

SALUTE



PSNS & IMF

'PRIORITIZING FRONT-LINE WORKERS'

New 'Model Line' program will require honest feedback from the mechanics who do the work • PAGE 4



Team PSNS & IMF,

Summer is here, which means we're officially halfway through the year. Like hitting the midpoint of a marathon, it's a great time to catch our breath, reflect on our hard work, and prepare for the road ahead. This is the time to be intentional about our pace—track our goals, encourage one another, and lock in to finish the year strong.

Over the last few weeks, I've spent a lot of time talking with teams across the shipyard. In those conversations, one theme keeps coming up: Readiness.

Readiness is more than badging in and presence. It's about showing up mentally, physically, and professionally prepared. Everything we do here directly supports the fleet, and to fulfill that critical responsibility, it requires 'All Hands' on deck. It requires teamwork. It requires leadership to ensure you are equipped with the right knowledge, processes, tools and materials to succeed—on time, every time; to execute non-stop once you start.

I am particularly excited we are driving and seeing success at the deckplates. We are using an effort we are calling Model Line. Across the shipyard, we know the daily frustrations that slow our teams down—whether it's waiting on materials, dealing with outdated procedures, or fighting administrative hurdles. Our Model Line efforts are designed to allow you to change that.

At its core, Model Line is an operator-led workshop that stress-tests our current processes. Instead of trying to improve from the top down, we are putting the mechanic's voice and experience front and center. The goal is simple: map the actual workflow with the people doing the work, identify the pain points, and run rapid worksite experiments to resolve them.

Through Model Line, we are actively shifting our leadership culture:

- Frontline Empowered: The people closest to work identify the friction points.
- Leadership Accountable: Shop management is tasked with "swarming" those problems to remove barriers.
- Focused on Root Causes: We are moving away from relying on unsung heroes to "just make it work" through a complicated effort. Instead, we are slowing down to fix the core processes, so workarounds are no longer needed.

In this edition of Salute, we are launching a series focusing on where Model Line has been deployed and the success they are driving. I invite you to read about the great work our teams are doing.

As we head into the higher-tempo summer months, we are setting aside time to refocus on these priorities:

- Summer Safety Stand-Down (June 24): We will briefly pause operations for a facility-wide safety reset. This will include targeted shift briefings and an interactive vendor fair where you can get hands-on with the latest tools and have a voice in what gear we buy next.
- 2026 Friends & Family Day (July 25): We want to show off the incredible work you do every day. Bring your family for shipyard tours, demonstrations from the Bangor Dive Locker, and STEM activities for the kids. Registration is open now through June 25, so please sign up today!

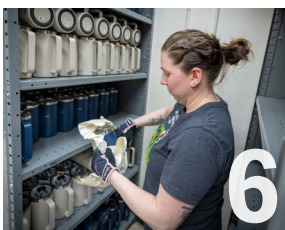
Events like these do more than boost morale; they strengthen our readiness by reminding us why we do this vital work: supporting the war fighters that protect our way of life.

Between our civilian employees and Sailors, we are over 14,000 strong. Add in the families and community members who support us at home, and we've got one incredible team. Thank you for your continued focus and dedication! My family and I look forward to seeing you at Friends and Family Day.

A Ready Team Defines Us. Quality Drives Us. Mission Unites Us.


Captain JD Crinklaw
Commander, PSNS & IMF

In this issue:



PDQ Store restocked and ready for business



Shipyard photographer earns Navy-wide award



Code 2300 employees honor fallen Navy SEAL

On the cover:

Danielle Blas, painter blaster mechanic, Shop 71, Painters Blasters and Tilesetters, sprays a part with an epoxy powder, May 29, in Building 431.

(U.S. Navy photo by Jeb Fach)



2026 Friends & Family Day

Register now!

Event staff also needed to help with security, safety, clean up

PSNS & IMF Public Affairs

Registration is now open for Puget Sound Naval Shipyard & Intermediate Maintenance Facility's upcoming "2026 Friends & Family Day" celebration. The command will open the shipyard gates in downtown Bremerton to employees and their registered guests, July 25, during a special event to honor the nation's 250th birthday.

Visit familyday.psns.navy.mil/familyday/ to register your family and friends. Registration will remain open through 12:30 p.m. Thursday, June 25.

