

FIRST LADY HILLARY RODHAM CLINTON
REMARKS AT THE CHRISTENING OF THE COLUMBIA SUBMARINE
GROTON, CONNECTICUT
SEPTEMBER 24, 1994

[Acknowledgments: Secretary of the Navy John Dalton; Jim Turner, President of Electric Boat and the men and women of Electric Boat; Commander Dale Govan, who will be a great captain of the Columbia and the crew he will lead; Members of Congress]

It's an honor and a privilege to be here on what is truly an historic day for Electric Boat, for the Navy, and for all Americans.

I confess that I'm a bit nervous about my role. I remember that back in April I was invited to throw out the first ball at Wrigley Field. Throwing a ball was something I could practice beforehand. But I don't know of any way to practice breaking a champagne bottle on the bow of a submarine.

This day is historic because it represents the end of an era in shipbuilding. The *COLUMBIA* is the last submarine that will be launched this way and, of course, it's the last Los Angeles class submarine being built here at Electric Boat.

But that's not all bad news. It's a sign of how far we have come in making the world safer and more secure. It's a reflection of the masterful work that has been a hallmark of this shipyard for a century and will continue to be as we move forward with the next generation of submarines. (As you know, the President remains committed to construction of the third *SEAWOLF* because he believes it is vital to preserving our submarine industrial base that you have worked so hard to make the best in the world).

And it's a reminder that we live in a time of new challenges, new hopes, and new opportunities. Overseas, we have discovered that in the post-Cold War era we have new enemies who can spring up unexpected in any corner of the globe. We have discovered that our capacity to preserve peace and strengthen democracy is being tested from one continent to another. And here at home, we are adjusting to new economic demands that require us to downsize our defenses without sacrificing our technological superiority or the security of our nation.

Given these new realities, the launching of the *COLUMBIA* takes on even greater historic significance. This submarine, along with the rest of our naval fleet, not only offer us a hope of peace in a turbulent world, but also a tradition of excellence and progress that we never want to lose.

In learning a little about the history of the six Columbias previously commissioned by the Navy, I found out that the first COLUMBIA was a sailing frigate launched in 1836. On her first cruise she rounded the Cape of Good Hope, later rounded Cape Horn, and became one of the first U.S. naval ships to sail around the world.

The most recent Columbia -- the sixth -- was the famous light cruiser, the CL-56, that performed heroically in the Pacific in World War II, even after being bombarded during a kamikaze attack near the Philippines in early 1945.

So this newest Columbia not only carries with it the spirit of three great cities [in Missouri, South Carolina, and Illinois] but also the spirit of some very noble and courageous ancestors.

Today, we celebrate the thousands of skilled and dedicated men and women of Electric Boat who are building this boat -- and the "plank owners" who will go to sea with her next year. In many ways, we are celebrating a tradition, a set of values, and a culture that still prize those basic human ideals of dedication, precision, and cooperation.

The President often speaks about the importance of keeping the American Dream of opportunity alive for everybody who is willing to work hard and play by the rules. And he often says that we need to do three things to accomplish that: We need to have an economy that works; we must empower our people to succeed and win in that economy; and we've got to come together again as a community and work together.

The ethos on display here is a perfect example of the values the President is talking about. Because when you think about it, the building of a great boat requires the same values as the building of a great society -- particularly a pluralistic, democratic society such as ours.

Secretary Dalton was a submariner so he knows far more about submarine building than I do. But while I can't explain much about turbines or ballast tanks, I do know that an extraordinary amount of care, integrity, responsibility, and teamwork is required to build this submarine.

I know that many of you come from families who have worked in this shipyard for generations. And whether you are tradespeople or professionals, you are here because you have worked hard for years and years to acquire the skills and knowledge needed to build a submarine.

The welders who work on the hull use 750 different procedures to make joints as close to perfect as a joint can be. I'm told that Outside Machinist Ed Waterman Jr. and his crew

installed the 140-ton main propulsion package to a 75-ton propeller and shaft to within five-thousandths of an inch. And that kind of precision and care is repeated by carpenters building the cradle and the launch ways, pipefitters, shipfitters, electricians, electronics technicians, recessers, plumbers, riggers, sheet metal workers, and engineers.

Your work cannot be sloppy. It can't be rushed. It can't be done in a vacuum.

In talking about the submarines built here, a company official [the public relations officer] recently said: "We don't have any recalls."

You have to get it right. Because if, after leaving her homeport in Pearl Harbor a few years from now, this submarine is submerged at 500 feet in hostile waters, everything has to work. By then it will be too late to find out that a joint was welded improperly, or a pipe was fitted inaccurately, or the high-density connectors were wired poorly.

There are important lessons for the rest of us in the work you do as submarine builders -- and in the exhaustive, grueling training that crew members undergo before being assigned to this boat.

One lesson is that it's important to set high standards. It's important to take pride in one's work. And it's important to take time and care to ensure that the final product is nothing short of excellent.

But the most important lesson is this: The glory doesn't come just from the battle. The glory also comes from the planning and preparation that goes on for years beforehand.

That is why all Americans are so grateful for your skill, your patience, your perseverance, and your dedication to this vital national industry.

On behalf of the President and all Americans, I salute all of you who work here for contributing to the security of your fellow citizens by building this extraordinary vessel. I salute all of you on the crew for your courage and fortitude in taking on one of the most challenging assignments in our armed forces. And I salute all of you for offering such a brilliant example of what can be accomplished when we work hard, work together, and work for a common purpose.

Thank you.

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DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20350-1000



FROM: SECNAV Speechwriters Office

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Thank you.

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THE WHITE HOUSE

Office of the Press Secretary
(Bath, Maine)

For Immediate Release

September 5, 1994

REMARKS BY THE PRESIDENT
TO THE CITIZENS OF BATH ON LABOR DAY

Bath Iron Works Shipyard
Bath, Maine

11:25 A.M. EDT

THE PRESIDENT: Ladies and gentlemen, I know it's raining here today, but you have brought a lot of sunshine into my life by the example you've set and the work you've done. And I want to thank you for coming out in the rain to stand up for the interests of the working families of America on this Labor Day. Thank you for being here. (Applause.)

