSNS & IMF team was as integral to the Nimitz team as his Sailors,” Pugh said. “The Nimitz motto is ‘Teamwork, a Tradition,’ and the culture of the Sailors reflected that. Every person who has worked on Team Nimitz directly contributed to national security. It is through their efforts we have the freedom and liberty that we enjoy today.”

“It is through the quality work that PSNS & IMF did, that enabled the U.S. Navy to issue a service life extension to Nimitz beyond its 50-year span,” Pugh said.

According to Cdr. Alan Young, who has served eight years aboard Nimitz through two separate tours, the strength and professionalism of Team Nimitz are the drivers of success.

“The teamwork is important across the many maintenance providers,” Young explained. “Through teaming we can ensure the mission-ready assets are returned to the fleet ready to support the nation’s needs. Nimitz would not have been able to support its mission without the tireless efforts of the combined maintenance team, which includes PSNS & IMF, Ship’s Force, and contractors.”

“The Nimitz Project Team has set the standard for mission readiness and teaming throughout Nimitz’s time in the Pacific Northwest,” he said.

Chris Krueger, topside assistant production superintendent, Nimitz Project Team, whose father served aboard Nimitz in the late 1980s, has been helping maintain, repair and modernize Nimitz since 2006. He said it’s important to think about what the vessel and its crew accomplish while on patrol to fully appreciate how the Nimitz team members’ work contributes to U.S. Navy’s mission.

“It’s difficult to see the fruits of your labor when the ship is undergoing maintenance,” Krueger said. “The sense of duty during maintenance periods is completely focused on executing your task with first-time quality, without always having the time to think about why you are doing the job.”

“When you see videos of the ship during deployment, or have the privilege to board the ship while it is out to sea, you gain a new perspective as to why Nimitz team members are an integral part of combat preparedness,” he continued. “Then you understand the importance of each person on the maintenance team how the jobs they do matter to keeping Nimitz in the fight.”

While every Drydocking Planned Incremental Availability, Planned Incremental Availability and pier-side upkeep period is unique, they each bring challenges the team must overcome through planning and innovative thinking.



**ABOVE:** For more than 50 years now, thousands of Sailors, project team members and contractors have worked to maintain USS Nimitz (CVN 68) at PSNS & IMF. (U.S. Navy photo by Wendy Hallmark)

“You’ve got to stay ahead as much as possible during DPIAs, PIAs and upkeeps,” Krueger said. “You always have to maximize repair efforts as to not compound problems as the ship ages, and to maximize efforts to utilize new technology and processes to maximize throughput on maintenance.”

Brian Fazio, now-retired Nimitz project superintendent from 2014 to 2021, who supported work on Nimitz for 11 years of his career, said he was inspired by how the team met the challenges throughout every availability and maintenance period.

“Engineering propulsion plant inspections; hull and underwater body inspections; routine periodical maintenance; tank and void inspections; preservation-related work; routine and planned shafting and rudder overhauls — each item certainly carries risk,” Fazio said. “Each item may or may not end up determining the length of an availability. Each item could determine the amount of time in dock. Each item requires extremely detailed planning regarding material procurement, manpower needs, tooling needs, temporary service needs, anticipated growth and corrective maintenance considerations, etc.

“Few things on a project are more humbling or inspiring,” Fazio added. “Watching teams within a project assemble to accomplish these work items, build plans and strategies to accomplish, execute the assembled plans and strategies, and then complete the work items as a team.”

Pugh recalled some recent availabilities that challenged the Nimitz Project Team.

“The Fiscal Year 2014 Extended Planned Incremental Availability had a very challenging work package,” Pugh said. “Nimitz was undergoing a Continuous Maintenance Availability when COVID hit. We were forced to work through the challenges with a reduced

workforce, all while figuring out COVID restrictions. During the Fiscal Year 2024 Planned Incremental Availability, we performed a main engine replacement. That was a huge endeavor.”

According to Young, the end of every availability proves challenging as all the systems are brought back online and tested. No matter how well the work was performed, there are always issues the Nimitz Project Team must overcome, he said.

