

# SALUTE



PSNS & IMF

## CONNECT TO MISSION

USS Abraham Lincoln (CVN 72)  
underway in the Arabian Sea

• PAGES 4-5



Team PSNS & IMF,

A winning mindset is not a flash of inspiration; it's a habit we choose every day. It starts with clarity of purpose—knowing what we're here to do, why it matters, and how our individual roles fit into the larger mission. When every person understands their part and takes ownership of it, small actions compound into decisive results. Discipline in the basics, relentless attention to detail, and a refusal to accept "good enough" create the foundation on which success is built.

As we begin another year of work critical to our nation, I want to take a moment to reflect on some of the incredible achievements throughout 2025 that resulted from your hard work, your nothing-is-impossible approach to problem solving and your teamwork.

Let's take a glance at our four priorities that fuel our Shipyard and the Navy's success every day. (A more comprehensive look will be published in the upcoming 2025 Year in Review).

**People**

We are a winning team, but none of our achievements could have been realized in isolation; every success is the product of shared effort, mutual trust, and open collaboration. Each member brings unique strengths and perspectives, and when we combine those talents with clear communication and a common purpose, our individual contributions multiply into something far greater than the sum of its parts. Our cohesion is intentional — we support one another through challenges, celebrate collective wins, and adapt together when plans change. Interconnectedness is our greatest advantage: it fosters resilience, sparks creativity, and ensures that progress is sustained because it is built on cooperation rather than lone heroics.

**Noteworthy Wins**

- The PSNS & IMF Apprentice Program graduated 133 skilled workers, representing 22 different trades.
- More than 200 nominees representing 23 shops and codes were acknowledged during the Employee of the Year Ceremony – with 31 PSNS & IMF employees recognized as winners across 25 separate categories.

**Infrastructure**

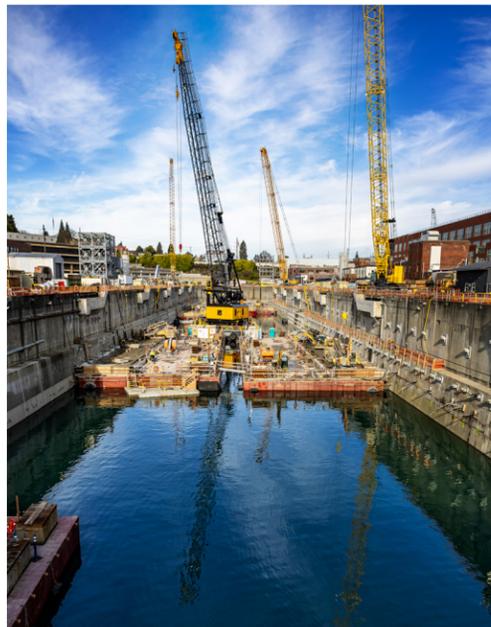
PSNS & IMF worked with Program Management Office 555 (SIOP) and Naval Facilities Engineering Systems Command Northwest to make significant investments to help modernize dry docks, optimize industrial processes and modernize the command's standard equipment. Our workers also improved equipment and processes. Some of these improvements included:

- Beginning a \$377.7 million seismic upgrade of Dry Dock 4
- Acquiring two new 25-ton portal cranes for use at PSNS & IMF, and two for use at Trident Refit Facility-Bangor
- Completion of a four-year upgrade process on crane 62, extending the crane's life for another 20 years
- Painting portal cranes 80, 82 and 92 to protect them from oxidation

**Readiness**

The work you completed on maintaining, modernizing and retiring our Navy's fleet directly

See **'PRIORITES'** on page 9



**ABOVE:** A major achievement for PSNS & IMF in 2025 was the beginning of the \$377.7 million seismic upgrade of Dry Dock 4. The ongoing retrofit project continues ahead of schedule. (U.S. Navy photo by Jeb Fach)

**In this issue:**



Connect to Mission: USS Abraham Lincoln



Making an impact on the job, in the community



Around the Yard: Detachment San Diego

**On the cover:**

Aviation Machinist's Mate Airman James West conducts maintenance on an E-2D Hawkeye in the hangar bay of USS Abraham Lincoln (CVN 72), Feb. 1.