I thank our great labor leaders -- Tom Donahue and George Kourpias for being here. I want to thank Buzz Fitzgerald and Stoney Dionne. Tom talked about the Ironworks being run by two guys named Buzz and Stoney. It sounded like a television series. (Laughter.) If you do what I expect you to do here, we may get a television series out of this yet. (Applause.)

I also want to say a special word of thanks to my good friend Joe Brennan for being here and for presenting himself as a candidate for governor again. (Applause.) Senator Dutremble and Senator Baldacci for being willing to run for Congress at a time when it's not a very popular place to be, but it's still an important place to be.

And I want to say a special word of thanks to Tom Andrews for his leadership in the United States Congress, to help us rebuild the shipbuilding industry in America and help turn this economy around. (Applause.)

And, of course, most of all I want to thank my good friend George Mitchell. You know, if George had been commissioner of

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baseball, they'd be back playing again now. (Applause.) And I might say on this Labor Day, there's still time for them to go back to work and finish the best baseball season in 50 years, and I hope they will. (Applause.)

Folks, most of what needs to be said here today has been said. But for a century now people have been gathering on Labor Day to celebrate the dignity of work, it's importance to our lives and to have that last long weekend before school starts again and we all go back to work full-time.

I ran for President because I thought this country was in danger of going in the wrong direction, and because I thought that our people had it within them to keep the American Dream alive into the 21st century for our children and our grandchildren. And I believed then just as strongly as I believe today that we have to have a plan, a strategy, a vision of what we wish our country to be like and how we're going to get there.

If we're going to keep the American Dream of opportunity alive for everybody who's willing to work hard and play by the rules, I believe we must do three things: We have to have an economy that works; we have to empower our people to succeed and win in that economy; and we've got to come together again as a community and work together. We cannot afford in a global economy to be divided again -- government and business and workers fighting each other all the time, people in this country finding ways to get in fights with each other instead of ways to pull together and make this country great again.

And our administration has fought for change against some very, very powerful enemies of change, against people who often don't seem to understand what the stakes are because that's what I want for you and your families and your children.

You heard Senator Mitchell say that we began with an economic strategy to get this terrible deficit down. The debt of this country was quadrupled in 12 years. We are bringing the deficit down for three years in a row for the first time since Harry Truman was President. (Applause.) We are doing it by cutting spending, asking the wealthiest 1.5 percent to pay more taxes, and providing tax breaks to 15 million working families that are hovering just above the poverty line because we want them to keep working and raising their children, not going into the welfare system. (Applause.)

In the state of Maine alone, almost 61,000 families got a tax cut, and only 3,700 got a tax increase. It was a good deal for

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Maine; it was a good deal for America. And if it hadn't been for Tom Andrews and George Mitchell, the plan would have failed because we passed it by the narrowest of margins, over the enemies of change. (Applause.)

We have expanded trade. We have expanded educational and training opportunity. But maybe most important of all on this Labor Day, we have called for new partnerships -- in shipbuilding, in airplane building, in automobiles, in agriculture. The partnership here that you've heard these people detail between labor and management is the thing I came here to highlight. Even in the driving rain the rest of America should know that if you can take 110-year-old company and redesign the relationship of labor and management in a new partnership and ask the national government to help you to build a commercial future as well as a defense future, then every manufacturing facility in America can do the same, and we can rebuild this economy on the strength of your example. (Applause.)

For the first time in 10 years, manufacturing jobs in America have increased now for eight months in a row. They're a part of that 4.1 million jobs that George Mitchell talked about. And as we look ahead from this Labor Day, let us leave here rededicating ourselves to meet the other challenges that face us; to keep this economic recovering going; to keep this partnership between business and labor, and a partnership with government going; to keep working until every American have the education and training opportunities he or she needs to compete and win; to keep working until we turn the terrible situation we have in health care around where we're spending more and covering less.

This is the only advanced country in the world that spends 40 percent more than everybody else, and we're still losing people with health insurance. There are five million people in working families, just like yours, who had health insurance a year ago, five years ago, who don't have it today. My friends, we can do better. And until we do better, we will pay the price. (Applause.)

And let us continue our efforts to change the way the political system works. We need more examples of what we had with the crime bill, where we broke through gridlock and a few brave Republicans stood up to their leadership and said, the American people want a solution to the crime problem; it's not a partisan problem, it's an American problem, and we're going to work on it together. We need that in other examples as well. (Applause.)

We need the Congress to pass the laws reforming the lobbying practices and the campaign finance practices in Washington,

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to help to free people to make the courageous decisions that have to be made.

And, finally, let me say this -- and I want to close with this because I want you to think about this as you leave. We've got to get out of here, or we're going to raise health care costs by staying in the rain too long. (Laughter.)

We can create more jobs. We can empower you to seize those jobs. But unless we get back to good, old-fashioned American values of working together in partnership, we're still not going to do what we ought to do. Everybody is for change in general, but they can always find a reason to be against it in particular. Believe me, there will never be a bill in Congress that is perfect, because we are not perfect people. There is always some reason we can find to say no, to turn away from tomorrow, to be divided from our friends and neighbors.

This Bath Iron Works is coming back because Stoney and Buzz and all the other people put aside their differences to find something they could say yes to. This is going to happen in America because this administration is working with the tools we have to rebuild the American economy in partnership -- not sitting on the sidelines and not promising you miracles, but promising you progress.

And I ask you as you leave here today to reward people in public life who will say yes to America; who will look for ways to come together; not be divided; who will ask you to be courageous enough to face the tough decisions. That's the real way to make sure we have a 21st century where the rain brings the sunshine.

Thank you, and God bless you all. (Applause.) Thank you. (Applause.)

END

11:35 A.M. EDT

September 23, 1994

CHRISTENING OF THE USS COLUMBIA

DATE:
TIME:
LOCATION:
FROM:

I. PURPOSE

To christen the USS Columbia, the Navy's newest fast attack submarine, at the Electric Boat shipyard of the General Dynamics company; and give remarks on...

II. BACKGROUND

The Christening Tradition

The christening of battle(?) ships is a time-honored tradition in the Navy. For the launch of each submarine, the Secretary of the Navy selects a "sponsor" who is responsible for formally naming the ship and breaking a bottle of champagne over the ship's bow to bring the crew good luck. After the bottle-breaking, the ship is launched down rails into the sea. According to the Navy, there is an old sailor's belief that the sponsor's personality is passed to the ship upon its launch.

