

# SALUTE

PSNS & IMF

## Dry Dock 4 project nearing completion

Pace of upgrades has allowed for additional work • PAGES 6-7





Team PSNS & IMF,

This month I had the honor and pleasure of once again participating in the Bremerton Armed Forces Day Parade. It was inspiring to see how many patriotic citizens came out to support the event. Their support for our military is truly inspiring, and I am so appreciative of the work that goes into planning such a great celebration for our collective community.

I am equally amazed every day by the vast amount of work that we're accomplishing throughout our shipyard. Your tireless dedication to doing the job and contributing to our mission is absolutely the reason we continue to maintain the Navy's readiness. Despite daily challenges, you have demonstrated your ability as a team to adapt, overcome and persevere.

As many of you have seen, over the past few months, our shipyard has joined with partner shipyards, Portsmouth Naval Shipyard and Norfolk Naval Shipyard, to improve workflow through better planning and coordination by an effort we are calling "Model Line." The initiative puts the emphasis on the mechanics at the point of work. It is designed to allow those who do the work to outline the best way to complete it. This includes bringing in their direct supporting cast (the engineers, quality assurance, building managers etc.) alongside them to redesign our preparation, execution and certification path in order to work the job, non-stop.

So far, we have seen promising success and impressive results. We've been conducting a series of Model Line Improvement workshops, starting in November 2025, with Shop 51 (Electrical Hull Penetration Encapsulation). Since then, we've conducted four additional workshops: Shop 64 (Sound Dampening Tile Removal); Shop 71 (Epoxy Repair); Shop 56 (Nuclear Inside Shop Staging); and Code 700 (Contracted Crane Maintenance).

In executing the Code 700 workshop, we embedded senior leadership from Pearl Harbor Naval Shipyard to observe our model line process for adoption. To accelerate both the implementation of future events and the completion of follow-up actions, we've also made a few management shifts for a more dedicated focus on the improvements processes and as such the command now has a Model Line Champion.

In the very near future, we will host another Model Line workshop with a focus on Shop 06 Tool Room process. Additional workshops have been scheduled by shop and code throughout the calendar year.

We've also identified significant areas of improvement through this very vital tool. For instance, in Shop 51, molded inserts were purchased which is anticipated to save about 14 days for each insert without the need for fabrication. Fabricating new molds to replace decades-old molds will improve first-time quality. In Shop 56, they've added band saw blades to shop stores. In Shop 64, they've identified consumable components of tools and are developing plans to utilize Shop 11 to conduct previously obscured area inspections and improve layout process to identify additional obscured area inspections required for ballast tank inspections.

This list of wins is growing every hour and every day when we put our focused efforts in enabling and empowering our men and women at the deckplate. Working together on preparations prior to the start of a project will allow us to get ahead of the curve by identifying and removing potential barriers in advance, allowing the workforce to do its job more accurately and efficiently.

Empowering the workforce to redesign their work flows will inherently enable us to complete the work on time, and on budget, and has been our focus with the Model Line effort. I believe that over time, streamlining workflow across the waterfront by identifying process improvements like these, both here at PSNS & IMF and at our partner shipyards, will be a huge win for our shipyard, and the Navy at large.

Innovative ideas like these are the future of the Navy, and I'm excited to see what the future holds for us here at PSNS & IMF as the Model Line Initiative takes root and begins to grow across the waterfront.

As always, thank you for everything you do for our command, our Navy and our nation. A Ready Team Defines Us. Quality Drives Us. Mission Unites Us.

Captain JD Crinklaw  
Commander, PSNS & IMF

In this issue:



Code 1200N employee recognized by the NCMA



Dry Dock 4 upgrades allow for additional work

Correction:

A command profile on new Chief of Staff Chris Byron in the May 7 issue of Salute misidentified the departments aligned under the chief of staff's office. Byron will supervise the heads of six key departments: Code 100TO, Command Transformation Office; Code 1100, Executive Department; Code 106, Environment, Safety and Health Office; Code 109, Information Technology and Cyber Security Office; Code 400, Contracting; and Code 500, Supply & Logistics Department.

