DDG 111 Gun Barrel Installation

Operations Perspective
By Dave Clark

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From the Helm

Jeff Geiger, President, Bath Iron Works

Last month in this space I mentioned that we must drive to be excellent in every aspect of our operations in order to secure our future. You’ve heard me say that or something very similar many times but I want to stick with that theme because it’s essential that each of us understands and buys into it for the long haul.

Excellence is an interesting concept.

• No one can give it to us; we have to earn it.
• It takes hard work and determination to get it; it doesn’t take much to lose it.
• We may think we’re excellent; how others perceive us proves if we really are.
• Excellence breeds excellence; lack of excellence propagates itself more quickly.
• Excellence opens many doors; anything less will ensure some doors remain closed.

In today’s business environment, being a “good” shipbuilder won’t cut it. There are lots of good shipyards in the country that cost effectively produce ships to serve their customer’s needs. The Navy’s future shipbuilding plans make it clear that competition for any new program will be very intense. It’s up to us to deliver a compelling case that will enable us to win based upon our recent past performance. We need to understand that everything we do today will have a direct impact on our ability to win work tomorrow. What we demonstrate on DDG 111, DDG 112 and DDG 1000 will determine our future.

The most important thing we can do right now is to commit ourselves to achieve excellence in each of our respective roles. Every one of us provides product or service to a “customer” in the course of doing our jobs. That customer might be someone in the Navy at SUPSHIP or in Washington, DC or the person who sits next to you. Our goal must be to have each of our “customers” determine that we are excellent.

Just as we know that competition for future work is a fact, we also know that what is judged to be excellent today will not stay that way forever. Our efforts in the past several years to drive labor hours from the cost of our ships, improve our safety record and strengthen working relationships in the shipyard have taken us a long way toward achieving excellence. However, as we continue to drive through the transition from our last DDG 51s to DDG 1000 and beyond, new challenges are requiring new approaches to address them. Several are outlined in the pages that follow as we highlight some recent activities in our manufacturing organization.

As DDG 1000 continues to accelerate, we are able to project several years of relative stability in our workload. During this time, we must ensure that we take advantage of the work we have in front of us to further improve the things we do well and increase our attention on those processes that need to be improved. The constant pursuit of across-the-board excellence at BIW must remain part of our culture, it is what underlies “Bath Built is Best Built.”

The time for excellence is now.

“TOGETHER WE CAN MAKE A DIFFERENCE”
**Engineering 5 Star Compliance**

Engineering is now using the 5 Star approach to monitor safety conditions throughout the Engineering facilities identified on the left of this chart. As with the Manufacturing 5 Star effort, areas are reviewed and a star awarded if the area is deemed in compliance with requirements. All areas are periodically revisited to maintain compliance. In 2009, Engineering began developing their program based on the Manufacturing approach while tailoring it to the needs of Engineering. The program was implemented in 2010.

Four of the Engineering categories (at the top of the chart) are the same as those evaluated by Manufacturing—Electrical, Fall Protection, Fire, Health and Safety and Housekeeping. Machine Guarding situations in Engineering are limited so their audit requirements are incorporated within Fire, Health, and Safety. Ergonomics was added as the fifth category. BIW Safety participates in all aspects of the program.

The goal is to have all Engineering areas in full compliance by the end of 2010.

**Safety is everyone’s business.**
Q: What was the purpose of the communication sessions?
A: In early June, I did an Operations Update throughout Manufacturing, trade by trade, and followed up in August. The point was to create a dialogue to help people understand how the DDG 51 and DDG 1000 work loads impact their trade area and to gain their feedback and perspective. People want information and these meetings were a chance to convey the facts as I know them. Informed people can better deal with any uncertainties that may arise as we transition between the DDG 51 and DDG 1000 programs.

Q: What does the Manufacturing work load look like?
A: Right now, Manufacturing is relatively steady overall and increasing through 2012. Structural trades are already growing and second and third shifts will be building up in several trades as DDG 1000 volume increases.