You are christening the USS Columbia, the Navy's newest fast attack submarine. The Columbia was built by General Dynamics at its Electric Boat Division shipyard in Groton, Connecticut. You will be the third First Lady to christen a submarine at Electric Boat. Mamie Eisenhower christened the Nautilus, the world's first nuclear-powered vessel, in 1954; Jacquelyn Kennedy christened the Lafayette, the first submarine to carry Poseidon ballistic missiles, in 1962.

The launch of the USS Columbia will be an historic event for two reasons. First, the Columbia is the last in a long line of submarines called the "Los Angeles Class" to be built at Electric Boat. Navy officials credit this class of submarines with helping to win the Cold War, and the launch of the Columbia marks the end of a shipbuilding era (more information below.) The Columbia will also be the last submarine to enter the water in the dramatic tradition of a sliding launch. It is unlikely that there will ever be another submarine launched this way.

The christening ceremony marks the point in a submarine's construction when it is ready to go from dry-dock to the water. Its hull is watertight, it can be placed in the water for the first time, and final outfitting can begin. After this launch, the Columbia will undergo final construction and outfitting for its commissioning in 1995. Electric Boat will not actually turn the Columbia over to the Navy until then.

The christening ceremony is the responsibility of the civilian shipyard that is building the vessel, and the ceremony is orchestrated and executed by shipyard officials.

The USS Columbia

The Columbia is the last of the "Los Angeles Class" submarines to built at Electric Boat (Newport News Shipbuilding has a few more under construction.) Electric Boat and Newport News began constructing the Los Angeles Class submarines in the early 1970's. These attack submarines are capable of defeating enemy subs and surface ships, and executing land attack strikes with Tomahawk cruise missiles. The Los Angeles Class submarines played a vital role in the Cold War, their mere presence sending a strong signal to potential adversaries.

It took Electric Boat approximately five years to build the 360-foot, 6,900-ton Columbia. The Columbia will be manned by a crew of 14 officers and 127 enlisted personnel, and led by Commander Dale Govan (go-VAN). The submarine's crew forms as the ship is built, and about 75 percent of the Columbia's crew has arrived to monitor the construction process and begin training. These crew members are nicknamed the "plank owners" because they are the first crew on the new ship. The Columbia will be stationed in the Pacific Ocean, with its homeport on Pearl Harbor.

The Columbia is named for the three U.S. cities of the same name in Missouri, Illinois, and South Carolina; and for the six previous ships named Columbia, most notably the World War II light cruiser, CL-56, which earned a Navy Unit Citation and 10 Battle Stars in World War II. The motto of the USS Columbia is "Preserving Freedom on the Seas." (For more information on the ship's symbolism, see attached fact sheet.)

Electric Boat Division/General Dynamics

The Electric Boat Division of General Dynamics in Groton has been considered the free world's foremost designer and builder of submarines since the turn of the century. In 1950, General Dynamics designed and built the world's first nuclear-powered ship (the Nautilus.) Since then, it has designed 15 of the 18 classes of nuclear submarines, and has built more than half of the U.S. Navy's underseas fleet.

With the final construction of the Columbia, Electric Boat will shift its focus to the Seawolf, the Navy's newest generation of attack submarine. The Seawolf represents a leap in technology and capability in submarine construction. Electric Boat is currently working on two Seawolf submarines, and Congress is considering authorization for a third. As you know, the President supports fully funding of the Seawolf project (see attached letter.)

Electric Boat and Newport News Shipbuilding in Virginia are the only two companies that build U.S. submarines. Following a "bottom-up-review" of the

nation's defense structure, however, the Administration has concluded that the new "Seawolf" attack submarines and future attack submarines should be built and designed in Groton only. After Newport delivers its last submarine under construction, it will exit submarine building and focus on nuclear powered aircraft carriers.

Groton, Connecticut

Known as the "Submarine Capitol of the World," Groton has been home to Navy submariners since World War I. The Naval Submarine School is located there, so virtually every American submariner has trained in Groton at some point. The christening ceremony will take place at the Land Level Submarine Construction Facility at the Electric Boat shipyard. This \$150 million, eight-acre facility is one of the two most advanced submarine construction facilities in the world. Electric Boat employs 12,000 workers there.

Groton is located along the Thames (pronounced thaymes) River. The Columbia will be launched into the Thames at high tide.

Women

No women will be stationed on the Columbia. Although 94 percent of all positions in the Navy are open to women, SEAL and submarine warfare remain closed. Submarines are closed due to privacy concerns and cost of modifications to the current fleet. After the repeal of the Combat Exclusion Law in November 1993, the Navy agreed to review the submarine exclusion policy annually.

Women currently make up 11.5 percent of the Navy's active duty force.

Christening Events

Meet and Greet with the Crew

This xx-minute meet & greet is an opportunity for you to meet with the crew of the Columbia briefly before the christening ceremony, and give brief remarks on how much you are looking forward to the Columbia's historic launch.

Acknowledgements: Commander (Captain?) Dale Govan and crew (nicknamed the "plank owners")

Pre-Launch Coffee

It is traditional for the ship's sponsor to attend a pre-launch coffee or reception with Navy and Electric Boat/General Dynamics VIPs. This group of approximately xx will include the platform principals for the ceremony, senior General Dynamics and Electric Boat officials and spouses, and senior Navy officials. No remarks are necessary. After the coffee, you will be briefing by xx on the christening ceremony.

Christening

Approximately 10 - 14,000 people from the Navy, Electric Boat, and the Groton community are expected to attend the christening (see below for list of platform participants and sequence of events.) After your 20?-minute remarks, you will proceed to xx. Before breaking the bottle on the ship's bow, you will recite the Navy's traditional christening: "In the name of the United States, I christen thee Columbia. May God bless her, and all who sail in her."

Acknowledgements: Secretary John Dalton and the U.S. Navy; Jim Turner, President of Electric Boat and the men and women of Electric Boat; Commander Dale Govan and the USS Columbia crew; Members of Congress.]

Reception

Approximately xx people are expected to attend a post-launch reception. This group will include all platform principals, pre-launch participants, the Columbia crew, Naval officials, Electric Boat employees, senior union officials, local elected officials, and community leaders.

During the reception, Jim Turner, President of Electric Boat, will present you and Chelsea with gifts. He will invite you to speak briefly about your reflections on the christening.

