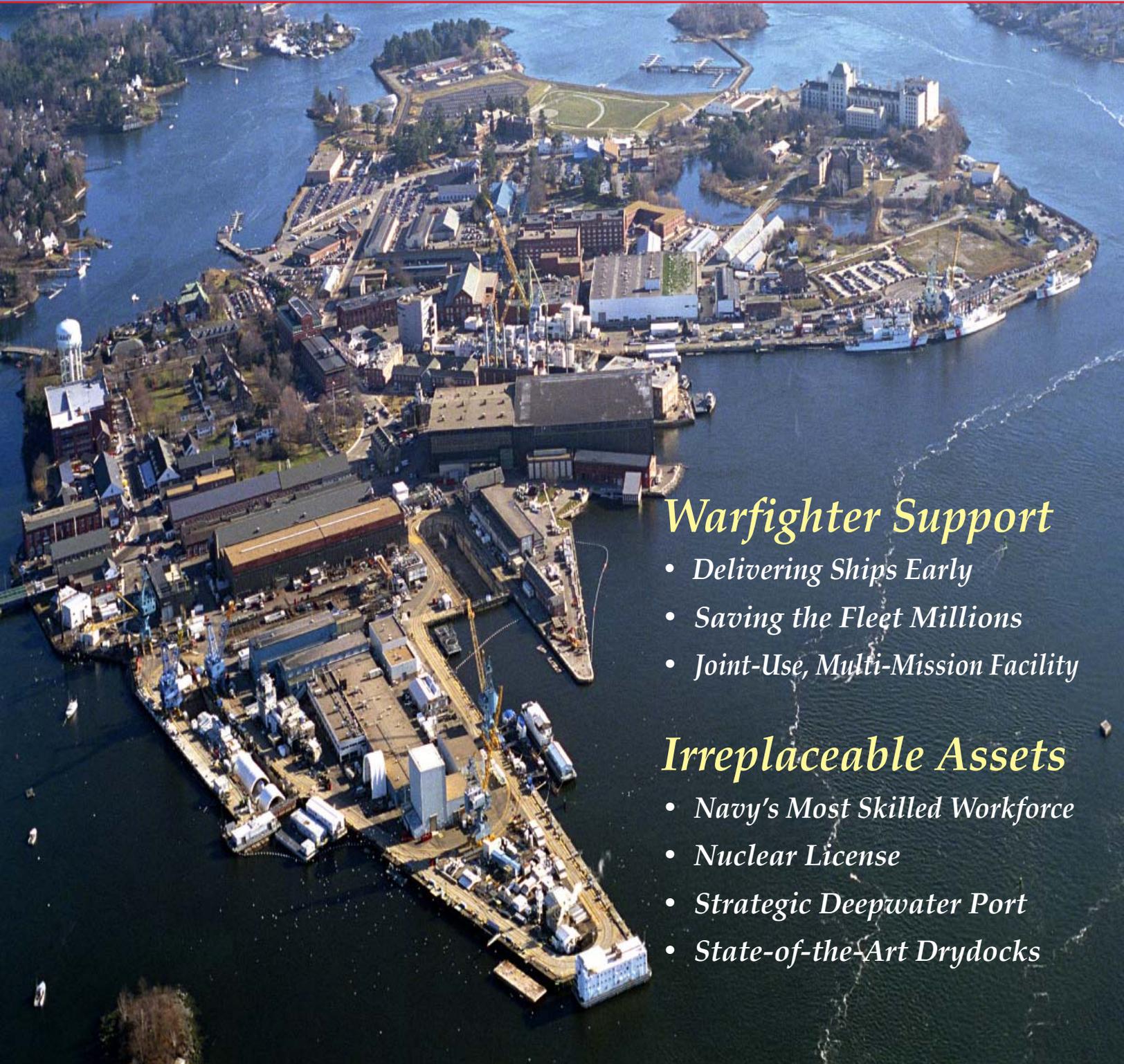




Portsmouth Naval Shipyard

From Sails to Atoms

Navy's LEAN Machine



Warfighter Support

- *Delivering Ships Early*
- *Saving the Fleet Millions*
- *Joint-Use, Multi-Mission Facility*

Irreplaceable Assets

- *Navy's Most Skilled Workforce*
- *Nuclear License*
- *Strategic Deepwater Port*
- *State-of-the-Art Drydocks*



Chief of Naval Operations

The Secretary of the Navy takes pleasure in presenting the
MERITORIOUS UNIT COMMENDATION to

NAVAL SHIPYARD PORTSMOUTH



For service as set forth in the following

CITATION:

For meritorious service from 11 September 2001 to 30 August 2004. The personnel of Portsmouth Naval Shipyard and tenant activities **consistently** and **superbly** performed their mission while establishing a phenomenal record of cost, schedule, quality, and safety performance. The Shipyard embraced the One-Shipyard Initiative and is leading the **transformation** of our Navy's nuclear ship maintenance base through **innovation** and the application of LEAN industrial practices. Portsmouth Naval Shipyard personnel established new performance levels for submarine maintenance, modernization, and overhaul work by producing business results that are the benchmark among public and private sector nuclear shipyards. The Shipyard **completed six major submarine availabilities early**, exceeded Net Operating Result financial goals, reduced injuries by more than 50 percent and exceeded the Secretary of Defense's Fiscal Year 2006 Stretch Goal for lost workday compensation rates two years early. Naval Shipyard Portsmouth's extraordinary performance is translating into **increased U.S. Submarine Fleet readiness**. By their unrelenting **determination**, **perseverance**, and steadfast **devotion** to duty, the officers, enlisted personnel, and civilian employees of Naval Shipyard Portsmouth reflected credit upon themselves and upheld the highest traditions of the United States Naval Service.