(U.S. Navy photo by Mass Communication Specialist 3rd Class Shepard Fosdyke-Jackson)

# Code 300N.4 employee named 2025 'APS of the Year'

PSNS & IMF Public Affairs

The Assistant Production Superintendents Association has selected Mark Farrell as its 2025 "APS of the Year," according to a recent APS announcement. Farrell, refueling assistant project superintendent, Code 300N.4, Reactor Servicing, was chosen for his self-motivated leadership, strong convictions and high standards, the announcement said.



Mark Farrell

individuals through the Zone Manger qualification process. His ability to foster collaboration built and led the combined teams of PSNS and PNS into one cohesive and effective team, that coupled

with his leadership, played a key role in the successful defueling of the USS Hampton at Portsmouth Naval Shipyard."

APS committee members also pointed to his self-motivated leadership style when selecting Farrell for the award.

"[Mark] is often sought out by other shipyards; because he's known for being a reliable, hardworking leader who can be counted on for challenging tasks and assignments," according to the NAS announcement. "[Mark] is a highly self-motivated leader, which in turn motivates those in his circle of influence, both up and down the chain of command."

"[Mark] is strong in workforce development whether direct or indirectly in his chain of command, actively mentoring and supporting the qualifications of others and demonstrating strong leadership in complex, multi-yard projects like the Hampton Defueling," according to the announcement. "His consistent high standards and ability to build relationships have been noted as keys to his success."

A committee of past awardees, including 2024 recipient Richard Harkleroad, assistant project superintendent-nuclear,

Code 300N.1, Nuclear Production, convened to select Farrell as this year's award recipient.

In making the selection, APS committee members noted Farrell's ability to foster collaboration among team members.

"Mark sets a standard of excellence by fostering a culture of responsibility among his subordinates and peers," said Jerry Anderson, deputy project superintendent Reactor Servicing, Code 300N.4, Reactor Servicing. "His commitment to mentorship throughout the year was evident in the time he dedicated to guiding numerous

# Alternative Dispute Resolution

Did you know the ADR program is expanding to offer conflict coaching services, in addition to mediation, conciliation, and group facilitations?