On the cover:

Equipment is moved out of Dry Dock 4, April 3, as the Seismic Retrofit Project completes its original scope of work. (U.S. Navy photo by Scott Hansen)

# Code 246 test engineer makes Navy Reserve history

By Ben Hutto  
PSNS & IMF Public Affairs

George Chang joined the Navy in 2008 with a desire to do more. Raised on a family farm in Waianae, Hawaii, Chang grew up solving problems. "I was always taking things apart and putting them back together to see how they worked," Chang said. "I learned how to fix things. I liked figuring out how things work."

That drive to "figure things out" led Chang to apply to Pearl Harbor's apprenticeship program. Unfortunately, he was not selected, but the setback led him to join the Navy.

"I joined for the opportunity," Chang said. "I'd say it worked out."

More than 15 years later, Chang is still figuring out how things work as both a Sailor in the U.S. Navy Reserve and an assistant lead test engineer in Code 246, Test and Work Control Engineering Division.

Chang's active-duty career had him serving and learning his craft on USS Columbia (SSN 771) and USS Greeneville (SSN 772) before transitioning to to become an instructor at the Submarine School at Naval Submarine Base New London in Groton, Connecticut.

Chang eventually transitioned to the reserves and then made his way to Kitsap County to take a position at Puget Sound Naval Shipyard & Intermediate Maintenance Facility, while he continued to serve in the Navy Reserve. It was a choice that has greatly benefited the shipyard.

"George isn't just good at what he does; his peers respect him," said Millard Googe Jr., chief test engineer, Code 246, Test & Work Control Engineering. "From his work ethic to his technical knowledge, George is someone with the maturity and knowledge who gets things done. When people need answers, they find George. His desk always has one or two people there asking him things."

Googe revealed he has worked with Chang on 138 major work control revisions and is still amazed at Chang's ability to find and solve problems.

"One of his greatest assets is his ability to notice conflicts in paperwork and work cycles," Googe said. "He's not just good at finding those conflicts, he can quickly turn around problems with solutions, while clearly communicating his



ABOVE: During PSNS & IMF's recent SurgeMain annual training, George Chang, assistant lead test engineer, Code 246, Test & Work Control Engineering, was promoted, becoming the first master chief for the Machinist's Mate Auxiliary rate in the Navy Reserve. (U.S. Navy photos by Wendy Hallmark)

See 'HISTORY' on page 10

# 'PRIDE IN OUR SHIPYARD'

Command-wide Clean-Up Day to clear clutter, improve safety

By Ben Hutto  
PSNS & IMF Public Affairs

In preparation for the command's upcoming 2026 Friends & Family Day, Puget Sound Naval Shipyard & Intermediate Maintenance Facility is encouraging all employees to participate in a facility-wide clean-up effort of the Controlled Industrial Area June 1, to clear clutter, improve safety, and set the standard for workplace pride.

The Shipyard Clean-Up Day is scheduled to take place from 9 a.m. to 1 p.m. within the CIA.

"Pride in our shipyard reflects pride in our mission," said Sal Chavez, manger, Code 900, Production Services. "A clean, safe environment is the foundation of fleet readiness. We hope everyone will participate in this year's event."

To streamline the effort, organizers have simplified the disposal process. Employees are instructed to bring approved bulk items and trash to the curbside edge of Farragut Avenue and Wycoff Road, where a dedicated support team will handle trash removal.

Items accepted for curbside collection include general trash, old furniture, scrap metal, scrap wood, cardboard, and recorded media.

Organizers stress that certain materials are prohibited from the curbside drop-off to maintain security and environmental safety

standards. Prohibited items include hazardous materials, Naval Nuclear Propulsion Information, NOFORN material, nuclear material, and accountable property.

Employees looking to get rid of computer equipment should coordinate with Code 109, Information Technology and Cyber Security Office, to turn those items in. Representatives from Code 106, Environmental, Safety and Health Office, and Shop 99, HAZMAT, will be present during the event to assist employees with any questions regarding the proper disposal of restricted materials.