For the Secretary,

V.E. Clark
Admiral, United States Navy
Chief of Naval Operations

May 12, 2005

WARFIGHTER SUPPORT



Expanded LEAN business practices and the unique cooperation between management and workforce leads to improved efficiencies, higher quality, reduced costs and early delivery of submarines back to the fleet. Portsmouth is the LEAN process incubator for the entire Naval submarine community.

Year After Year: PNS Delivers – EARLY!

<u>Year</u>	<u>Boat</u>	<u>Time</u>	<u>Op Time Saved</u>
2000	SSN705, USS City of Corpus Christi	23.8 mo	1 week
2001	SSN755, USS Miami	12.3 mo	3 weeks
2001	SSN 706, USS Albuquerque	22.3 mo	7 weeks
2002	SSN757, USS Alexandria	10.8 mo	10 weeks
2003	SSN714, USS Norfolk*	22.2 mo	22 weeks
2003	SSN760, USS Annapolis*	12.0 mo	18 weeks

**Note: During the normal maintenance period, PNS also performed post-modernization availability tasks that normally require another 14 weeks of time alongside the pier at a later date.*

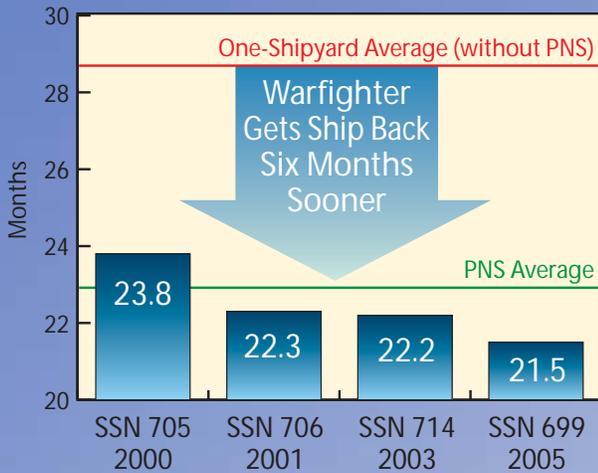
“Once again you have demonstrated your ability to take a monumental task and produce a high quality product on schedule .. you exacted a highly aggressive schedule with vim and vigor. As a result, CITY OF CORPUS CHRISTI returns to the Fleet as a potent weapon in our nation’s arsenal.”

Rear Admiral Michael C. Tracy,
Commander, Navy Region Northeast
Commander, Submarine Group TWO