**Benefits of ADR include:**

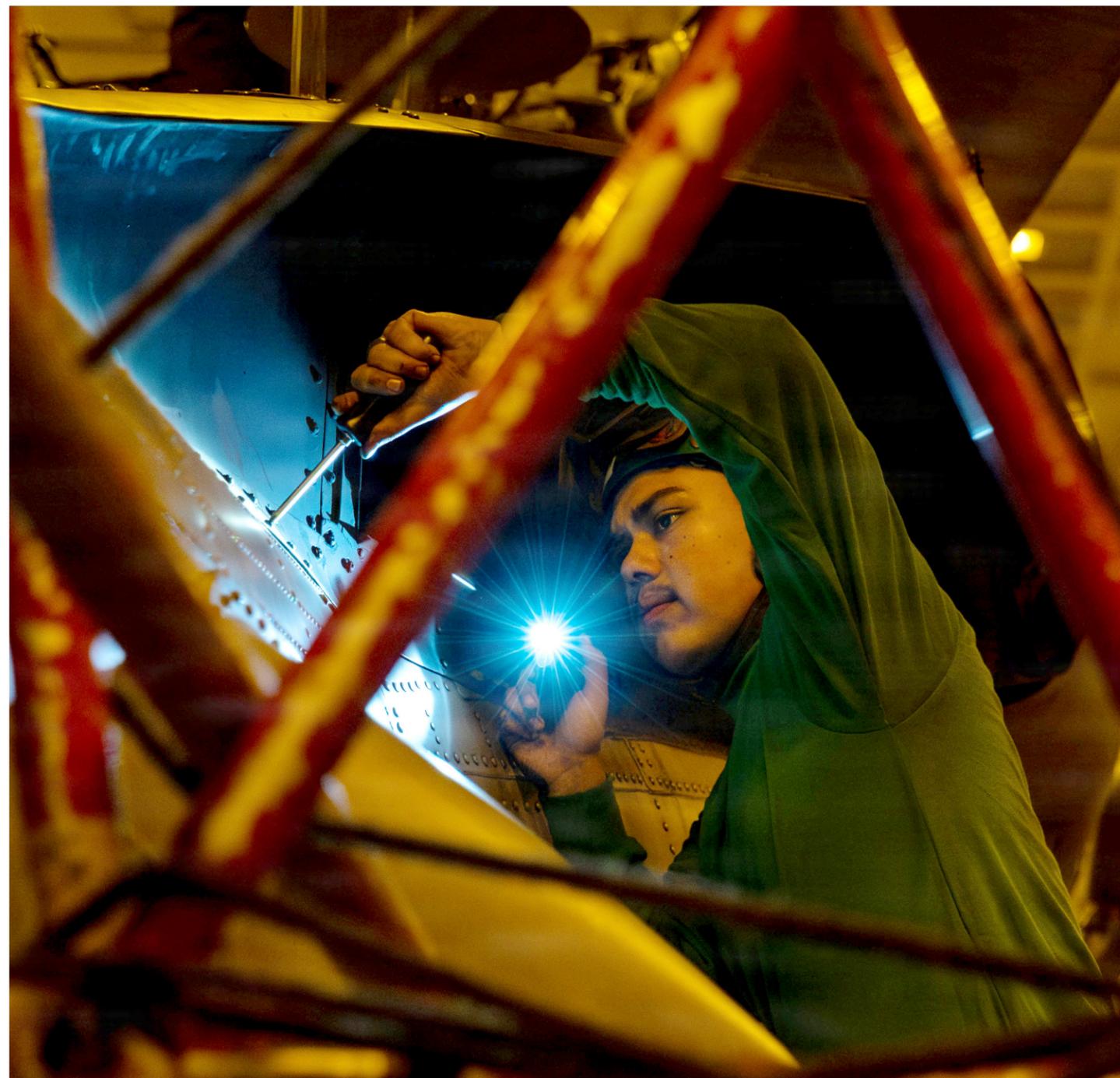
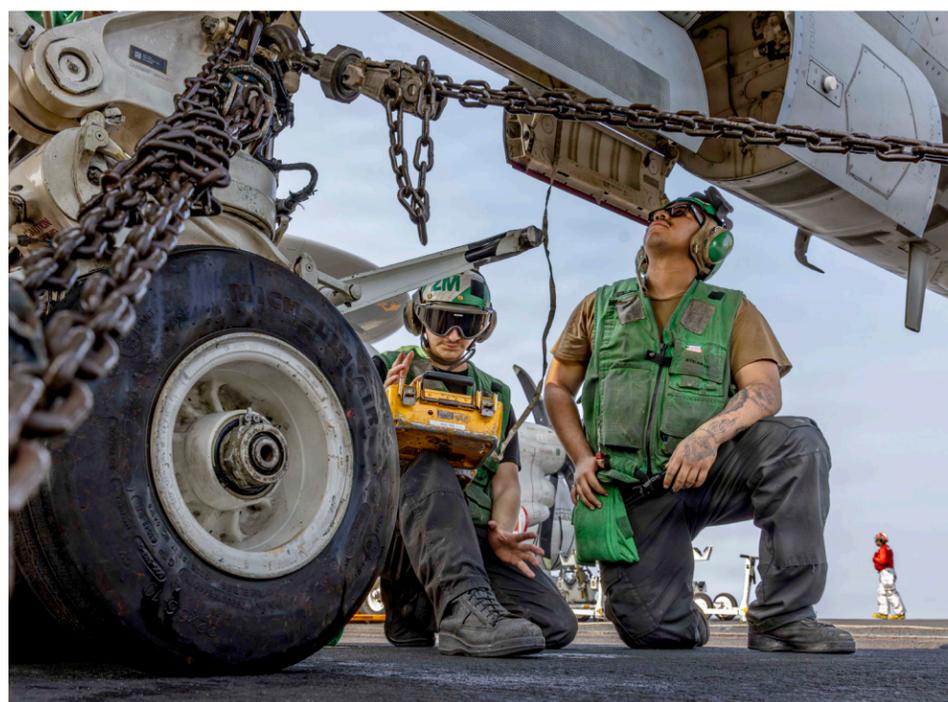
- Communications are confidential.
- Future-focused on results and collaboration, not fault and blame.
- ADR keeps decision-making control with the parties (mutually agreeable resolution).