However, short term fluctuations in some trades are inevitable. We currently have a small number of people on lay-off, over half of them voluntarily. That number has bounced around a bit over the summer but it’s down from the peak and we’re now seeing hiring in areas where we forecast that we would.

Structural throughput is one of the keys to workload stability in the outfit trades in the coming months. Hardings is going full bore, operating at a capacity that we haven’t seen in ten years. Good progress in piping design means increased manning at EBMF and where we had some issues for piping back-up structure, that is now moving ahead and we will likely be increasing the manning in the Pipe Shop soon. The Assembly Building is full of DDG 1000 work.

Q: What are we doing to keep people on the job?
A: We are accelerating DDG 112 erections on the land level. When we spoke about this in June, it was a plan, but today, three quarters of the ship is on the ways with fully outfitted units (see pg. 9). That will save time and labor hours on DDG 112 and opens up the Ultra Hall for DDG 1000 work. We are driving to fill up the buildings with DDG 1000, then it turns to ship assembly.

Q: Can you comment on the quality of DDG 1000 design?
A: DDG 1000 design is coming to the floor where we want it to be. Did it happen when we first wanted it? No, but it’s where it needs to be now. More importantly, it’s good quality design. If we occasionally find information missing, it’s the kind of detail that someone can go and get. The design itself is proving to be accurate and interference-free. We created the mantra of building DDG 1000 like a follow ship and there is now evidence that it is working. The need to be successful on DDG 1000 can’t be overstated.

Q: DDG 1000 design was a big hurdle. What’s ahead?
A: The late outfitting and testing phase is still ahead of us and we know that will be hard, but this part (production start-up) has traditionally been hard, too, and it’s working pretty well at this point. With a few exceptions, design is no longer the pacing element of DDG 1000. As days go by, Manufacturing is more in control of our own destiny which is exactly where we need and want to be. It’s unbelievable the amount of outfitting that is taking place on this ship and it’s going in almost problem-free. These things are very encouraging.

Q: What about DDGs 109 and 111 which are also under construction?
A: I’ll start by saying that at some point in the future, I believe that we will again compete head to head for DDG 51 ships. Per the Navy’s direction, DDGs 113 and 114 will be Northrop Grumman ships. DDG 115 is designated to be a Bath ship, and we are preparing for that. In the event that the Navy decides to build additional DDG 51 ships beyond 115, that is a point where we might find ourselves competing for this work.

I believe that the next competition will be over cost, and when it occurs, we need to be the low cost shipyard with a track record of reducing the cost of the last DDG 51 ships built at BIW. That performance is what will make us competitive against a shipyard that will have largely been rebuilt and modernized in the previous few years.

What we do each and every day on DDG 109, 111 and 112 means everything to this future scenario. The crew of Jason Dunham (DDG 109) has moved aboard and the ship is scheduled to leave BIW in early October. A lot of attention is now being paid to Spruance (DDG 111) where for 4 weeks straight, they have completed 20 trade works (compartment close-outs prior to painting). This is unheard of; a much smaller number at this stage is more expected. Rene Beliveau and Phil Kinney (both D10) have introduced some LEAN initiatives which are proving helpful (see pg. 7). It is essential that we improve our cost performance on DDG 111 and then pick up the pace yet again on DDG 112, proving once and for all that the last ship of a class can be both the best and the least costly. That is the track record that will let us build more DDG 51s in Bath.

Q: How would you describe BIW’s current outlook?
A: We have a ton of work right now, from DDG 109 through DDG 1002. The caution is that we have to perform really, really well on these ships. That’s what will get us more work.
Wellness and Benefits

Wellness Assistance at Work

It’s been nine months since we first introduced Maggie Kelley, Nurse Practitioner and BIW’s CIGNA onsite Health Advocate. Since then, Maggie has been seeing employees, as well as spouses, at events such as Ladies Night and Harding’s Open House, for screenings, health issue discussions and follow up visits.