III. PARTICIPANTS

Platform Participants

- HRC
- Chelsea Clinton, Maid of Honor
- Secretary John Dalton
- Jim Turner, President of Electric Boat
- Senator Christopher Dodd
- Congressman Gejdenson
- Representative Reed
- Admiral Boorda
- Honigman
- Hon Slatkin
- VADM Sterner
- Captain Montgomery
- Chaplain Holland

Other Ceremony Participants

- Herb Berry, Trigger Man
- Ken Brown, Trigger Man

[The "trigger men" throw a trigger to make the ship slide into the water after the bottle is broken over the bow. Being selected as a "trigger man" is a very high honor. Berry and Brown are both retired vice presidents of Electric Boat.]

- Carl Wolf, maintenance electrician, Electric Boat

-Michael Wolf, 14-year old son

[Carl Wolf and his son will sing a song Wolf composed to commemorate this event, entitled "The Last of a Kind."]

-Heather Anne Navin, flower girl

[Heather has strong family ties to the Operations Department at Electric Boat. Her father has worked at EB for over 20 years; her grandfather worked there for 37 years; and her great-grandfather worked there for 45 years.]

IV. SEQUENCE OF EVENTS

V. PRESS

VI. REMARKS

Prepared by Lissa Muscatine.

To: Lissa
From: Kathy
Date: September 23, 1994
RE: Columbia fact-check

Here is the information you requested:

- 1) submarines are referred to as boats, not ships
- 2) the depth to which a submarine can submerge is classified (speed capabilities are also classified) but the Navy's standard line is "in excess of 400 feet" and Mr. Runzel said, "in excess of 1000 feet"
- 3) the exact number of workers involved in building the Columbia is hard to say, there was not one team of workers, instead "several thousands of highly skilled tradespeople" contributed, according to Mr. Runzel
- 4) for your paragraph on the hull, joints, specifications, millimeters, valves, etc., Mr. Runzel had the following general remarks: "no margin for error," "most exacting standards," and "the pursuit of quality is relentless"

I'm still waiting for a couple of fascimiles. One will be helpful with #4 and the other will be helpful for your paragraph on the six Columbias. I'll bring them over ASAP.

I've attached the President's speech on the shipbuilding industry initiative. Is it what you were looking for?

I

EXECUTIVE SUMMARY

A. OVERVIEW AND APPROACH

This report has been prepared in response to RADM Morris's letter to Electric Boat Division dated 6 August 1992. It presents the results of Electric Boat's survey of 78 vendors who are considered to be a representative sample of the industrial base for components and materials used in building nuclear submarines. It includes Electric Boat's summary and analysis of the survey results as well as our observations on preserving the nation's capabilities and capacity to produce nuclear submarines.

We have included in this survey the thirty-two Base report. Of the seventy-eight companies that are presented in Volume II of this report.

In addition to conducting the vendor survey, as Electric Boat's perspective as Design Agent/Ship by senior members of Electric Boat's Contracts, Resources and Finance departments. We have prepared and have presented our comments and observations relative to the submarine industrial base issue in Section IV. Section V presents appendices which contain data too voluminous to include as part of the questionnaire response, including additional data related to the propulsion plant component industrial base.

Post-It [®] brand fax transmittal memo 7671		# of pages > 4
To: Cathy	From: Neil Ruess	
Co.	Co.	
Dept.	Phone # 203 433 8556	
Fax # 202 456-5709	Fax # 203 433 8054	

B. SUMMARY OF FINDINGS AND OBSERVATIONS

Several facts emerge clearly from the vendor responses to the survey. These facts are: 1) nuclear submarine component work has constituted a long-standing commitment on the part of the suppliers, 2) the work associated with the product is performed carried out by the vendor's most skilled employees, and 3) if nuclear submarine work is eliminated for more than one or two production cycles, the facilities and workforce that are used for this work will either be eliminated by the vendor or reapplied to other work.

A small percentage of the industries (about 5%) can absorb the hiatus in orders, and can reconstitute their production line upon receipt of new orders. A larger percentage (about 85%) of those surveyed estimate that they will be forced to shut down their submarine related lines if a sustaining effort of one shipset per year is not maintained, but that these lines can be reopened if the buyer is willing to pay the cost (generally in the millions of dollars) and is willing to live with the lead times (one to five years) which this reopening entails. Some foresee new orders from reconstituted production lines as coming from offshore plants, and two major suppliers of submarine unique products (steam condensers and air revitalization equipment) predict that they will close their plants and permanently abandon the manufacture of their unique products, should a significant hiatus occur in submarine orders.

With respect to any protracted diminution or pause in its engineering and construction workload, Electric Boat is in the same position that its single/sole source vendors and subcontractors are in. The company is totally committed to the systems engineering and construction of one product: nuclear powered submarines. Its technical and financial structure, its facilities and practices, indeed, its industrial mindset, have been committed to the production of a unique highly complex product built to rigid quality standards in a cyclically manloaded, labor intensive process. The size of its workforce and the scope of its assembled talents have been dictated by the enormity, complexity, and top priority status of the product that it designs and builds.

A submarine powered by nuclear fission is an infinitely complex and massive machine, a one-of-a-kind product. It follows that these unique ships must be designed and built by professionals and tradesmen with

Proprietary - Competition Sensitive Data

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unique know-how. This know-how is not taught in schools; it is gained by apprenticeship to others with the same skills, special skills and knowledge that have few applications in the commercial marketplace. In no other non-defense industry, for instance, are the requirements for high shock resistance, low noise, and SubSafe quality either pertinent or necessary. In no other industry are the requirements placed on heat transfer, fluid flow, structural integrity, power consumption, and machinery weight so closely tolerated and interrelated. Nuclear submarines and the manufacture of their components represent an amalgam of skills and knowledge that has taken years and countless dollars to create. Once lost, it will prove irrecoverable.

The overall picture of the submarine industrial base is perhaps best described by Figure 1-1. The "submarine" at the apex of the triangle is made up of many constituent parts or "resources," among them: skilled manpower, materials, and business investment dollars. The coordinator and manager of these resources is the Navy's Design Agent and Shipbuilder, Electric Boat. Electric Boat provides the systems engineering skills that translate the competing requirements of the ship systems into an integrated whole; it provides the manufacturing and construction skills that translate these integrated designs into the hardware and structure of a submarine, and it provides the managerial skills to purchase the material, hire and train the labor force, and in all such matters act as the Government's agent in the construction and delivery of the ships.