To learn more or request ADR, call (619) 705-6156.



**ABOVE:** An F/A-18F Super Hornet, attached to Strike Fighter Squadron (VFA) 41, makes an arrested landing on the flight deck of Nimitz-class aircraft carrier USS Abraham Lincoln (CVN 72) in the Arabian Sea, Jan. 30. Abraham Lincoln is deployed to the U.S. 5th Fleet area of operations to support maritime security and stability in the U.S. Central Command area of responsibility. (U.S. Navy photo by Mass Communication Specialist Seaman Hannah Tross)

**AT RIGHT:** U.S. Navy Aviation Structural Mechanic 3rd Class Guillermo Solis, right, and U.S. Navy Aviation Structural Mechanic 3rd Class Carlos Moreno conduct maintenance on an F/A-18E Super Hornet on the flight deck of USS Abraham Lincoln (CVN 72) while underway in the Arabian Sea, Feb. 5. (U.S. Navy photo by Mass Communication Specialist Seaman Daniel Kimmelman)



**ABOVE:** Aviation Structural Mechanic Airman Mauricio Martinez installs an engine exhaust panel on an MH-60R Sea Hawk helicopter inside the hangar bay of USS Abraham Lincoln (CVN 72), Feb. 15. (U.S. Navy photo by Mass Communication Specialist 3rd Class Mario Castro Gamez)

**AT LEFT:** An F/A-18E Super Hornet launches from the flight deck of USS Abraham Lincoln (CVN 72), Feb. 15. (U.S. Navy photo by Mass Communication Specialist 2nd Class Nathaly Cruz)



**WEST SOUND ROLLER DERBY:** West Sound Roller Derby teammates (from left) Jennifer Aguilar, welder, Shop 26, Welders; Kendra Schaff, technical industrial engineer, Code 100TO, Command Transformation Office; Elsa Chalfant, medical scheduling assistant, Code 900A, Production Resources; and Electronics Technician Nuclear 2nd Class Brittany Lebron, USS Michigan (SSGN 727). (U.S. Navy photo by Wendy Hallmark)



**ABOVE:** Kendra Schaff, middle, technical industrial engineer, Code 100TO, Command Transformation Office, huddles with her West Sound Roller Derby teammates before a match against Sick Town Roller Derby at the Kitsap County Fairgrounds. (U.S. Navy photo by Wendy Hallmark)

By Ben Hutto  
PSNS & IMF Public Affairs

**T**he low hum and high-pitched squeak of roller skates is barely audible over the raucous crowd as skaters zip around the rink at the Kitsap County Fairgrounds. It's a home bout for West Sound Roller Derby against league foe Sick Town Roller Derby, of Corvallis, Ore. Both are members of the 416-team intercontinental Women's Flat Track Derby Association. On weekends, these animated amateur athletes, clad in orange and purple uniforms, are blockers, jammers and pivots with fun personas like "Apache Fist" and "Squirrely Temple." During the work

week, several West Sound Roller Derby teammates are also members of another team at Puget Sound Naval Shipyard & Intermediate Maintenance Facility, where they serve as professional electricians, welders and engineers.