As a reminder, Maggie is available to meet with all employees. This service is open to all active BIW employees whether or not they have CIGNA benefits and there is no co-pay (cost) for the appointment. Appointments can be scheduled during work hours as long as it does not interfere with business operations and a BIW benefits charge number is available to cover the appointment time. Your health information is confidential and is only shared with your permission.

Maggie’s office is in the Bath shipyard on the second floor of the Conley Training Center. She also travels to each worksite in the Bath-Brunswick area on a monthly basis.

Appointments can include any of these important health-monitoring or wellness-related subjects:

- Biometric screening (blood pressure, height/weight, body mass index [BMI], body fat%)
- Review or assistance with completing a health risk appraisal
- Assistance with developing a personal health plan
- Review of your health screening status to see if you are due/overdue for any screenings
- Information about how to effectively manage a chronic health condition
- Discussion about a specific health issue/concern for yourself or a family member
- Help with finding an appropriate resource for a specific health issue/question.

Finally, Maggie can also stamp your Health Passport when you complete an activity/earn a stamp in the BIW Health Passport Program.

A health screening with Maggie is an easy, convenient way to know your “numbers” and to learn about your overall health and health risks. She can help you understand what the numbers mean and what you can do to maintain or improve your health.

A simple health screening can have meaningful results. You may recall Jeff Segars’s (D17) story from the July 2010 issue of BIW News where he related that his previously undetected high blood pressure was discovered during a health screening with Maggie. By taking advantage of Maggie’s availability at work or by seeking similar screenings through your health care provider, in many cases, health issues such as high blood pressure are being identified early and managed successfully.

To schedule an appointment, call Maggie directly at 442-4939 and leave a voice message if she is not in. You can also email maggie.kelley@gdbiw.com.

To coordinate your time and charging, Maggie will send an email to your supervisor indicating date/time of your appointment and provide the Benefits charge for the appointment time. Even so, your supervisor only knows that you have an appointment, not the reason why.

Building Healthy Ways Reminds You...

Health Passport Stamps at Family Day

You can earn stamps for doing fun things at Family Day on Sunday, September 12, 2010. Stampers will be available at events such as the fun run, rock climbing and bungee jump areas to give stamps for participating in those events and others. Having your Health Passport handy can even help you answer some of the scavenger hunt questions. If you forget your Health Passport or don’t have one, Health Passports will be available at Family Day at the Health Passport tent. You can also pick up Health Passports from Anthony Anderson, Maggie Kelley, the BIW Benefits Department or from members of the Wellness Team.

It’s not too late to start earning Health Passport stamps. There are still great prizes to win, including New England sports team (Red Sox, Celtics, Bruins and Patriots) tickets, a techno pack with items like a Kindle, digital camera and a Nintendo Wii and a brand new Ford Escape Hybrid! So far, employees have won a $2,500 Hewins travel certificate and a big screen TV and surround sound system.

For information about how you can win, see any Wellness Team member in your area, Anthony Anderson, Maggie Kelley or Benefits.

Note: Family Day ticket sales have ended; however, BIW employees and retirees can still enjoy all the events, games and activities (except the door prize drawings and the buffet) without a ticket. Just be sure to have your BIW badge with you and show it at the gate as you enter Thomas Point Beach.
**Performance Incentive**

The first six-month period of the revised Performance Incentive Program will end on September 30, 2010. For details, refer to Bulletin 10-10 dated March 31, 2010 or contact your supervisor.

The first goal is related to earned hours. The thermometer chart to the right indicates that we are currently tracking above this period’s goal by 97,000 hours. The remaining five goals are performance-related: goals 2, 3 and 4 are complete; goal 5 is currently at risk and goal 6 is on track.

These goals will be statused each month as green, on track; yellow, at risk; or red, did not meet.

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**Operation Support Togus**

In August, representatives of EBMF management and LS6 traveled to the Veterans Administration (VA) Medical Center at Togus to present a check to Lorna Hatch, VA Voluntary Services Specialist, in the amount of $1,005.

The money was raised by EBMF employees through a coffee mess and hot dog sales and will go towards discretionary services for veterans, including a diabetic snack fund, pizza party fund, barbecue sponsorship and calling cards.