The daylong event, from 10 a.m. to 3 p.m., will offer a variety of activities, including opportunities to view an industrial crane up close, tours of various shipyard facilities, a demonstration from military working dogs, STEM learning activities for children and a diving demonstration from Sailors assigned to the Bangor Dive Locker. The celebration will also provide visitors a unique opportunity to celebrate the many contributions of the U.S. Navy and the men and women who contribute to its success.

Since its founding in 1891, PSNS & IMF has played an important role in Navy history; from building and repairing ships for two world wars, to supporting current missions in the Pacific and beyond. Generations of Kitsap County residents have played a part in keeping our Nation's fleet strong and ready.

"We are excited to open the shipyard to

TO LEARN MORE

For more information, including a list of Frequently Asked Questions, see 'News You Can Use' on SharePoint.

For additional Family Day questions: email psnsimf-pao@us.navy.mil

our friends and families to showcase the incredible work our team accomplishes, day in and day out," said Cmdr. Anthony W. Oxendine Jr., deputy commander, PSNS & IMF. "Every civilian employee and Sailor—on our tended units and in our PSNS & IMF shops—plan and execute the Navy's most complex and mission-critical work with exceptional pride and determination to maximize our fleet's combat lethality, a job we have been doing proudly since 1891. We are all Navy, and we're proud to celebrate America's 250th birthday with our friends and families."

Organizers are also looking for event staff to help support the "2026 Friends & Family Day" celebration, including safety, security, setup, directing guests and clean up. Benefits include: front-of-the-line entry, choice of work hours, rotating between roles and earning additional work hours (compensation for additional hours is based on shop/code policy).

As we celebrate this important milestone, please remember that safety and security are still paramount.

Things to remember

- Anything brought onto Naval Base Kitsap or into the shipyard is subject to search. That includes vehicles at the NBK gates, and any items carried into the Controlled Industrial Area.
- If a prohibited item is detected by security scanners, you will be denied entry.

What to bring

- Escorts must have their CAC, NAVSEA badge and copy of the signed registration form.
- Photo ID (passport, REAL ID, Dependant DOD ID card) for those 16 and older (no ID is required for children under 16). Washington state driver's license is acceptable.
- Cash to purchase ship memorabilia

What to wear

- Long pants, jeans, shorts or capris.
- Tennis shoes or other rubber soled, closed-toed, closed-heel shoes.

What's prohibited

- Cameras, camera phones or any photo or video recording device.
- Weapons or ammunition (e.g., guns, Taser, mace or pepper spray).
- Alcohol or illegal substances, including cannabis products.
- Backpacks or large bags (purses, diaper bags, small lunch bags, medical supply pouches are okay—subject to search).
- Clothing that contains profanity (verbal or visible), obscenities, hate speech, or sexually suggestive language.



See 'News You Can Use' for more information.

EMPOWERING MECHANICS

How Model Line workshops are helping to rewire the shipyard's approach to fixing problems—both big and small—wherever they exist.

PSNS & IMF Public Affairs

One of Puget Sound Naval Shipyard & Intermediate Maintenance Facilities strategic priorities is to increase predictability and reliability of projects schedules, while remaining agile to the U.S. Navy's needs for operational availability. This means fixing problems anywhere they exist, no matter how large or how small. This can mean fixing systems, workflows, instructions and even outdated requirements.

To do this, the command is looking toward its talented pool of subject matter experts; the front-line workers doing the work. The Model Line program brings a variety of skillsets involved with a process, project or workstream together to map out in minute detail how the work is completed. These experts then point out as many pinch points, points of pain or points of waste as possible.

According to Joe Moore, division manager, Code 100T0.1, Strategic Transformation, the process requires honest feedback from the mechanics and frontline workers who perform the work.

The root problem

Historically, PSNS & IMF management systems — or "social circuitry" — have often forced mechanics to spend more time navigating internal obstacles than solving valuable problems.

According to Dr. Steven Spear, an MIT researcher and author of *The High-Velocity Edge*, who advises the U.S. Navy on high-velocity learning and organizational design, this approach can create an "Iceberg of Ignorance" within large organizations. This iceberg can be created when front-line workers know 100% of the problems, but up to 96% of these issues remain hidden from senior management.