Because of this central role, Electric Boat is cognizant of and skilled in most of the technical aspects of component design and manufacture. At various times the Division has manufactured valves, diesel engines, switchboards, torpedo tubes, circuit cards and electronic equipment as workarounds to meet the requirements for quality or scheduling. If major suppliers fail, the Division could pick up some of the slack in the manufacture of small to medium size components, but the transition would be costly and time consuming. The major concern, then, that emerges from this survey is that while the base of the triangle can suffer some erosion without permanently jeopardizing the nation's industrial capacity and capabilities for building nuclear submarines, there is a point, not far from the base of the triangle, where further erosion cannot be tolerated. Both Electric Boat and its major suppliers of critical components agree that a scaled down effort involving a *minimum* of two ships in the period of 1994 to 1998 will maintain the submarine industrial base without incurring huge economic penalties and technological atrophy. To maintain this base in an industry that has served as the cornerstone of the nation's defense and power projection throughout the globe seems an altogether reasonable and prudent investment in this country's future.

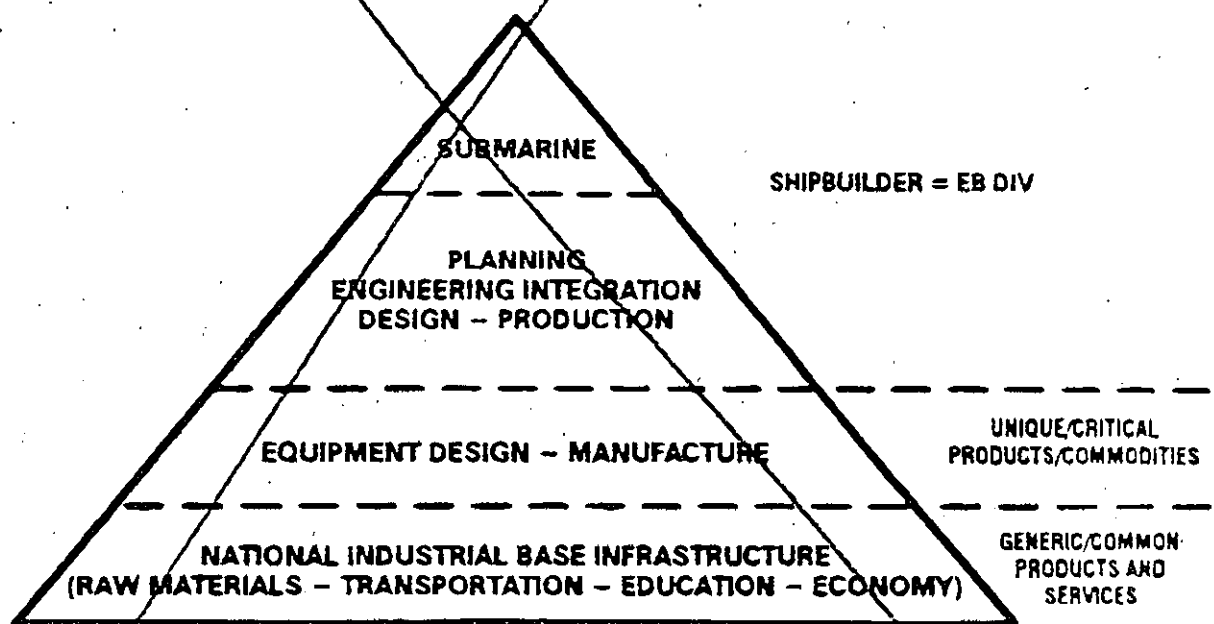


Figure 1-1. Submarine Industrial Base Hierarchy

Proprietary - Competition Sensitive Data

The information provided is considered proprietary and/or competition sensitive in nature. Use of the data provided on this form will be limited to duty accredited officials of the Department of Defense who are subject to penalties for unlawful disclosure.

"Planktonic
near"

Attention: Neil Ruenzel

Outside Machinist Ed Waterman Jr., and his crew installed the Main Propulsion Package which weighs over 140 ton and is the size of a two story building to within five thousandths of an inch to a propeller and shaft weighing 75 ton.

Welders are frequently required to use mirrors to make welds. They work with twenty-eight (28) different materials and utilize seven hundred and fifty (750) different weld procedures.

There are many skills that are unique to a shipyard that builds nuclear submarines. For example, the crew is required to live for long periods of time in close proximity to an operating reactor. Lead Bonders construct a shield to protect the crew during these periods at sea.

Submarine construction integrates the full range of mankind's technologies into one product--From human physiology through nuclear power to computers.

Submarine construction integrates the full range of the nation's manufacturing technologies; reliably producing multi-ton objects accurate within the width of a human hair.

Submarine construction utilizes the full range of current management technologies to guide the acquisition, quality, and scheduling, of hundreds of thousands of individual components integrating their installation, assembly and testing into a functioning ship.

The Electrical Trades have installed 19 miles of cable and assembled over 3500 high density connectors many of which contain as many as 100 wires each with each wire requiring specific preparation and termination.

Post-It™ brand fax transmittal memo 7671 # of pages >

To	From	
Kathy	Neil Ruenzel	
Co.	Co.	
Dept.	Phone #	
Fax #	Fax #	

III

(BB-45: dp. 32,600; l. 624'6"; b. 97'6"; dr. 30'6"; s. 21 k.; cpl. 1,080; a. 8 16", 12 5", 8 3", 2 21" tt.; cl. *Colorado*)

The third *Colorado* (BB-45) was launched 22 March 1921 by New York Shipbuilding Co., Camden, N.J., sponsored by Mrs. M. Melville; and commissioned 30 August 1923, Captain R. R. Belknap in command.

Colorado sailed from New York 29 December 1923 on a maiden voyage that took her to Portsmouth, England; Cherbourg and Villefranche, France; Naples, Italy; and Gibraltar before returning to New York 15 February 1924. After repairs and final tests she sailed for the west coast 11 July and arrived at San Francisco 15 September 1924.