“Nimitz was commissioned in 1975 and is the cornerstone for first-in-class maintenance, corrective maintenance and modernization,” Fazio said. “PSNS & IMF has accomplished a significant amount of first-time and first-in-class maintenance aboard Nimitz. PSNS & IMF has shared the results of this long-standing, high-velocity learning across Naval Sea Systems Command. Further, the ‘ownership’ that PSNS & IMF has fostered, specifically with Nimitz, is best summed up as, ‘Nimitz is our ship too.’”

After years of working on Nimitz, team members are deeply invested in the ship and its legacy.

“I anticipate feeling a mixture of sadness and pride when she sails away,” Pugh said. “It will be the closing of an incredible chapter for PSNS & IMF. Nimitz’ operational successes are the direct result of the teamwork of PSNS & IMF, Ship’s Force and our contracted partners.”

Krueger said he feels proud of what he and the Nimitz Project Team have accomplished.

“The ship has been a big part of my career, and to see her sail away for the last time will be tough,” Krueger said. “You feel a sense of ownership when you’ve spent as much time onboard as I have. I have lots of great memories with Sailors, contractors and team members, centered on the major availabilities we’ve performed. It’s hard to comprehend those are the last memories I will make onboard Nimitz.”

# Winter Safety Campaign

The weeklong event will include a Safety Fair Jan. 28th, 11 a.m. – 1 p.m.

**By Ben Hutto**  
**PSNS & IMF Public Affairs**

Puget Sound Naval Shipyard & Intermediate Maintenance Facility will host a Winter Safety Campaign Jan. 26-30.

This year’s theme, “Safe and Sound,” reiterates the organization’s commitment to helping command employees remain safe as they work to maintain and retire the U.S. Navy’s fleet.

The week-long event is designed to help members of the PSNS & IMF workforce prioritize safety on three fronts: the workplace; the commute to and from work; and at home. The event will also provide employees with important information and valuable resources that can be used to avoid injury.

During the campaign, command leadership will conduct in-depth Safety Shares to remind employees to keep their wellbeing in mind throughout the workday.

“This is the third safety campaign I have been a part of, and I have enjoyed watching it grow every year,”

said Tanzie Gooch, lead of Winter Safety Campaign, Shop 71, Painters. “Each campaign, we take a new approach to highlighting safety, including new teams, resources, shops, and codes within the yard. This campaign we’re highlighting the functional areas and bringing their agenda to the waterfront.”

Employees can also complete a workbook throughout the week to earn a two-hour time off award. Before each shift, supervisors and team leaders will be encouraged to have discussions with employees about ways to keep both themselves and their teammate safe throughout the day.

One of the highlights of the week will be a Safety Fair, outside Building 850, Jan. 28, from 11 a.m. to 1 p.m. The fair will feature tables sponsored by command resources with information for employees to complete their workbooks. Recreation committees will also be on hand to raise money for their organizations. All items, including shop swag, will be cash only.

An alternate event for swing shift employees will be offered in Building 1106, from 7 p.m. to 8 p.m.

To learn more, visit the Safety Toolbox on Homeport. Temporary duty and detachment employees can participate through the site as well.



**'ANCHORS AWEIGH' from page 5**

Summer Cook, café manager at the main gate location. “All of our menu items are assembled and made fresh every morning. We work hard to give the workers more than a bad cup of coffee. They can get one of those anywhere in town. We want to make sure our customers leave here with something they are happy with.”

To make that happen, Maloney and kitchen manager Matt Nelson meet weekly to discuss different menu combinations.

“I meet with Patricia at the beginning of every week, and we come up with ideas for what we will be serving that week,” Nelson said. “She’s really excited about offering new things. We’ve experimented with soups, perogies, different types of sandwiches and burritos. We want to give people options. It gets boring eating the same thing every day.”



**AT LEFT:** Ramon Gonzalez, branch head Code, 105.3Q, Radiological Control, Quality Assurance and Records Management Branch, grabs a hot sandwich at the Anchors Aweigh Building 850A location.

(U.S. Navy photo by Wendy Hallmark)

PUBLIC NOTICE

# Weingarten Rights: What you need to know

Code 107, Office of Counsel

Chapter 71 of Title 5 of the U.S. Code gives employees in units represented by an exclusive labor organization the right to request union representation at an examination by a representative of the agency in connection with an investigation if the employee reasonably believes the examination may result in disciplinary action.