Attacking their shipyard jobs with the same tenacity and attention to detail as they do on the roller rink, these career professionals are working to help their Navy teammates meet their mission as command employees at the West Coast's largest industrial shipyard.

"My job at the shipyard is to make things better," said Kendra Schaff, technical industrial engineer, Code 100TO, Command Transformation Office. "I coordinate with workers and mechanics on the deck plates to help them figure out a problem, and then help them discover a solution."

Schaff, who goes by "Cypher" on the roller rink, obviously has a much different responsibilities as an engineer at PSNS & IMF than her role as treasurer for the roller derby team, but the goal of making an impact is the same for both endeavors.

When she moved to Kitsap County from Montana to work at PSNS & IMF, Schaff was inspired by a friend to try roller derby.

See *'IMPACT'* on page 8

# MAKING AN IMPACT

Command employees find ways to meet the mission — both on the job and in the community

**'IMPACT'** from page 7

"The action and physicality were what got me interested," she said. "The community I connected with is amazing. I've met teachers, stay-at-home moms, and nurses; and they became some of my closest friends."

Elsa Chalfant, welder, Shop 26, Welders, wears many different hats that keep her busy and her hands full. Chalfant, who goes by "942" when donning the bright orange and purple of WSRD, is a skilled welder at the shipyard. She's also a Navy spouse, in addition to donating her time to the team. Even with a busy schedule, she finds ways to make time for roller derby.

"I like the challenge of it," she said. "There is a lot of skill involved, but also a lot of aggression. I started playing in 2016 when I was in Jacksonville (Florida). I enjoy it because I'm a person who doesn't always like being around people. My teammates are my social interaction."

That time is important to her because it allows her to lock into her duties as a shipyard welder when she is on the clock. It's a role she took on when she graduated from the PSNS & IMF apprentice program five years ago.

"I love being a welder," she explained. "It's something I'm always evaluating, [looking for] ways to get better because no weld job is ever the same. I'm constantly trying to improve my skills and knowledge."

When asked why she works so hard to improve, Chalfant's motivation was clear.

"My husband retired off a submarine," she said. "That was his life. I take what I do very seriously because of that. I know the importance of a critical weld and take that into every job I do."

Jennifer Aguilar, another member of the team who works at PSNS & IMF, goes by "Splatt"

See **'IMPACT'** on page 10



**TOP RIGHT:** West Sound Roller Derby team members celebrate with their teammates during a recent match against league foe Sick Town Roller Derby. of Corvallis, Ore.

**MIDDLE LEFT:** Jennifer Aguilar, welder, Shop 26, Welders.

**MIDDLE RIGHT:** Elsa Chalfant, medical scheduling assistant, Code 900A, Production Resources.

**BOTTOM LEFT:** Kendra Schaff, technical industrial engineer, Code 100TO, Command Transformation Office.

**BOTTOM RIGHT:** Electronics Technician Nuclear 2nd Class Brittany Lebron, USS Michigan (SSGN 727).

(U.S. Navy photos by Wendy Hallmark)

**'PRIORITIES'** from page 2

contributed to the security of our nation. Your work included:

- USS George Washington (CVN 73) selected restricted availability, completed five days early
- USS Theodore Roosevelt (CVN 71) planned incremental availability, completed in time for ship to meet operational commitments, despite unanticipated workload
- USS Abraham Lincoln (CVN 72) completed emergent work package efficiently, with no impact to fleet operational commitments
- USS Nimitz (CVN 68) successfully supported multiple upkeeps on the U.S. Navy's oldest operational aircraft carrier, which allowed the ship to complete all scheduled missions
- Inactivated and decommissioned USS Key West (SSN 722)
- Began the Inactivation Availability on USS San Juan (SSN 751)
- Completed small pier side availability on Ex-SAMUEL RAYBURN (MTS 635)
- Began Recycling/RCD availabilities on Ex-USS Bremerton (SSN 698) and Ex-USS Jacksonville

**Innovation**

Employees at every level continued to examine current capabilities, current barriers to pursuing innovation throughout the command, and sought opportunities for further innovation. As a team, you continued to pursue perfect innovations and process improvements previously developed or tested at the command, while also trying out new ways to complete work faster, safer or more effectively.