From 1924 to 1941 *Colorado* operated with the Battle Fleet in the Pacific, participating in fleet exercises and various ceremonies, and returning to the east coast from time to time for fleet problems in the Caribbean. She also cruised to Samoa, Australia and New Zealand (8 June-26 September 1925) to show the flag in the far Pacific. She aided in earthquake relief at Long Beach, Calif., from 10 to 11 March 1933 and during an NROTC cruise from 11 June to 22 July 1937 she assisted in the search for the missing Amelia Earhart.

Based on Pearl Harbor from 27 January 1941, *Colorado* operated in the Hawaiian training area in intensive exercises and war games until 25 June when she departed for the west coast and overhaul at Puget Sound Navy Yard which lasted until 31 March 1942.

After west coast training, *Colorado* returned to Pearl Harbor 14 August 1942 to complete her preparations for action. She operated in the vicinity of the Fiji Islands and New Hebrides from 8 November 1942 to 17 September 1943 to prevent further Japanese expansion. She sortied from Pearl Harbor 21 October to provide preinvasion bombardment and fire support for the invasion of Tarawa, returning to port 7 December 1943. After west coast overhaul, *Colorado* returned to Lahaina Roads, Hawaiian Islands, 21 January 1944 and sortied the next day for the Marshall Islands operation, providing preinvasion bombardment and fire support for the invasions of Kwajalein and Eniwetok until 23 February when she headed for Puget Sound Navy Yard and overhaul.

Joining other units bound for the Mariana Islands operation at San Francisco, *Colorado* sailed on 5 May 1944 by way of Pearl Harbor and Kwajalein for preinvasion bombardment and fire support duties at Saipan, Guam, and Tinian from 14 June. On 24 July during the shelling of Tinian, *Colorado* received 22 shell hits from shore batteries but continued to support the invading troops until 3 August. After repairs on the west coast, *Colorado* arrived in Leyte Gulf 20 November 1944 to support American troops fighting ashore. A week later she was hit by two kamikazes which killed 19 of her men, wounded 72, and caused moderate damage. Nevertheless as planned she bombarded Mindoro between 12 and 17 December before proceeding to Manus Island for emergency repairs. Returning to Luzon 1 January 1945, she participated in the preinvasion bombardments in Lingayen Gulf. On 9 January accidental gunfire hit her superstructure killing 18 and wounding 51.

After replenishing at Ulithi, *Colorado* joined the preinvasion bombardment group at Kerama Retto 25 March 1945 for the invasion of Okinawa. She remained there supplying fire support until 22 May when she cleared for Leyte Gulf.

Returning to occupied Okinawa 6 August 1945, *Colorado* sailed from there for the occupation of Japan, covering the airborne landings at Atsugi Airfield, Tokyo, 27 August. Departing Tokyo Bay 20 September 1945 she arrived at San Francisco 15 October, then steamed to Seattle for the Navy Day celebration 27 October. Assigned to "Magic Carpet" duty she made three runs to Pearl Harbor to transport 6,357 veterans home before

reporting to Bremerton Navy Yard for inactivation. She was placed out of commission in reserve there 7 January 1947, and sold for scrapping 23 July 1959.

Colorado received seven battle stars for World War II service.

Colossus

A strikingly great person or object; the giant statue at Rhodes thus known was one of the seven wonders of the ancient world.

I

(StwStr: t. 183; l. 155'2"; b. 31'9"; dr. 4'; s. 5 k.; a. 2 30-pdr., 1 12-pdr. sb., 4 24-pdr. how.)

The first *Colossus*, a stern wheel steamer, was built in 1864 at Freedom, Pa.; purchased 6 December 1864 at Cincinnati, Ohio, by the Navy Department; outfitted at Mound City, Ill.; and commissioned 24 February 1865, Acting Master F. G. Sampson in command.

Serving in the Mississippi Squadron, *Colossus* patrolled the waters between Vicksburg, Miss., and the Arkansas River until 15 June 1865 when she returned to Mound City. She was placed out of commission 3 July 1865 and sold 17 August 1865.

The monitor *Kalamazoo* was renamed *Colossus* 15 June 1869 during construction, but never completed.

Colquitt

A county in Georgia.

(AK-174: dp. 7,125; l. 338'6"; b. 50'; dr. 21'1"; s. 12 k.; cpl. 85; a. 1 3"; cl. *Alamosa*)

Colquitt (AK-174) was launched 21 January 1945 by Froemming Bros., Milwaukee, Wis., under a Maritime Commission contract; sponsored by Mrs. Fred Zillman; transferred to the Navy 17 August 1945; and commissioned 22 September 1945, Lieutenant Commander F. E. Miner, USCG, in command. *Colquitt* was transferred to the Coast Guard 2 days later and served until decommissioned 11 March 1946, on which date her transfer to the Coast Guard became permanent. She was renamed and reclassified *Kukui* (WAK-186) by the Coast Guard.

Columbia

The personification of the United States of America. The capital of South Carolina and a river in the northwestern United States between Oregon and Washington.

Columbia, a 44-gun frigate with a displacement of 1,508 tons, was burned on the stocks while under construction at Washington Navy Yard in 1814, to prevent her from falling into enemy hands.

I

(Fr: t. 1,726; l. 175'; b. 45'; dr. 22'; s. 12 k.; cpl. 480; a. 4 8" sb., 28 32-pdr., 22 42-pdr. car.)

The first *Columbia*, a ship-rigged sailing frigate, was built at Washington Navy Yard. Her keel was laid in 1825 but she was not launched until 9 March 1836.

On her first cruise from May 1838 to June 1840 with Lieutenant George A. Magruder in command, *Columbia* rounded the Cape of Good Hope to become flagship of Commodore George C. Read in the East Indies. She returned to the United States by way of Cape Horn, one of the first U.S. naval ships to circumnavigate the globe.

Columbia served as flagship of the Home Squadron from January to May 1842; cruised on the Brazil Sta-

tion between July 1842 and February 1844 and in the Mediterranean from May to December 1844. She returned to the Brazil Station as flagship between November 1845 and October 1847, and was placed in ordinary at Norfolk Navy Yard upon her return home. Except for a cruise as flagship of the Home Squadron from January 1853 to March 1855, she remained at Norfolk until the outbreak of the Civil War. *Columbia* was scuttled and burned by Union forces to avoid her capture by Confederates upon the surrender of Norfolk Navy Yard 21 April 1861. Following the close of the war she was raised and sold at Norfolk 10 October 1867.