"When leaders lack visibility and presence at the worksite, systemic problems remain unresolved," Moore explained. "This leads to an environment where workarounds and waivers become crutches, and operational tempo pressure forces us to tolerate missed requirements, and mechanics are left fighting the system instead of doing the work. The result? Recurring delays, rework, and a 'reactive culture of firefighting.'"

Model Lines as a solution

To break this cycle, PSNS & IMF is introducing Model Line workshops, which are sponsored by Code 901, Production

Department, with support from Code 100T0. Jason Dirstine, deputy production operations manager, Code 901, was designated as the PSNS & IMF Model Line Champion for PSNS & IMF. The workshops are designed as fault-finding stress tests to reveal exactly where systems are failing to support the front-line workers.

"We are utilizing Model Lines as 'leadership dojos', which are (metaphorically) inch-wide, mile-deep training platforms where managers can learn high-velocity behaviors," Moore said. "We are replacing the 'looking-away-and-carrying-on

See **'MODEL LINE'** on page 9



ABOVE: Danielle Blas and William Maine, both painter blaster mechanics, Shop 71, Painters Blasters and Tilers mask a portion of a part before spraying it with an epoxy powder, May 29, in Building 431. (U.S. Navy photo by Jeb Fach)

Command to conduct Summer Safety Stand-Down June 24

By Ben Hutto
PSNS & IMF Public Affairs

Puget Sound Naval Shipyard & Intermediate Maintenance Facility is pausing operations for two hours June 24 to host a command-wide Summer Safety Stand Down, signaling that personnel safety and operational readiness remain top priorities.

The 2026 Summer Safety Campaign introduces a new approach to the annual safety stand-down, featuring targeted shift briefings and an interactive equipment vendor fair designed to give employees a voice in future procurement.

"By pausing routine operations that day, we are sending a clear message; nothing we do is more important than the safety of our personnel," said Samuel Flemister, branch manager, Code 900S, Production Safety. "This stand-down isn't just about reviewing procedures; it's about listening to the experts on the floor and creating a culture that values keeping each other injury-free," he said.

Sessions are scheduled for 5-7 a.m. for the morning operations, 8-10 a.m. for the swing shift, and 4-6 p.m. for the second shift to

accommodate the entire workforce.

The briefings will be divided into two main components: a general summer safety overview and an industrial, trade-specific focus. Shop safety advocates have prepared customized discussions for each trade, highlighting key trends and lessons learned over the past year.

In conjunction with the safety briefs, a vendor fair will be held from 10:30 a.m. to 1 p.m. between Buildings 873 and 851. The event is intended to directly involve

mechanics and tradespeople in the equipment procurement process by offering hands-on exposure to the latest tools, technology, and next-generation gear.

"Our workers are the ones doing the heavy lifting, so it is vital they evaluate the next generation of tools," said Taznie Gooch, Summer Safety Stand-Down planning lead, Shop 71, Painters. "The vendor fair gives our workforce a direct voice in our procurement process."

Organizers state that employee participation is critical for "risk-informed procurement." By testing the gear, the workforce helps ensure that future equipment provides optimal protection, ergonomics, and comfort, while also taking ownership of the quality assurance process.

To encourage participation, employees can earn a two-hour time-off award by completing a feedback form at the vendor fair, which will provide leadership with valuable workforce insights.

Additionally, leadership has rolled out a separate digital form for personnel to highlight positive safety practices, recognize peers, and submit safety improvement feedback from the deck plates. Participants who complete the form will receive a two-hour time off award.

SUMMER SAFETY STAND-DOWN

JUNE 24, 2026

Vendor Fair (between B873 & B851)
10:30 a.m. - 1 p.m.

Shift Safety Briefs
5 a.m. - 7 a.m.
8 a.m. - 10 a.m.
4 p.m. - 6 p.m.

Time allowed with supervisor's approval

See the 900S Safety Toolbox for more information.



ABOVE: Celina Ruiz, executive administrator, Code 1101.2, Workforce Support, stocks shelves with newly-arrived sweatshirts and jackets, April 29, inside the ever-popular PDQ Store in Building 850 at PSNS & IMF. (U.S. Navy photos by Wendy Hallmark)

PDQ store open for business

Popular program provides honorary awards, quality merchandise

By Ben Hutto
PSNS & IMF Public Affairs

The popular Puget Demonstrated Quality store is back in business, offering supervisors and co-workers a renewed way to instantly recognize and reward shipyard employees for notable contributions that go beyond their normal job scope.