Section 7114 (a)(2)(B) states that an exclusive representative of an appropriate unit in an agency shall be given the opportunity to be represented at any

examination of an employee in the unit by a representative of the agency, in connection with an investigation if:

- The employee reasonably believes that the examination may result in disciplinary action against the employee; and
- The employee requests representation.

As required by Section 7114 (a)(3), employees are hereby given annual notice of the right set forth in this provision. All questions should be directed to the Human Resources Office or your union representative.

## LENGTH OF SERVICE | Seven longtime employees recognized for their combined 280 years of service to the nation



**ABOVE:** Seven Puget Sound Naval Shipyard & Intermediate Maintenance Facility employees were honored for their 280 years of combined federal service Dec. 9, during a Quarterly Length of Service awards ceremony in the Shipyard Auditorium. Pictured with Capt. JD Crinklaw, commander, PSNS & IMF, from left: Shawn Morgan (40 years), Raymond Chavez (40 years), Richard Ramsey (40 years), Eric Mooth (40 years), Paul Morgan (40 years), James French (40 years) and Thomas Frerichs (40 years).

**AT LEFT:** Capt. JD Crinklaw, commander, PSNS & IMF, congratulates Raymond Chavez, Crucial Disturbed Penetration Request Coordinator, USS Ronald Reagan (CVN 76), for his 40 years of federal service to the Navy and the nation.

(U.S. Navy photos by Wendy Hallmark)

## UPCOMING EVENTS

**Jan. 19**

- **MLK Day:** The federal Martin Luther King Jr. Day holiday observance is Jan. 19.



- **Valentine's Day:** The annual Valentine's Day observance is Feb. 14.

**Feb. 16**

- **Presidents' Day:** The federal Presidents' Day holiday observance is Feb. 16.

**Feb. 22-28**

- **Engineers Week:** National Engineers Week is Feb. 22-28.

**March 3**

- **Navy Reserve Birthday:** The Navy Reserve Birthday is March 3.

**March 25**

- **Medal of Honor Day:** The annual Medal of Honor Day observance is March 25.



- **USS Thresher:** USS Thresher (SSN 593) was lost at sea April 10 (1963).

# Corrective Actions

During the month of **December 2025**, the command had **32 actions**. The following are examples and associated behaviors.

- 11 SUSPENSIONS**  
(Supervisors & non-supervisors) for careless workmanship, failure to follow instruction, failure to fulfill supervisor responsibilities, inappropriate conduct, inattention to duty, loss of govt/others property, unacceptable conduct.
- 9 REPRIMANDS**  
(Non-supervisors) excessive tardiness, failure to follow instruction, failure to use PPE, insubordination, loss of govt/others property, other, unauthorized absence.
- 4 REMOVALS**  
(Supervisors & non-supervisors) for failure to follow instruction, other, unauthorized absence.

The remaining **8 ACTIONS** consisted of:

Abeysance Contract Decision (1); Demotions (2); Indefinite Suspension (1); Letters of Caution (1); Medical Certification Letters (3).

**ASBP**  
Armed Services Blood Program

**1st WEDNESDAY OF THE MONTH**  
Feb. 4, 2026  
**9AM - 3PM, BLDG. 850A, RM 160**

**GIVE A GIFT OF LIFE —  
DONATE BLOOD**

For full details, visit News You Can Use on the PSNS & IMF SharePoint home page.

## VOLUNTARY Leave Transfer PROGRAM >>>

- Code 105.3**  
Tara Wilson  
**Code 109**  
Shawn Fellows  
Mikayla Taxacher  
**Code 127.2**  
Brian Magley  
**Code 246.1**  
Michael Larsen  
**Code 246.2**  
Christian Carlson  
**Code 1166**  
Carie Hagins
- Code 2305.24**  
Jennifer Garrett  
**Shop 06**  
Shawn Duffy  
**Shop 11**  
Lee Warren  
**Shop 38**  
Wilbur Hinman  
Meena Dalsky  
Hannah McGraw  
Megan Moszkowitz  
MaryJane Gordon
- Shop 51**  
Robert Wallace  
Daniel Gosney  
**Shop 56**  
Dakota McIntosh  
Alexander Glaser  
**Shop 64**  
Jesse Peirce  
Edward Deven  
Ryan Wade

This program authorizes federal employees to donate annual leave to other civilian federal employees. If you wish to donate annual leave or have any questions, please contact the Human Resources Office at 360-476-8289/7015, or visit Building 435, 3rd floor, Room 338, or fax your donation form to 360-476-8723.