II

(ScStr: t. 503; l. 168'; b. 25'; dph. 14'; cpl. 100; a. 6 24-pdr. sb., 1 30-pdr. r.)

The second *Columbia*, a screw steamer was captured 3 August 1862 by *Santiago de Cuba* while running the blockade off the coast of Florida; purchased by the Navy from the Key West Prize Court 4 November 1862; outfitted at New York Navy Yard; and commissioned sometime in December, Acting Volunteer Lieutenant J. P. Couthouy in command.

While serving with the North Atlantic Blockading Squadron off Wilmington, N.C., *Columbia* ran aground and was wrecked off Masonboro Inlet 14 January 1863. Forty men of her crew, including her commanding officer, were captured by the Confederates.

III

Columbia

(IrcRam: l. 216'; b. 51'2"; dr. 13'6")

The third *Columbia*, built in Charleston, S.C., in 1864, for the Confederate States Navy, was seized when Union forces occupied Charleston in February 1865. Aground near Fort Moultrie, she was placed under the command of Lieutenant G. W. Hayward, raised on 26 April 1865, and a month later towed to Norfolk, Va. *Columbia* was drydocked on 5 June and repairs were begun, but on 15 June, she was decommissioned and placed in ordinary. She remained thus at Norfolk until sold on 10 October 1867.

IV

(C-12: dp. 7,375; l. 413'1"; b. 58'2"; dr. 24'6"; s. 23 k.; cpl. 475; a. 1 8", 2 6", 8 4", 4 18" tt.; cl. *Columbia*)

The fourth *Columbia* (Cruiser No. 12) was launched 26 July 1892 by William Cramp & Sons Ship & Engine Building Co., Philadelphia, Pa.; sponsored by Miss H. Morton; and commissioned 23 April 1894, Captain G. W. Sumner in command.

Columbia joined the North Atlantic Squadron, and from 30 July 1894 to 5 January 1895 cruised to protect American interests in the Caribbean. She visited Europe in the summer of 1895 and represented the United States at the ceremonial opening of the Kiel Canal in June. Returning to the east coast in August, she operated in the western Atlantic until going in ordinary, in reserve at Philadelphia Navy Yard 13 May 1897.

Recommissioned 15 March 1898 for service in the Spanish-American war *Columbia* patrolled along the Atlantic coast and in the West Indies until 26 August. She convoyed troops to Puerto Rico and aided in its occupation between July and 14 August. *Columbia* was decommissioned and placed in reserve at Philadelphia Navy Yard 31 March 1899.

Following recommissioning on 31 August 1902 *Columbia* served as receiving ship at New York and from 9 November 1903 as a part of the Atlantic Training Squadron. Once more out of commission at Philadelphia 3 May 1907 and 22 June 1915 the cruiser then joined

the Submarine Flotilla as flagship. After cruising between the various Atlantic submarine bases on inspection tours she was detached 19 April 1917.

Columbia patrolled off the Delaware Breakwater from 21 April 1917 as flagship of Squadron 5, Patrol Force until July where she joined the Cruiser Force as a convoy escort. Between 1 January and 13 November 1918 she made five Atlantic escort voyages, protecting the passage of men and supplies for the American Expeditionary Force in France. On her detachment 7 January 1919, she became flagship of Squadron 2, Destroyer Force, Atlantic Fleet, operating along the east coast and in the Caribbean. She was relieved as flagship on 29 May but continued cruising until decommissioned at Philadelphia Navy Yard 29 June 1921.

Classified CA-16, 17 July 1920, she was renamed *Old Columbia* 17 November 1921 and sold 26 January 1922.

V

Great Northern (AG-9) (q.v.) was renamed *Columbia* 17 November 1921.

VI

(CL-56: dp. 10,000; l. 610'1"; b. 66'6"; dr. 20'; s. 33 k.; cpl. 992; a. 12 6", 12 5"; cl. *Cleveland*)

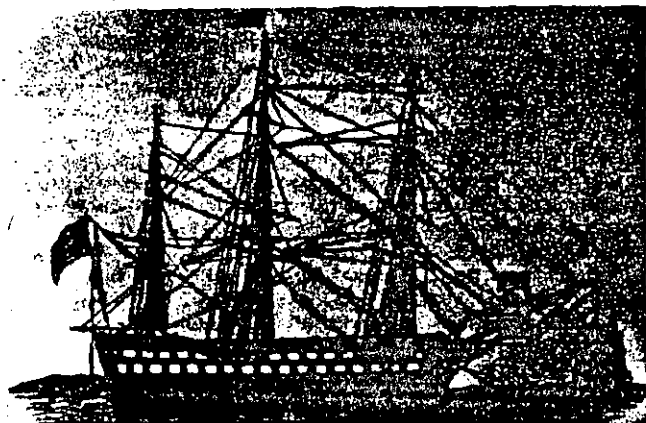
The sixth *Columbia* (CL-56) was launched 17 December 1941 by New York Shipbuilding Corp., Camden, N.J.; sponsored by Miss J. A. Paschal; and commissioned 29 July 1942, Captain W. A. Heard in command.

Sailing from Norfolk 9 November 1942, *Columbia* arrived at Espiritu Santo, New Hebrides, 10 December, and joined in the patrols west of the New Hebrides in support of the continuing struggle for Guadalcanal. On 29 January 1943, while cruising off Rennel Island to cover the movement of transports to Guadalcanal, *Columbia's* group came under heavy air attack, and the 2-day Battle of Rennel Island followed, with land and carrier-based aircraft joining in to protect the American ships. *Columbia* aided in splashing three enemy planes in this battle. Based on Efate from 1 February, *Columbia* continued her patrols in the Solomons, and in June carried out a bombardment and mining mission on the 29th and 30th, coordinated with the New Georgia landings. On 11 and 12 July, she bombarded Munda, and until 5 September, when she sailed for a brief overhaul at Sydney, patrolled southeast of the Solomons.

Columbia rejoined her division on 24 September 1943 off Vella LaVella, as patrols to intercept Japanese shipping continued. As Marines stormed ashore on Bougainville 1 November, *Columbia's* guns pounded targets on Buka and Bonis and in the Shortlands. On the night of 2 November, her force intercepted a Japanese group sailing to attack transports lying off Bougainville. In the furious fighting of the Battle of Empress Augusta Bay which resulted, *Columbia* joined in sinking a Japanese cruiser and a destroyer, and turning the attackers back from their goal. She continued to support the Bougainville landings and bombard targets in the Solomons through December.