Shipyard leadership is encouraging all personnel to do their part in preparing the shipyard for a safe and successful Family Day.

"The shipyard is a busy place where important work gets done on a daily basis," said Cmdr. Anthony Oxendine Jr., deputy commander, PSNS & IMF. "That being said, cleanliness is the first thing people see when they walk through our gates. How we maintain where we work is representative of the pride and work we do every day. I want to encourage everyone who works here to take advantage of our Clean-Up Day and help make the CIA a place where we are proud to come to work."

## Code 1200N employee named NCMA Administrative Professional of the Year

PSNS & IMF Public Affairs

Tina Fyhn, department head secretary, Code 1200N, Nuclear Business and Strategic Planning Office, has been named Administrative Professional of the Year for 2025 by the Naval Civilian Managers Association, according to a recent NCMA announcement.

Fyhn was honored during a recent NCMA meeting, where she received a plaque and a special gift card.

After her arrival approximately two years ago, Fyhn's impact was immediate, according to master of ceremonies Charlie Combs, nuclear business manager, Code 1200N, Nuclear Business and Strategic Planning Office. "[She has] consistently demonstrated the qualities that make an administrative professional truly essential to a command's success," Combs said.

"Tina is currently handling the responsibilities of town positions, seamlessly supporting both Code 1200N and our partner department, Code 1200," Combs said. "She has taken on this doubled workload with a fantastic 'can-do' attitude and an eagerness that is truly inspiring.

Her unwavering support ensures that both departments continue to run smoothly without any disruption to our mission."

Fyhn also demonstrated "exceptional initiative" this past year, when she independently developed a comprehensive desk guide based on her own research, according to the NMCA announcement.

"This guide has proven invaluable, and she now leverages her extensive knowledge to mentor colleagues and spearhead process improvements, making her a valued expert within our department and beyond," according to the announcement.

Over the past year, Fyhn also looked for opportunities to help wherever she could in effort to learn more about the shipyard and its mission, Combs said.

"She has also taken the initiative to boost office morale by decorating our workspace for the changing seasons. This thoughtful gesture has dramatically increased the liveliness of our office and created a more positive and welcoming environment for the entire team," Combs said. "Tina's dedication, positive energy and attention to detail make her an outstanding and deserving candidate for this recognition."



ABOVE: Tina Fyhn, department head secretary, Code 1200N, Nuclear Business and Strategic Planning Office, was recently named 2025 NCMA Administrative Professional of the Year. (U.S. Navy photo by Jeb Fach)



## HIRING FAIR Jun. 10-11

Puget Sound Naval Shipyard & Intermediate Maintenance Facility

Kitsap Conference Center  
Downtown Bremerton

Wednesday & Thursday  
Jun. 10-11, 2026 | 10 a.m. - 6 p.m.

PSNS & IMF is hiring new employees at all skill levels!

- Attendees should bring their resumes and a list of references.
- On-site interviews will be conducted with tentative job offers for selected candidates.
- Do not bring large bags or backpacks (handbags okay).
- Hand carried items are subject to search.
- Current state/government-issued ID is required for entry.

Visit the hiring fair to learn about the great benefits and salaries the shipyard has to offer!



For more information visit: [navsea.navy.mil/Home/Shipyards/PSNS-IMF/Careers/](http://navsea.navy.mil/Home/Shipyards/PSNS-IMF/Careers/)

Puget Sound Naval Shipyard & Intermediate Maintenance Facility

## 2026 FRIENDS & FAMILY DAY



# REGISTER NOW!

July 25, 2026

See NYCU for more information and FAQs.



**ABOVE:** A team of Code 740, Riggers, works with Kiewit-Alberici contractors to move a barge loaded with equipment from Dry Dock 4, April 3, as the shipyard Seismic Retrofit Project completes its original scope of work. (U.S. Navy photo by Scott Hansen)

# Dry Dock 4 project nears completion

Seismic upgrades progress quickly enough to allow for additional work

By Max Maxfield  
PSNS & IMF Public Affairs

**T**he seismic upgrades to Dry dock 4 at Puget Sound Naval Shipyard & Intermediate Maintenance Facility have progressed so quickly “change order” work has been added to the project, which began in November of 2025.