- Continued to pursue cold spray solutions as well as using additive manufacturing (3D printing) to speed up work
- Formally established a stand-alone Non-Destructive Testing Program for PSNS & IMF and Northwest Regional Maintenance Center
- Engineered a new digital data acquisition system that helps gather rotating machine test data faster and easier than traditional methods.
- Deployed a lightweight personnel contamination monitor on an Ohio-class submarine and a Nimitz-class aircraft carrier for the first time in program history
- Developed an automated rudder bore

welding process that cut the time to repair or restore aircraft carrier rudder bores in half, and designed an adapter that helped reduce setup time for this type of welding

Every team member is vital to the organization because collective success depends on the unique skills, perspectives, and contributions each person brings. Whether someone is leading a project, supporting operations behind the scenes, or offering fresh ideas in a meeting, their work threads into the larger fabric of goals, culture, and reputation. Recognizing and valuing every role fosters ownership, improves morale, and encourages collaboration, which in turn boosts productivity and innovation. When leaders and colleagues acknowledge that no position is too small to matter, they build a resilient organization where talent is nurtured, problems are solved more creatively, and long-term objectives are achieved together.

Thank you for all you do to support the fleet! I am proud to be serving along side each of you in carrying out such an auspicious mission for our nation.

Puget Sound Naval Shipyard & Intermediate Maintenance Facility

# 2026 FRIENDS & FAMILY DAY

# SAVE THE DATE

## July 25, 2026



**ABOVE:** NBBJ consultant Kelly Griffin collects feedback on the childcare needs of command employees Feb. 5, during a focus group session at PSNS & IMF. (U.S. Navy photo by Wendy Hallmark)



**AT RIGHT:** NBBJ consultant Dawn Fisher listens as command employees offer insights on childcare options available to the workforce Feb. 5, during a focus group session at PSNS & IMF. (U.S. Navy photo by Jeb Fach)

**'IMPACT'** from page 8

when she whips across the track on the weekends with her roller derby teammates. The former military police officer began her career as a civilian government employee at the shipyard shortly after leaving the Navy. On the rink, Aguilar helps ensure other teams' jammers don't accumulate points. At PSNS & IMF, she controls medical appointments and helps train new hires. Her teammates sing her praises for being a leader who gets hands-on and involved. "I fix problems," she said. "I was raised that if you are not doing something to fix a problem, you are part of the problem. I can't sit and watch problems grow. I have to fix them. It's just who I am." Both Aguilar and her husband are retired Sailors who chose to stay in Kitsap County after their military service ended. Aguilar's work, both at the shipyard and outside of it, are things she is passionate about. "I view the shipyard like a big family," she said. "We have all these different shops and codes working together. Each part brings something.

Whether you are an electrician, a welder or an office worker, what you do adds value. I try to help make life easier." That role in making things better also applies in her off time as she supports her WSRD teammates as they grow into their roles on the rink and in the community. "Sometimes players just aren't getting it," Aguilar said. "The military taught me support starts at the ground and works up. Trust is like a wall. The more you build and work on it, the more trust people will have in its strength. As they lean in, things get done and people get better. As people get better and more comfortable, the team gets stronger." Making both teams stronger is something all three of these women strive to do daily. "Teamwork is important in getting things accomplished, both in roller derby and in the shipyard," Schaff said. "On our team, we take people from all walks of life. If you want to skate and learn, you are welcome. We have volunteers who support us. It's a team effort for us to be successful. Just like it is at the shipyard."