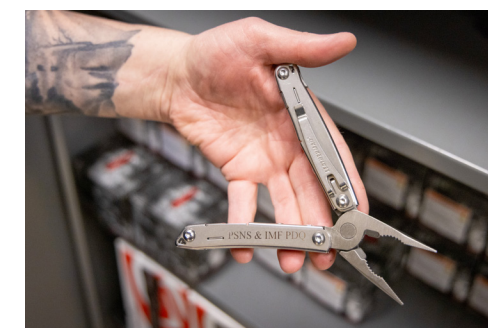
The PDQ store is open Mondays through Fridays, 7:30-9:30 a.m., and 12:30-3:30 p.m. Awards are distributed through the central facility located on the second floor of Building 850.

Established at Puget Sound Naval Shipyard & Intermediate Maintenance Facility in 1991, the PDQ program provides honorary awards in the form of quality merchandise inscribed with the PSNS & IMF PDQ logo. The items serve as a continual reminder to the recipient of a job well done.

"This is about rewarding people for the hard work they



ABOVE: Lawrence "Cowboy" Kalcso, program manager, Code 1101.2, Workforce Support, stocks shelves inside the PDQ Store with newly-arrived inventory.



AT LEFT: Lawrence "Cowboy" Kalcso, program manager, Code 1101.2, Workforce Support, and Celina Ruiz, executive administrator, Code 1101.2, Workforce Support, unload boxes full of new merchandise in the PDQ Store on the second floor of Building 850.

TOP RIGHT: Celina Ruiz stocks the PDQ Store shelves with a new supply of insulated water bottles.

BOTTOM RIGHT: New merchandise available at the PDQ Store includes this PSNS & IMF-engraved Leatherman.

(U.S. Navy photos by Wendy Hallmark)

do here," said Lawrence "Cowboy" Kalcso, PDQ and New Employee Orientation program manager, Code 1101.2., Workforce Sustainment Branch.

Employees who earn a PDQ award can visit the central facility to select from a variety of practical, name-brand items. The current inventory includes Yeti French presses, Leatherman multi-tools, Buck knives, two-piece rain gear, rechargeable LED flashlights, heavy-duty tool bags, and clothing from brands like Carhartt and Eddie Bauer among many other items.

To ensure the items carry the command's insignia, Kalcso worked closely with Shop 17, Shipfitters and Shop 64,

Shipwrights, Sail Loft, Plastic Fabricators and Woodcrafters to have the merchandise properly etched and embroidered.

"We hope these items show the sense of pride our command has for them and the shipyard," Kalcso said. "It's fun to see people come here and choose items they've earned. It's fun to see them get excited, but I take a lot of satisfaction in rewarding people for the quality behind their work. We have workers who do amazing things here, and it's satisfying to see them rewarded."

Employees interested in nominating someone for a PDQ

See 'PDQ STORE' on page 9

Six ways to keep you and your family safe this summer

Naval Safety Command

The period from Memorial Day to Labor Day is known as the “101 Critical Days of Summer” due to the potentially high number of mishaps and incidents that occur as Sailors, Marines and civilian employees enjoy the usual summer-related recreational activities.

Last summer, 27 Sailors and Marines died in off-duty mishaps while many more were injured. Most of the deaths were in roadway mishaps: 11 involved motorcycles, 12 were four-wheeled vehicles and one was a pedestrian. Off-duty recreational deaths claimed three more lives — a drowning, an All-Terrain Vehicle mishap and an electric bike mishap.

Despite readily available information, the effects of heat stress during the summer months continue to be underestimated. The human body under normal conditions can regulate its temperature through sweating, usually until it is exposed to more heat than it can handle.

The sun causes your body to sweat in order to stay cool, and if those fluids aren't replaced, your body can undergo adverse reactions. You may feel extremely thirsty, dizzy or fatigued.

When people drink alcohol, they may become lackadaisical and reckless, which can have dangerous implications when water is involved. If you are drinking near a body of water, be aware that you may lack the dexterity needed to stay afloat, which can increase your risk of drowning (the third leading cause of unintentional injury and death worldwide). Sun and heat exposure only amplifies this risk. The physical exertion of swimming on a hot day paired with alcohol consumption can lead to overheating, a risk factor for heat syncope (fainting), which can have deadly consequences.