Several years ago, EBMF employees selected Togus as the recipient of some after hours charitable projects which were undertaken to develop teamwork experiences outside of the work place while helping others in the community at large.

Through their initial efforts which involved installing horseshoe pits in an outdoor area and building walkways in a garden where residents frequently congregate with their visitors, BIW people learned that there are many ways in which people can help veterans hospitalized at Togus.

EBMF representatives presented a check to be used for veteran’s services at Togus. Shown l to r are: Doug Burch, Chris Comora, Lorna Hatch (Togus), Doug Murphy and Norm Gagnon.
Spruance Sprint

Spruance (DDG 111) is an important ship. As the next to last DDG 51 class ship currently being built at BIW, there is a strong focus on continuing to reduce costs as we finish this work and look ahead to the DDG 51 Restart effort.

Rene Beliveau (D10), Hull 505 Chief Superintendent and Phil Kinney (D10), Hull Manager, along with every supervisor and mechanic assigned to this ship, have embraced the challenge. Among other efforts, four LEAN initiatives were implemented to help control costs during this intense period leading to sea trials in February 2011.

The first initiative is Build and Test. “Here,” Phil said, “we looked at instances where the construction schedule may not support the test effort and we are accelerating trade work to align with testing needs. When we identify areas of the ship that support testing, these become candidates to be turned into mini-milestones.”

Rene explained, “Mini-milestones are another initiative. Six areas of the ship, five of which support activation of the gun, are targeted for early completion and an earlier turnover to testing. For now, we are concentrating on building these areas quickly and effectively, on schedule and for reduced hours. We have identified additional mini-milestone areas beyond this first group of six where the same approach will be used.”

Before implementing the mini-milestone approach, the concept was taken to all of the mechanics and front line supervisors working those areas to ask for their concerns and suggestions to help ensure success.

The third initiative is Trade Work Completes where compartments are inspected and considered green, or ready for painting. Phil said, “Here, we are working to ensure that trade work is 100% complete prior to paint. In addition, compartments are turned over for painting in blocks which is more efficient than painting by individual compartment.”

The last initiative is in the area of Machinery. All six machinery spaces are now scheduled to complete earlier than on prior hulls. That will free up resources normally engaged in these areas prior to trials so that they can complete general spaces and other trial-related requirements.

Rene said, “We look at all of these ideas as LEAN initiatives that enable us to reduce hours.” He added, “Another initiative is to have the exterior of the ship painted by the end of October to avoid weather impacts. That one just makes sense.”

The Ethics Corner—Workplace Environment

What role do you play in achieving our goal of maintaining a workplace where all of us treat each other with dignity?

It’s simple, respecting one another goes a long way to achieving this goal. Here are some easy ways to demonstrate respect at work:

• Treat people with courtesy, politeness and kindness.
• Listen to coworkers and be understanding of the concerns of others.
• Be sensitive to ethnic backgrounds that are different from your own and don’t treat people differently because of their race, religion, gender, age, sexual orientation, ethnicity or country of origin.
• Praise and encourage each other often—say “thank you” to show appreciation for hard work and contributions.
• Explore similarities instead of focusing on differences.
• Think about the expressions and sayings you use—what might sound harmless to you may be very offensive to others.
• And remember to practice the Golden Rule: Treat others as you would like to be treated.

Let’s all make a full commitment to treating each other with respect.
Manufacturing
5 Star Compliance

A re-evaluation of all 5 Star areas is underway to ensure that the program continues to serve as a useful tool regarding compliance with regulations and to help reduce incidents, accidents and injuries.

Again this month, several areas on the chart were subdivided to better manage the task of preparing for inspections, giving direct ownership and greater control to the people who work in the vicinity of the newly-defined areas. This approach allows areas that are ready for inspection to move forward towards achieving and maintaining compliance. The overall task remains the same and our goal remains 100% compliance across all areas.