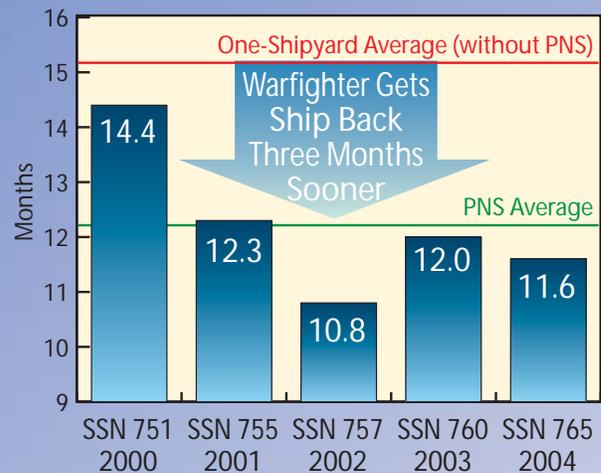
EARLY DELIVERY



Schedule Performance
Engineered Refueling Overhauls

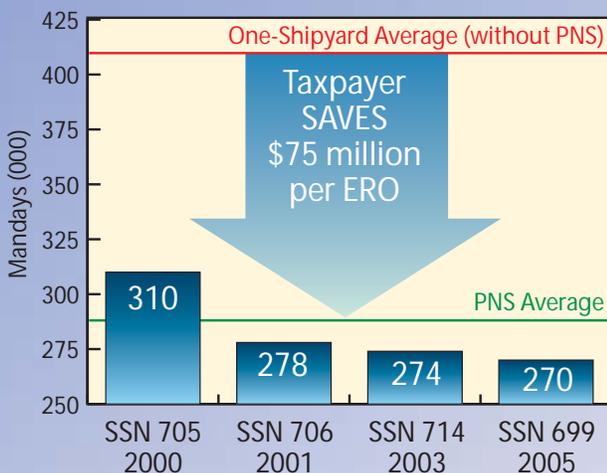


Schedule Performance
Depot Modernization Periods

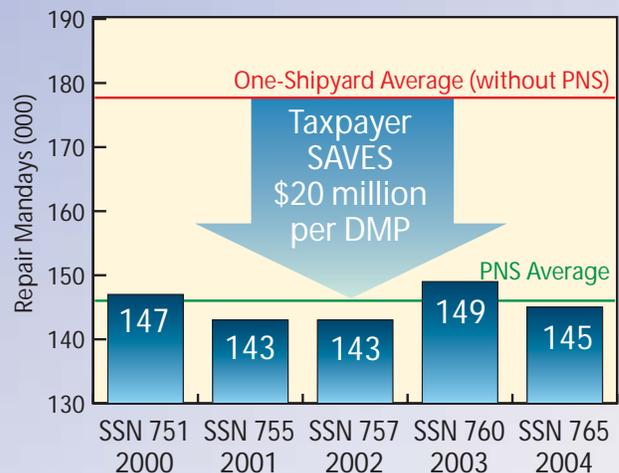


SAVING MILLIONS

Cost Efficiency
Engineered Refueling Overhauls



Cost Efficiency
Depot Modernization Periods



"... The cost efficiency will be at the very top of the priority list ..."

Vice Admiral Phillip Balisle,
Navsea Commander

MULTI-MISSION CAPABLE



Submarines

- Los Angeles Class
- Virginia Class
- Seawolf Class



- Trident Class
- SSGN

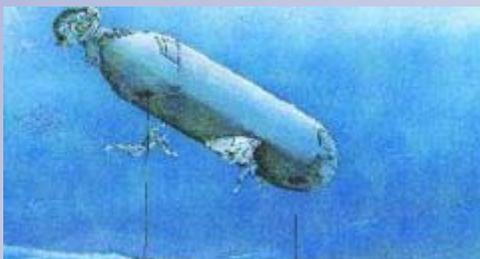
Homeland Security

- Coast Guard Homeport
- Regional HAZMAT Response Teams
- Radiological
- Chemical
- Biological



Special Programs

- Special Operations Advanced Seal Delivery System
- Deep Submergence
- Submarine Rescue
- NR-1
- Unmanned Underwater Vehicles



Surface Ships



- DDG-51 Destroyers
- FF/FFG Frigates
- CG-Guided Missile Cruisers
- Coast Guard-All Classes
- Future Classes
 - DD(X) Destroyers
 - LCS-Littoral Combat Ship

IRREPLACEABLE

The Navy's Transformational Workforce

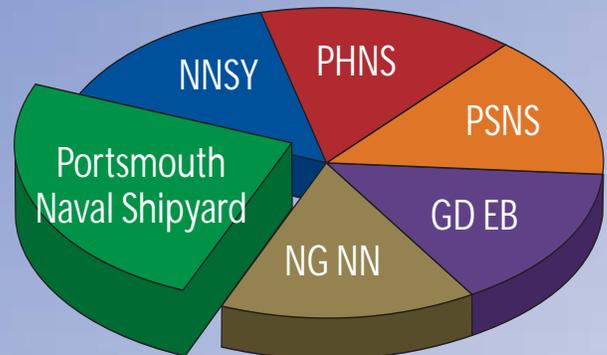


PNS is the cradle of American shipbuilding and has the most experienced workforce of any naval shipyard in the country. The shipyard preserves the most complete example of shipbuilding infrastructure, architecture and history in the Nation and its skilled craftsmen have built and overhauled ships and submarines for the Navy for over two hundred years.

Portsmouth's history is deeply rooted in a highly supportive community whose residents have passed down the trade skills of shipbuilding from generation to generation for more than two centuries. Men and women in the region consider employment at the Shipyard an immense privilege and each year applicants aggressively seek the limited number of PNS apprenticeships available.

The Portsmouth workforce's tradition of innovation and quality in shipbuilding has led to unsurpassed ship and submarine production. They have, in their long history, constructed 42 surface ships and 136 submarines. Portsmouth craftsmen have performed seventy-six major overhauls of nuclear powered fast-attack and ballistic missile submarines in the last fifty years – vastly more than any other shipyard, public or private. These achievements are directly

Submarines Built and Overhauls Completed



attributable to a culture of shipbuilding honed by centuries of tradition to become the premier industrial workforce in the nation. As a shipyard, as a workforce, as a family – the skilled artisans of Portsmouth are an irreplaceable force for securing the nation.

Today, the proud workers of Portsmouth Naval Shipyard continue to lead the way as the Navy's designated developers of the technologies and innovative processes necessary to move the Navy's ship maintenance industrial base into a new and more efficient era. Truly, Portsmouth Naval Shipyard is the Navy's Lean Machine.

- Nuclear License
- Deep Water Port
- Drydocks

"The hull patch above the reduction gears was removed from USS MEMPHIS (SSN 691) this morning, one week ahead of schedule. PNS is a schedule-driven organization. It is a pleasure watching them take on jobs of mindstaggering proportion and meet or exceed their well developed plan."

Commander Rick Breckenridge,
Commanding Officer,
USS MEMPHIS (SSN 691)



USS NORFOLK SSN714
VI PER CONCORDIUM