## Rideshare

**Pierce Transit Vanpool:** Picks up at Parkland Park & Ride at 4:50 a.m. and 6th Avenue Park & Ride at 5:05 a.m. Departs shipyard at 2:45 p.m. Call 253-777-7538.

**Pierce Transit Vanpool:** Picks up at Tacoma Community College at 6:10 a.m. Departs shipyard (G-Lot) at 4:10 p.m. Call 253-226-5586.

**Tacoma Vanpool:** Picks up at the Narrows Park & Ride at 5 a.m., dropping off at FISC Building and Vanpool parking. Departs shipyard at 3 p.m. Call 360-627-3560.

**Rideshare policy:** To post a Rideshare ad, email psnsimf-pao@us.navy.mil or come to Building 850, fifth floor, Congressional and Public Affairs Office to fill out an ad form. All information is subject to use in Salute — print and online.

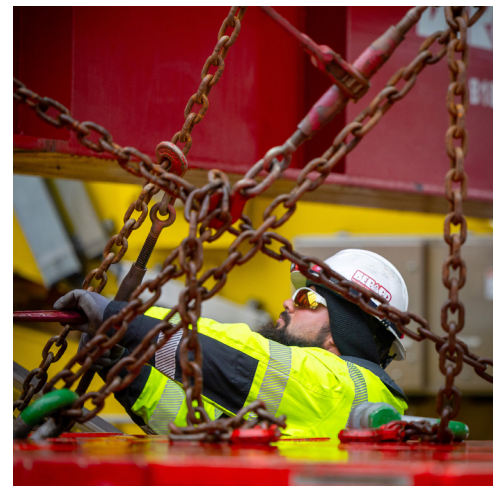
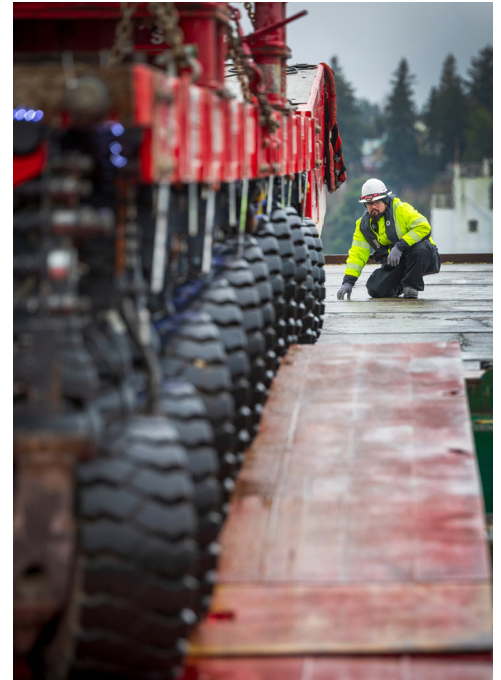
# SALUTE

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# AROUND THE YARD

SHIPYARD TAKES DELIVERY OF A NEW 25-TON PORTAL CRANE • (U.S. Navy photos by Wendy Hallmark)



**AT LEFT:** Transportation crew members move newly-arrived Crane 51 to Pier Bravo at Puget Sound Naval Shipyard & Intermediate Maintenance Facility, Dec. 12. The 25-ton portal crane will increase the shipyard's lifting and handling capacity for naval vessel maintenance and modernization.

**TOP RIGHT:** A crew member keeps watch as a specialized platform moves Crane 51 from a barge to Pier Bravo at PSNS & IMF, Dec. 12.

**BOTTOM RIGHT:** A crew member works to remove the chains securing newly-arrived Crane 51 to the specialized transportation platform, Dec. 12.