Prompt treatment of heat-related illnesses with aggressive fluid replacement and cooling of core body temperature is critical to reducing illness and preventing death.

How you can help:

- During heat waves, frequently check on people at risk for heat-related death, such as the elderly and disabled or homebound people.
- Never leave children alone in cars and ensure children cannot lock themselves in an enclosed space, such as a car trunk.
- Limit sun exposure during midday hours and in places of potential severe exposure, such as beaches.

- Drink plenty of nonalcoholic fluids and replace the body's salts and minerals, which sweating can release. Do not take salt tablets unless under medical supervision.
- Dress infants and children in cool, loose clothing and shade their heads and faces from the sun with hats or an umbrella.
- Provide plenty of fresh water for pets and leave the water in a shady area.

You can also reduce your risk of skin damage and skin cancer by seeking shade under an umbrella, tree or other shelter before you need relief from the sun.

When possible, long-sleeved shirts and long pants and skirts can provide protection from UV rays. For the most protection, wear a hat with a brim all the way around that shades your face, ears and the back of your neck. A tightly woven fabric, such as canvas, works best to protect your skin from UV rays. Avoid straw hats that let sunlight through. A darker hat may offer more UV protection.

Sunglasses protect your eyes from UV rays and reduce the risk of cataracts. They also protect skin around the eyes from sun exposure.

To learn more about summer safety, visit www.navalcommand.navy.mil

'MODEL LINE' from page 4

illusion' with 'facing-what-the-system-reveals truth.' By doing so, we aim to create an environment where problems are seen as opportunities, and every leader acts as a teacher and problem solver."

How front-line workers benefit

At its core, this initiative is designed to liberate the ingenuity of mechanics and other front-line workers; or deck plate workers as they are sometimes referred to. The primary benefit is to allow them to focus on creating value, rather than fighting an ineffective system.

"Through these workshops, leaders learn to be present at the point of work, to ask questions, and to see problems directly through the mechanic's eyes," Moore explained. "By prioritizing the front-line worker's experience, we are rebuilding trust. Mechanics are empowered to safely surface problems, knowing they will be heard and that leadership will 'swarm' to those problems to remove barriers. Ultimately, it means less waiting, less strenuous burden, and a work environment that is faster, easier, and safer every single day."

Embracing new approaches

Moore said previous process improvement initiatives have focused more on materials or components. Operator-lead Model Line workshops put the mechanic's or front-line worker's voice and experience at the center of the universe.

No 'big bang' rollout

Model Lines are not an initiative drafted by a committee of people far away from the work. Commands pick a process, find the pain points, and focus entirely on learning and testing before spreading the change. They are designed to start as small as necessary to work effectively. The four public shipyards are rolling out Model Lines smartly, not necessarily swiftly or in spectacular fashion.

"We are looking at real work to see how Model Lines can be most effectively deployed throughout our shops and codes," Moore said. "We aren't doing classroom



ABOVE: Danielle Blas, painter blaster mechanic, Shop 71, Painters Blasters and Tilesetters, sprays a part with an epoxy powder, May 29, in Building 431. (U.S. Navy photo by Jeb Fach)

AT LEFT: Capt. JD Crinklaw, commander, PSNS & IMF, addresses frontline workers during a Model Line workshop in the Code 290 conference room. (U.S. Navy photo by Blake Benson)

theory. We are mapping the actual flow of work with the people who do it, finding the break points with 'red storm clouds,' and running rapid experiments directly at the worksite."

Instead of telling mechanics to "just do your job" when issues arise, leaders are being taught to step aside, slow down, and fix the work so that the same waivers and workarounds aren't needed in the future.

"We will start by focusing on small wins, rather than trying to solve everything at once," Moore said. "We use 'simplification' to break big problems into small pieces that can be fixed in days, not months."

Trusting front-line workers

With Model Lines, the lowest-ranking people identify problems, and the highest-ranking people are tasked to help fix them.

"When people are treated as an afterthought, capability decays," Moore said. "Model Line workshops flip that paradigm, ensuring our systems are wired to support those closest to the work of repairing ships and submarines."

Editor's note: This is the first in a series of articles that will explain why PSNS & IMF is joining the other three public shipyards in exploring Model Lines, as well as how they work. Subsequent articles will showcase wins realized by front-line workers' effective use of Model Lines.