Our steady progress indicates a high level of awareness and commitment to safety on everyone’s part. We have to keep the momentum and the commitment going forward, because safety can never become anything less than a number one priority.

Safety is everyone’s business.
Following the christening and transition of DDG 111 in early June, the building ways were spectacularly empty. That changed as DDG 112 took shape on the ways over the course of just a few weeks. Per plan, Ultra Units 1000, 2000 and 3000 moved out of the building six weeks apart, parked on the ways and were joined along with the bow units. Then came the superstructure and at eight weeks, the ship was three-quarters erected. According to Ray Robishaw (D10), Hull 506 Chief Superintendent, “the way we used to do it, this erection sequence would have taken place over a whole year.”

“We did it to reduce cost which makes us more competitive and puts us in a better position to get more work,” said Clint Robbins (D10), Director of Test and Trades. “We wanted to pursue a higher level of completion in the Ultra Hall and we had a theme going of getting the door and tank completes, air testing and decking earlier. We thought that if we could do the work in Ultra the way we planned, then we could move the units out fairly close together, erect the majority of the ship and we’d be set up to get the cable pulls going just the way we want to do it.” Ray added, “That’s where the momentum came from—the mechanics, everybody, were energized to see what we could do.”

In June before the 1000 unit moved, representatives of the LEAN group came in and conducted a one-day off-site where they brainstormed the likely problems. Ray said, “We heard all kinds of ideas, from tooling to job set-ups. Mechanics argued that we needed to run a small third shift to deconflict some areas and they were right, it made a difference.”

Clint said, “Now, the ship is ready to start pulling cable before the end of the month and the next goal is to pull 500,000 feet of cable in 10 weeks. That, in turn, will set us up for success in testing and everything that follows.”

Overall, this activity has reinforced some important lessons, specifically that when you reduce the schedule, you increase throughput. “If the work stays in sequence, it’s nothing but positive gain,” said Ray. “The mechanics stay positive and we know we’re going to have an easier time getting to major milestones.”

Another unusual aspect associated with this sequence is that when DDG 112 left Ultra for the Land Level, the whole team, including ship management and most of the mechanics, followed the work and will stay with the ship all the way.

This opportunity presented itself when it was recognized that the wave of DDG 1000 structural work through the buildings created a little daylight in Preoutfit and Ultra Hall. Manufacturing decided to send the team with the ship and bring Kirk Lussier (D10) and others from the DDG 1000 Design/Build effort into Ultra to prepare for DDG 1000 arrival—which will happen soon.

What lessons learned are available to the Ultra Hall’s new occupants? Ray said, “We have 19 months of experience which we have shared with Kirk and his team. We never stopped learning what we could do with that building and Kirk will take it further. With multiple points of access to the units and the flexibility of work stations, its potential kept expanding in front of us. The building gave us the opportunity to change the way we do business.”
The University of Maine CAD Camp 2010 session recently completed. About 30 high school-age students from Maine and one from out-of-state took part in the one-week camp sponsored by the University of Maine College of Engineering on the Orono campus.

In the mornings, campers received hands-on 3D CAD training from instructors from the Mechanical Engineering Technology program in a state-of-the-art computer lab. Afternoons, they switched to outdoor activities such as canoeing, rock climbing and ropes courses in the University Forest and on Stillwater River under the guidance of trained instructors from Maine Bound Adventure Center.

This year, the BIW-sponsored campers were Autumn Duguay, daughter of Ruby Duguay (D24) and Kervyn Willett, son of Kervyn Willett (D10).

Autumn is 15 and entering her junior year at Brunswick High School this fall. She said, “I had not been exposed to CAD before and my experience was amazing. The Maine Bound activities were awesome. It balanced the day by having half in a classroom and the other half outdoors doing fun stuff.” Autumn said, “I am not sure what I want to study in college, but after CAD camp, engineering is an option that I am definitely considering.”

Her mother said, “At first, Autumn had no idea what CAD was and I sort of pushed the idea on her. She did some research and found the subject interesting enough to apply.” Ruby continued, “She told me that it was actually hard. Being fluent with computers, she expected it to just flow, but instead, she had to concentrate and really pay attention to move forward. I can tell that she got a great deal out of it.”