This project, which was funded by the Shipyard Infrastructure Optimization Program and Project Management Office 555 in coordination with Naval Facilities Engineering Systems Command

Northwest, is another step in the process of seismically upgrading the dry dock that began in 2023. The previous work focused on a smaller section of the dock with an immediate need for anchors to protect the dry dock from a seismic event.

According to Mathew Cady, Dry Dock 4 Seismic Upgrade deputy project superintendent, Code 300, Operations, the base contract work will finish early, which will allow the contractor time to perform change order work, which is additional work that can be completed within the original contract timeframe.

“The base contract allowed for docking in a constricted area of the dock,” Cady said. “The change order will pin the remaining pumpwell

See **'DRY DOCK 4'** on page 9



**ABOVE:** Contractor equipment is moved via barge out of Dry Dock 4 at PSNS & IMF, April 3, as the months-long Seismic Retrofit Project, spearheaded by NAVFAC Northwest, completes its original scope of work. (U.S. Navy photo by Scott Hansen)

**FAR LEFT:** A crane is moved out of Dry Dock 4 at PSNS & IMF, April 3, as the months-long Seismic Retrofit Project, spearheaded by NAVFAC Northwest, completes its original scope of work. (U.S. Navy photo by Jeb Fach)

**AT LEFT:** Code 740, Riggers, prepare to move a barge loaded with contractor equipment from Dry Dock 4, April 3, as the shipyard Seismic Retrofit Project completes its original scope of work. (U.S. Navy photo by Jeb Fach)

# & Service & sacrifice

May holidays celebrate current service members and honor our nation's fallen

Max Maxfield  
PSNS & IMF Public Affairs

It is not uncommon to hear Americans thanking veterans for their service in the month of May. These sentiments are expressed particularly often during patriotic military-centric holidays. While the gratitude of the American public is appreciated by most veterans, it is important to remember the reason for different military holidays, which carry different meanings.

People wishing to express gratitude for the service and sacrifices of military members, past and present, can show gratitude by ensuring the correct group of people is being honored each holiday.

Armed Forces Day and Memorial Day are two of the three major military-centric holidays observed in the U.S. Both are celebrated in May and, along with Veterans Day on Nov. 11, give Americans a way to thank current service members and honor those who have paid the ultimate price in service to the nation.

## ARMED FORCES DAY

President Harry S. Truman led the effort to establish a single holiday for citizens to come together and thank the nation's actively serving military members for their patriotic service. Aug. 31, 1949, Secretary of Defense Louis Johnson announced the creation of an Armed Forces Day to replace separate Army, Navy, Marine Corps and Air Force Days.

President John F. Kennedy officially made Armed Forces Day a national holiday in 1961. Armed Forces Day is celebrated on the third Saturday of every May.

## MEMORIAL DAY

The origins of Memorial Day are clouded in history, with several places claiming to have originated the holiday. In 1868, Gen. John A. Logan, second commander of the Grand



ABOVE: Festival-goers of all ages line the streets of downtown Bremerton during the 2025 Armed Forces Day Parade. (U.S. Navy photo by Wendy Hallmark)

Army of the Republic, declared May 30, as Decoration Day to decorate the graves of Union soldiers who died during the Civil War. Cities throughout the former Confederacy were also honoring fallen service members.

After World War II, the name Memorial Day gradually became more common than Decoration Day. However, Memorial Day was not declared the official holiday name until 1967.

June 28, 1968, Congress passed the Uniform Monday Holiday Act, which moved four holidays, including Memorial Day, from their traditional dates to a specified Monday in order to create a convenient three-day weekend. The change moved Memorial Day from its traditional May 30 date to the last Monday in May. The law took effect at the federal level in 1971.