**UPCOMING EVENTS**

- 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 6**
  - Employee Day:** National Employee Appreciation Day is March 6.
- March 8**
  - Daylight Saving:** Daylight Saving time is March 8.
- March 17**
  - St. Patrick's Day:** The annual St. Patrick's Day observance is March 17.
- March 25**
  - Medal of Honor Day:** The annual Medal of Honor Day observance is March 25.
- March 29**
  - Vietnam Observance:** National Vietnam War Veterans Day is March 29.
- April 1**
  - April Fools Day:** The annual April Fools Day celebration is April 1.
- April 10**
  - USS Thresher:** USS Thresher (SSN 593) was lost at sea April 10 (1963).
- April 15**
  - Tax Day:** Employee tax returns are due April 15.



**Corrective Actions**

During the month of **January 2025**, the command had **44 actions**. The following are examples and associated behaviors.

<p><b>11</b> <b>SUSPENSIONS</b> (Supervisors &amp; non-supervisors) for excessive tardiness, excess unauthorized absence, failure to follow instruction, failure to fulfill supervisor responsibilities, inappropriate conduct, failure to safeguard material .unacceptable conduct, unsafe work practices.</p>	<p><b>12</b> <b>REPRIMANDS</b> (Non-supervisors) for failure to follow instruction, failure to fulfill supervisor responsibilities, loss of govt/others property, other, unacceptable conduct.</p>	<p><b>1</b> <b>REMOVALS</b> (Supervisors &amp; non-supervisors) for other.</p>
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The remaining **20 ACTIONS** consisted of:

- Abeyance Contract Decision (1);
- Demotions (1);
- Leave Abuse (LWOP) Letter (1);
- Letters of Caution (2);
- Medical Certification Letters (14);
- Return to Work Letter (1).