Kervyn Willett is a junior this year at Erskine Academy in Windsor. This was not his first exposure to CAD as he joined his dad for a job shadowing event at BIW several years ago. He recalls being fascinated by the CAD demonstration at Hardings. He said, “The 3D CAD part at Orono was cool and so were the afternoon adventures.”

Kervyn is pretty sure that he wants to go to school for this type of training after high school, and he’s also eyeing BIW’s Apprentice Program. And in true sibling fashion, his younger brother now has his sights set on CAD Camp in a couple of years.

During the years that BIW has sponsored students to this summer camping and learning experience, the feedback has been consistently positive. Students favor different aspects of their week, but all agree that it was educational and the beginning or continuation of their wanting to learn more about CAD.

A previous camper said that she was at first intimidated because the other campers didn’t talk much, and she thought she might be outclassed in terms of her level of CAD background. Turns out they were all just a little shy at first and everyone was at roughly the same beginner level. By the end of the week, everyone had acquired CAD skills and an appreciation for the wide applicability of CAD technology.

While some of the alumni of CAD Camp have gone on to engineering or related careers, others have pursued different paths. One member of this year’s group was sponsored by a different organization but his home is in Bath. As part of a class-wide exercise at the end of the week to summarize their experiences, this student wrote that he might like to investigate the CAD employers in his area, including BIW. He said, “I think this program is a good investment for the future geeks like me and for people who don’t have a clue what they want to do for a career path.”
Blood Drive Next Month

The next American Red Cross (ARC) Blood Drive at BIW will take place on September 7–10, 2010.

During June 2010, ARC conducted June Adventure Month and BIW employee Michael Geoghan (D87) was one of the winners, receiving a $250 LL Bean gift certificate. Mike works at CROF and is one of those return donors beloved by ARC—five times to date.

In September, ARC will promote their “Blood Donor of the Game” program where every donor across all collection sites will have a chance to win Red Sox tickets and be recognized during a home game at Fenway.

To make an appointment, contact Kathy Nadeau at ext. 1635.

Engineers Talk Shop

How many electrical engineers does it take to tour a DDG 51 destroyer?

In June, BIW hosted 32 members of the Maine and New Hampshire sections of the Institute of Electrical and Electronic Engineers (IEEE) for a visit and after hours tour of the shipyard. The tour was organized by Dilip Chakravarty (D40), an electrical engineer and IEEE member, and supported by Bob Hayward (D01) and Chris Waaler, Hilary Henry, Paul Friedman and Darren Pearce (all D40).

On arrival at BIW, Paul Friedman and Hilary Henry gave IEEE participants an overview and introduction to BIW with an emphasis on the electrical engineering organization. The group went on a tour of the shipyard led by Rachel Kennedy (D40) and Mike Becker, Dave Heath, Emil Pazdziorko and Bill Portela (all D40).

The tour included a walk onboard Jason Dunham (DDG 109). Dilip said, “The members were very impressed with the extensive and complex process of building a surface combatant and also with the amount of engineering that goes into building the ship. I heard several say, ‘I have driven by the shipyard many times, but never realized that so much goes on inside its walls.’ I think the visit helped us project a better sense of BIW to the New England engineering community at large.”

Welcome

The following employees joined BIW during July 2010. Please welcome them.

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* Returning Employees

IEEE members from Maine and New Hampshire visited BIW in June.
Greg Bridgman (D20), a Facilities crane and heavy equipment engineer, acquired a love of flying from his years as a helicopter crew chief in the National Guard. When he moved to this area, he learned to fly at the Bowdoinham air field. Although he has a small plane at home in his garage/hangar, when he has the urge to fly, he often takes a 1946 Aeronca Champ with a hand cranked propeller which belongs to Alton “Skip” Stinson (D80), a crane operator at Hardings and one of his flying buddies. Greg usually has a small digital camera with him and he took this photo in May, 2010.