On Memorial Day, U.S. flags should be displayed at half-staff in the morning. At noon, they should be raised to full-staff. The Veterans of Foreign Wars recommends attending commemorative ceremonies as a way of demonstrating remembrance. Placing flags at military gravesites, marching in parades, sponsoring patriotic programs, dedicating memorials and wearing Buddy Poppies are other ways to honor the nation's war dead, preserve their memory, and their service and sacrifice.

## 'DRY DOCK 4' from page 6

and transition zone areas, improve the soil at the south end of the dock, and anchor the quay wall as well, allowing full dock utilization in the future."

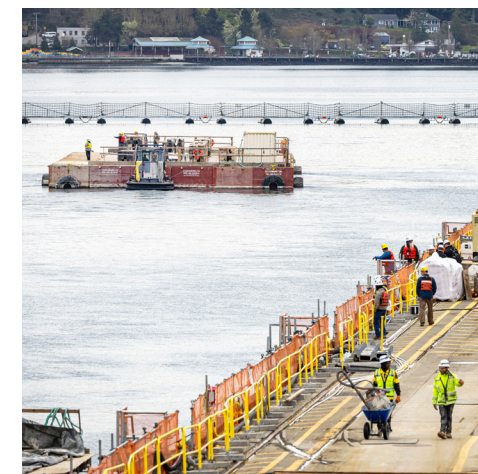
Cady said PSNS & IMF is focused on the overall execution of the contract, not just the fact that the project is ahead of schedule.

"The project has been extremely safe and delivered outstanding quality work back to the Navy," Cady said. "Although [the project team is] happy with the schedule, they take pride in the safety and quality performance. The speed of the work has allowed the team to make appropriate sacrifices in the schedule to aid with other shipyard priorities."

"Recently, they were able to shut down some of the Dry dock 4 work to support crane movements around the yard," Cady explained. "Those moves were necessary to support other work throughout the shipyard and were happily absorbed in the Dry dock 4 project schedule. The contractor's overall focus is helping the shipyard accomplish its mission, not focusing only on anchoring the dock."

While most of the work inside the dry dock is complete, Cady said PSNS & IMF workers will still see work being done near the south end of the dock, as well as paving around it.

"The command should see the final paving on the south end, after all anchoring work is done, right around the beginning to middle of September," Cady said. "If so,



ABOVE: Equipment is moved out of Dry Dock 4 at PSNS & IMF, April 3, as the months-long Seismic Retrofit Project, spearheaded by NAVFAC Northwest, completes its original scope of work. (U.S. Navy photo by Scott Hansen)

the contractors will have met both the base contract and change order work expectations within the original schedule of the base contract."

Cady said significant preparation work still needs to happen to prepare the dry dock for certification. However, certification is on track to be complete well ahead of the current drydocking schedule.

There are many SIOIP projects scheduled for the coming years. Cady said the Dry Dock 4 project is only the first of many major projects to be completed. More large,

impactful projects are coming to PSNS & IMF.

SIOIP is a comprehensive, long-term recapitalization effort that is delivering integrated investments in infrastructure and industrial plant equipment at the Navy's four public shipyards, expanding shipyard capacity and optimizing shipyard configuration to meet the Navy's nuclear-powered fleet maintenance requirements. Recapitalizing the shipyards' century-old infrastructure increases maintenance throughput and improves quality of service for the Navy's 38,000 shipyard employees.

Since 2018, SIOIP has completed nearly 50 facilities projects, totaling more than \$1 billion, including dry dock modernizations, utilities, more efficient maintenance facilities, flood protection, and training facilities. More than 300 items of industrial plant equipment, valued at over \$600 million, have been delivered, including new cranes, faster and more precise shaft lathes, 5-axis routers, and precision cutting machines.

The retrofit is occurring during a break in submarine availabilities in the dry dock, ensuring the facilities work does not affect the nation's strategic deterrent capability or the ability of the fleet to continue its mission. PSNS & IMF maintains, repairs and modernizes submarines, surface ships and nuclear-powered aircraft carriers of the Pacific Fleet, and serves as the primary command responsible for recycling U.S. Navy submarines.