'PDQ STORE' from page 7

award may submit them for the award by accessing the PDQ application via Homeport or the Employee Recognition and Awards SharePoint site.

"Due to inventory issues, we had to close the store last August, and that lasted several months, while we worked to restock

the store," said Katie Perry, branch manager for Code 1101.2. "Honoring employees with the recognition items they earned in FY25 was incredibly important, so we looked for new ways to order inventory and extended the redemption period through May 29, 2026. Partnering with Shops 17 and 64, some of the customization was amazing. I love when our trades get unconventional opportunities

to show how skilled and creative they are." Perry encourages leaders and coworkers to submit their subordinates and teammates for awards.

"PDQs are a great recognition option because anyone can nominate someone for the award," said Perry. "If you're not sure how to start, ask your supervisor or contact the awards team via the inquiry form on our SharePoint site."

SR3 near Gorst

CLOSURE

JUNE 13-29

See NYCU for additional info.



ABOVE: Shipyard photographer Wendy Hallmark's photo a Navy diver entering the water Oct. 21, 2025, during a salvage operation at Naval Base Kitsap was among the images that earned her top honors as Navy Civilian Photographer of the Year. (U.S. Navy photo by Wendy Hallmark)

Shipyard photographer, magazine earn Public Affairs Awards for 2025

PSNS & IMF Public Affairs

Wendy Hallmark, visual information specialist, Code 1160, Congressional and Public Affairs Office, earned top honors in the Production Excellence category during the recent Department of Navy Public Affairs Awards competition.

Hallmark was named Navy Civilian Photographer of the Year for 2025.

Puget Sound Naval Shipyard & Intermediate Maintenance Facility's employee magazine, *Salute*, also received recognition. The twice-monthly publication placed third in the Print and Digital Publication category.

"Congratulations to the PSNS & IMF Public Affairs team on this well-deserved Navy-wide recognition," said Capt. JD Crinklaw, commander, PSNS & IMF. "It is not only a testament to the caliber of talent we have on our PAO team, but it is also a reflection of the hard work and dedication they bring to the job every day. Our command is fortunate to have such high-quality leaders managing and executing our internal and external communications products," he said.



ABOVE: The command's employee magazine, *Salute*, placed third in the Print and Digital Publication category, during the recent Navy Public Affairs Awards competition.