**ASBP** Armed Services Blood Program

**1st WEDNESDAY OF THE MONTH**  
March 4, 2026

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

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

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

**VOLUNTARY Leave Transfer PROGRAM**

<p><b>Code 101.31</b> David Leonard</p> <p><b>Code 105.3</b> Tara Wilson</p> <p><b>Code 109</b> Shawn Fellows</p> <p><b>Code 246.1</b> Mikayla Taxacher</p> <p><b>Code 246.2</b> Michael Larsen</p> <p><b>Code 246.2</b> Christian Carlson</p> <p><b>Code 1166</b> Carie Hagins</p>	<p><b>Code 2305.24</b> Jennifer Garrett</p> <p><b>Shop 06</b> Shawn Duffy</p> <p><b>Shop 11</b> Lee Warren</p> <p><b>Shop 38</b> Wilbur Hinman</p> <p>Hannah McGraw</p> <p>Megan Moszkowitz</p> <p>MaryJane Gordon</p>	<p><b>Shop 51</b> Robert Wallace</p> <p><b>Shop 56</b> Daniel Gosney</p> <p><b>Shop 56</b> Dakota McIntosh</p> <p><b>Shop 64</b> Alexander Glaser</p> <p>Jesse Peirce</p>
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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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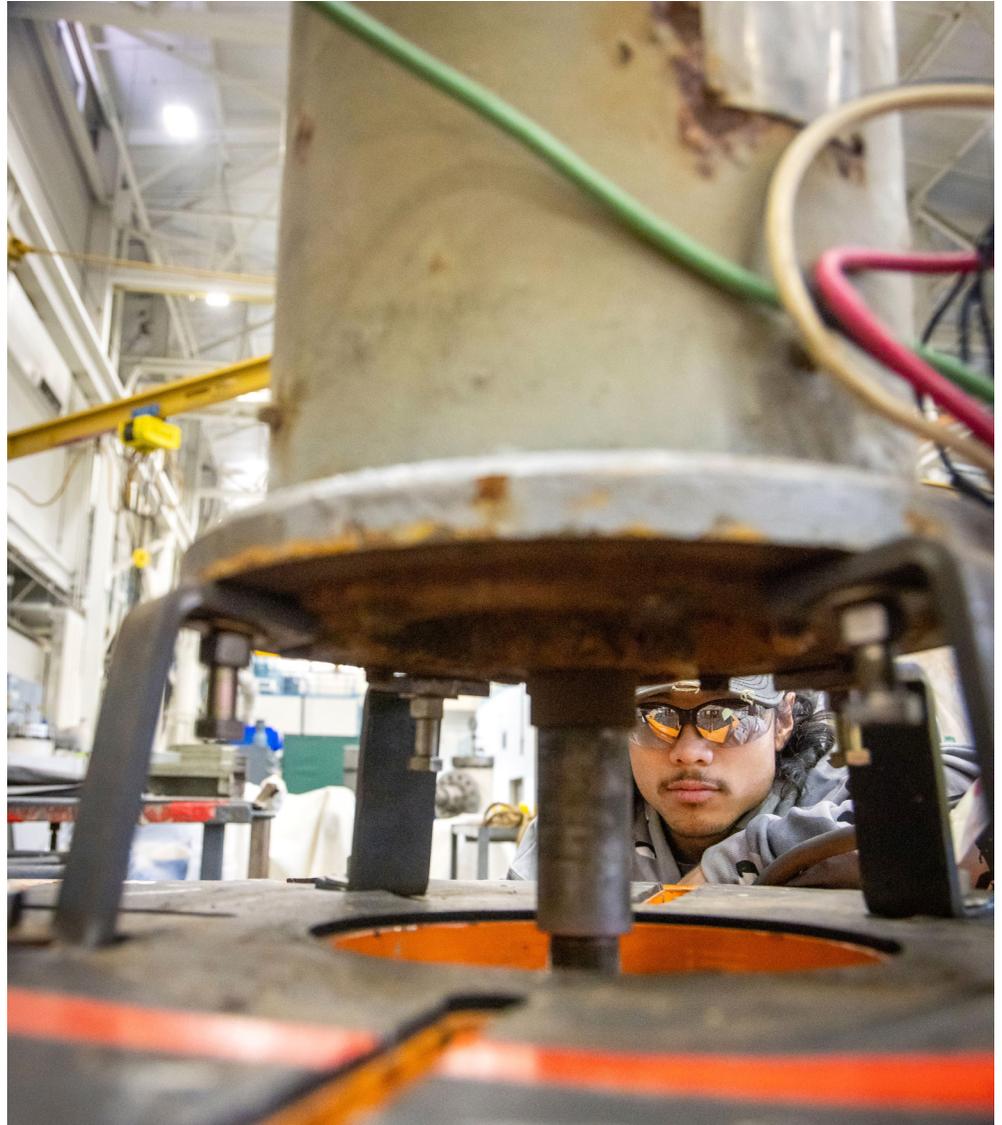
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# AROUND THE YARD

APPRENTICES LEARN ON THE JOB AT DETACHMENT SAN DIEGO • (U.S. Navy photos by Wendy Hallmark)



**TOP LEFT:** Jhon Barrion, machinist, Shop 31 Inside Machinist, uses a lathe to modify a tool, Jan. 22, at Southwest Regional Maintenance Center, Detachment San Diego.

**BOTTOM LEFT:** Gabriel Villavicencio, right, shows Richard Corpus how to use a lathe, Jan. 22. Both are apprentice machinists, Shop 31, Inside Machinist, at Southwest Regional Maintenance Center Detachment San Diego.

**TOP RIGHT:** Kano Clare, marine electrician, Shop 51, Electricians, prepares to conduct a sound test, Jan. 22.

**BOTTOM RIGHT:** Maya Sosa, machinist, and Ryan Sayers, machinist work lead, both Shop 31, Inside Machinist, look over a work document at Southwest Regional Maintenance Center Detachment San Diego.