# Take the Kitsap Transit Commute Trip Reduction Survey

May 18 - 29

The survey will assist in data-driven decision making regarding:

- Transit availability
- Expansion of commuter resources
- Reducing parking concerns

Survey link available via Homeport, NYCU and QR codes outside main gates.



**ABOVE:** Capt. JD Crinklaw, commander, PSNS & IMF, meets with representatives from the Land and Naval Warfare Cost Analysis Division, Office of Secretary of War April 28, during a two-day command visit.



**AT LEFT:** Dave Sweet, Shipyard Infrastructure Optimization Program director, Program Management Office 555, leads a walking tour of PSNS & IMF facilities for representatives from the Land and Naval Warfare Cost Analysis Division, Office of Secretary of War, April 28. (U.S. Navy photos by Jeb Fach)

**'HISTORY'** from page 3

concerns. It is a big part in us getting our work done on time."

That attention to detail and ability to find solutions is equally important in his role as a Navy reservist.

During PSNS & IMF's recent SurgeMain annual training, Navy reservists participated in a two-week deployment exercise. Chang served as the on-site lead for all participating reservists. According to Lt. Cmdr. Tim Thielka, officer in charge of the PSNS & IMF SurgeMain, Chang advocated for reserve Sailors and ensured the SurgeMain program met the shipyard's expectations in the shops.

During those two weeks, Chang also made history. In an April 16 ceremony atop the shipyard's iconic Hammerhead Crane, he was promoted and became the first master chief for the Machinist's Mate Auxiliary rate in the Navy Reserve.

"Making it to the pinnacle of master chief is a goal for every enlisted member in the reserve and active component," said Thielka. "Master

Chief Chang is setting the standard for his rate and leading by example, paving the way for future Sailors to follow in his footsteps!"

Chang is intent on helping others do just that.

"A lot of reservists do not have the same experience I do," he said. "They have not seen how things work on a ship day to day. With only 36 days a year to learn the job, I'm rewriting the path forward to make the qualifications for master chief clearer. I'm helping get reservists out to sea to serve on ships. I want to ensure our reserve Sailors are ready to do the job and excel when it is their time."

For a leader who started out taking things apart on a Hawaiian farm, putting together a stronger, more capable Navy Reserve is just his latest way of figuring out how things work and making them better. Whether he is solving complex engineering conflicts at his desk in Code 246 or mapping out a career path for junior Sailors, Chang continues to prove that his true expertise lies in building things up.

**UPCOMING EVENTS**

**May 25**

- **Memorial Day:** The federal Memorial Day holiday is May 25.

**June 6**



- **D-Day:** The annual national D-Day observance is June 6.

**June 6-7**



- **The Battle of Midway:** The Battle of Midway took place June 6-7, 1942.


**June 21**

- **Father's Day:** The annual Father's Day observance is June 21.

**July 4**




- **Fourth of July:** The annual Independence Day celebration is July 4.



REMINDER:

PED Policy and QR Codes

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1st WEDNESDAY OF THE MONTH  
June 3, 2026  
**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 >>>

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SALUTE

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# CITY OF BREMERTON ARMED FORCES DAY PARADE

U.S. Navy photos by Wendy Hallmark



**TOP RIGHT:** Capt. JD Crinklaw, commander, PSNS & IMF, and his wife Junko wave to the crowd while participating in the annual Bremerton Armed Forces Day Parade, May 16.

**BOTTOM RIGHT:** Members of the North Mason High School Marching Band perform for audience members May 16, during the annual Bremerton Armed Forces Day Parade.

**TOP LEFT:** Capt. Justin Hoff, commander, USS San Juan (SSN 751), hands out flags to young parade-goers while participating in the annual Bremerton Armed Forces Day Parade, May 16.

**BOTTOM LEFT:** John Van de Water waves to the crowd while walking the parade route through downtown Bremerton, May 16, dressed in costume as "Uncle Sam."