UPCOMING EVENTS

June 6



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

June 21

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

June 24

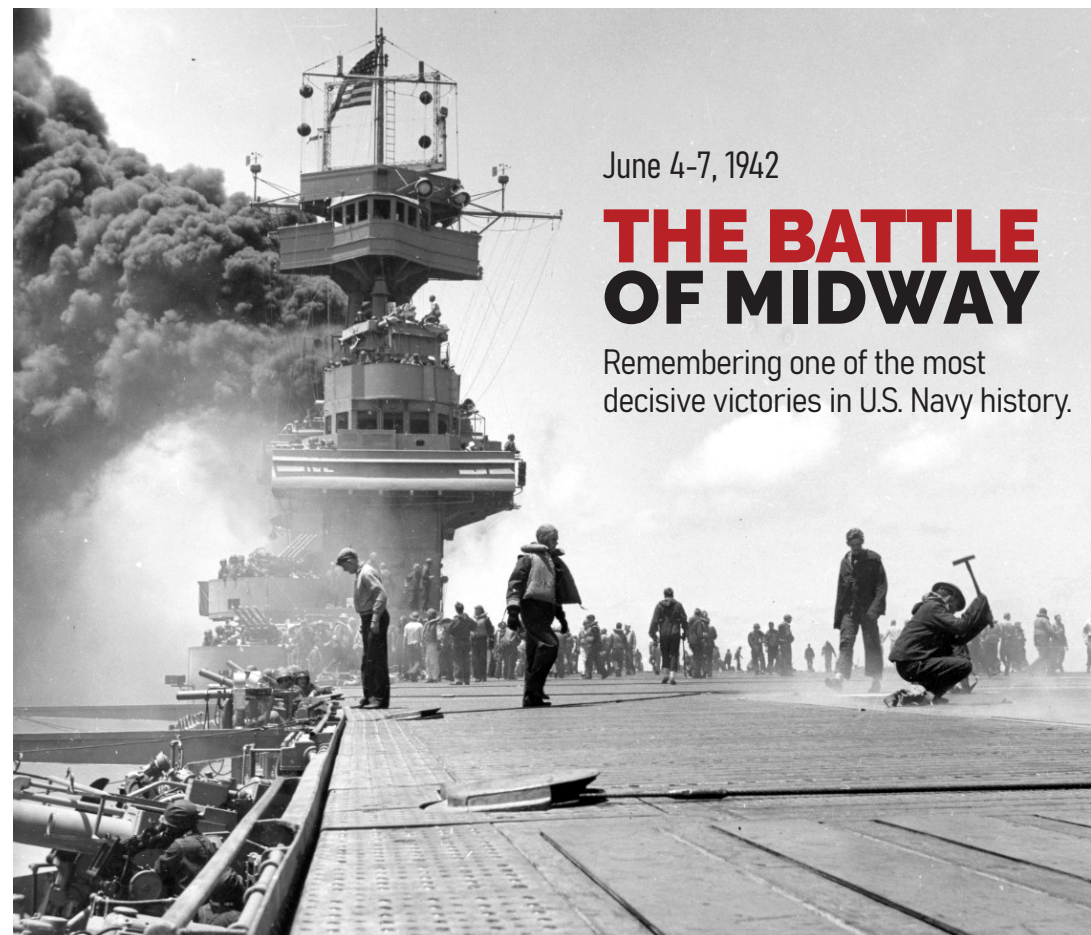


- **Safety Campaign:** The command will conduct a Summer Safety Stand-Down June 24.

July 4



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



June 4-7, 1942

THE BATTLE OF MIDWAY

Remembering one of the most decisive victories in U.S. Navy history.



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Rideshare

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SALUTE

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ASBP
Armed Services Blood Program



1st WEDNESDAY OF THE MONTH
July 1, 2026

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

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

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DONATE BLOOD

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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.

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Carie Hagins

Code 2305.24

Jennifer Garrett

Shop 06

Shawn Duffy

Douglas Willis

Shop 11

Lee Warren

Shop 26

Thomas Finn

Shop 38

MaryJane Gordon

Shop 51

Catherine Derry

Robert Wallace

Shop 56

Jordan Swisher

Shop 57

Aunoa Iokia

Shop 64

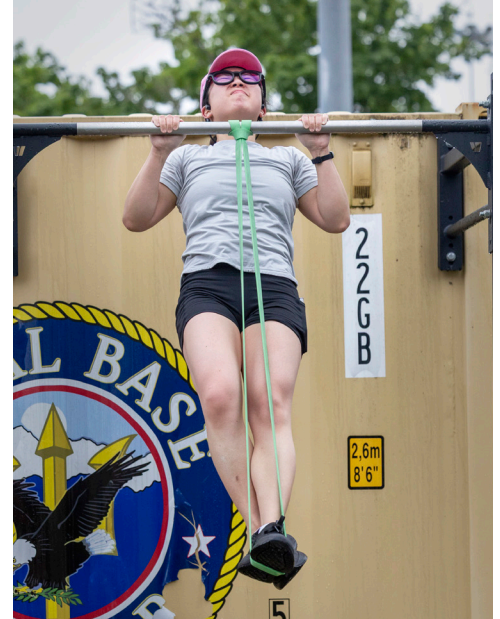
Jesse Peirce



IN REMEMBRANCE

Lt. Michael P. Murphy
May 7, 1976 — June 28, 2005

Code 2300 employees honor the sacrifice of Medal of Honor recipient Lt. Michael P. Murphy, U.S. Navy SEAL, during Memorial Day 'Murph Run'



U.S. Navy photos by Wendy Hallmark

TOP LEFT: Kirk Bottleberghe, Code 2370, Nuclear Refueling Engineering Division, completes the second of two mile runs, May 29, during the annual Code 2300 Memorial Day "Murph Run."

BOTTOM LEFT: Rich Lucke, Code 2310, Reactor Engineering Division, celebrates as he completes the second of two mile runs, May 29, during the annual "Murph Run."

TOP RIGHT: Jane Lin, Code 2330, Control Engineering Division, completes a set of pullups, May 29, during the annual Code 2300 Memorial Day "Murph Run."

BOTTOM RIGHT: Wes HansonSmith, deputy division head, Code 2320, Nuclear Fluid Systems & Mechanical Engineering Division, completes a set of pushups, May 29, during the annual Code 2300 Memorial Day "Murph Run."