After training exercises in the New Hebrides in January 1944, *Columbia* helped spearhead the attack and occupation of Nissan, one of the Green Islands, from 13 to 18 February. Early in March her group swept along the line between Truk and Kavieng in search of enemy shipping, then covered the assault and occupation of Emirau Island from 17 to 23 March. On 4 April *Columbia* sailed from Port Purvis for an overhaul at San Francisco, returning to the Solomons 24 August.

Columbia sortied from Port Purvis 6 September 1944 with the covering force for the landings in the Palaus, and remained off Peleliu to provide gunfire support to forces ashore and protection to assault shipping until her return to Manus 28 September. She sailed on 6 October, guarding the force which was to seize Dinagat and other islands at the entrance of Leyte Gulf which must be neutralized before the vast Leyte invasion fleet



Ship-of-the-line *Columbia*

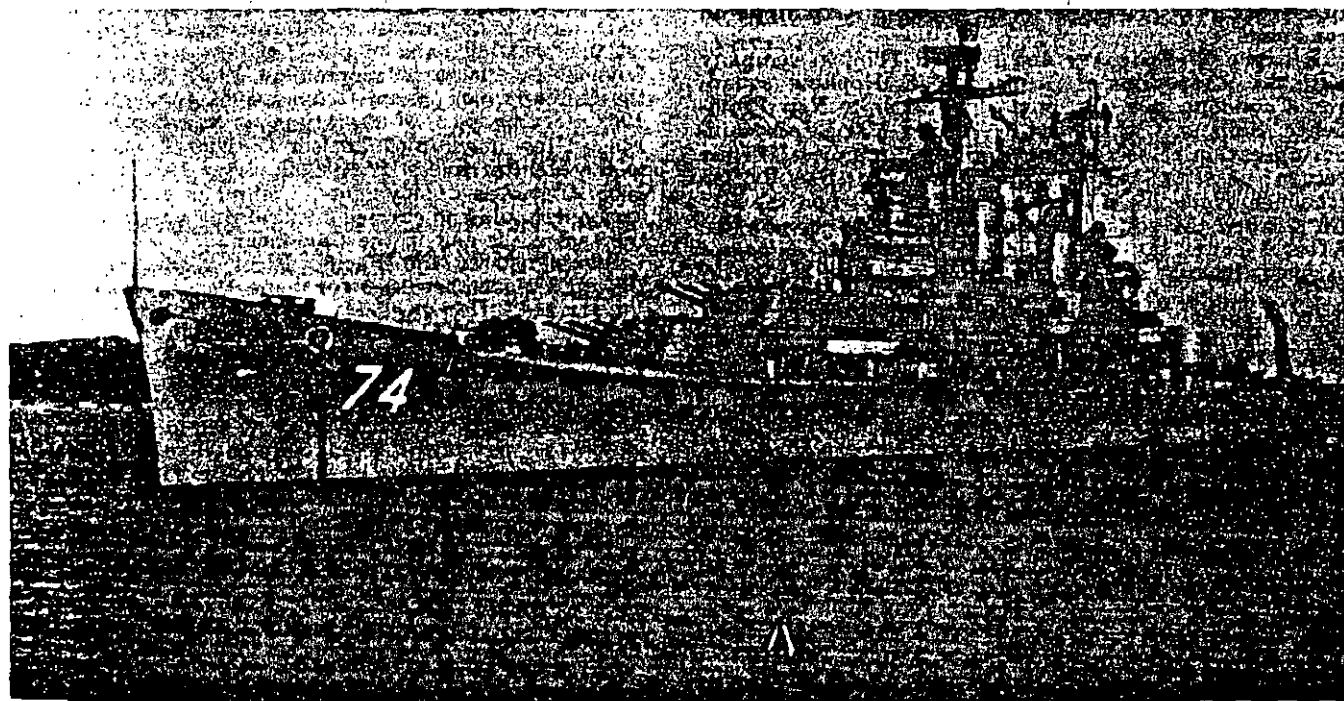
could enter the Gulf. These islands were taken on 17 October, and *Columbia* sailed on to give gunfire cover to the main landings 3 days later. But as the landings proceeded, the Japanese fleet sailed south to give battle, and on the night of 24 October, its southern force entered Leyte Gulf through Surigao Strait. Gallant attacks by motor torpedo boats and destroyers on the Japanese force opened this phase of the decisive Battle for Leyte Gulf. *Columbia* with other cruisers had joined the old BBs and lay in wait. In a classical maneuver, the American ships capped the T of the Japanese column, and opened heavy gunfire which sank the battleship *Yamashiro*, and forced the heavily damaged cruiser *Mogami* and other units to retire. Toward dawn, *Columbia* sped to deliver the final blows which sank destroyer *Asagumo*, crippled in earlier attacks.

After replenishing at Manus early in November, *Columbia* returned to Leyte Gulf to protect reinforcement convoys from air attack. In December, operating from Kossol Roads in the Palaus, she covered Army landings on Mindoro, and on 14 December, lost four of her men when a gun misfired during an air attack.

On 1 January 1945 *Columbia* sailed for the landings in Lingayen Gulf and on 6 January, as preinvasion bombardments were getting underway, desperate Japanese suicide attacks began. *Columbia* was first crashed close aboard by one of the kamikaze planes, then was struck on her port quarter by a second. The plane and its bomb penetrated two decks before exploding with tremendously damaging effect; killing 13 and wounding 44 of the crew, putting her after turrets out of action, and setting the ship afire. Prompt flooding of two magazines prevented further explosions, and impressive damage control measures enabled *Columbia* to complete her bombardment with her two operative turrets, and remain in action to give close support to underwater demolition teams. On the morning of the landings, 9 January, as *Columbia* lay close inshore and so surrounded by landing craft that she was handicapped in maneuver, she was again crashed by a kamikaze, knocking out six gun directors and gun mount. Twenty-four men were killed and 97 wounded, but drastically short-handed as she was, *Columbia* again put out fires, repaired damage, and continued her bombardment and fire support. *Columbia* sailed that night, guarding a group of unloaded transports. Her crew's accomplishments in saving their ship and carrying out their mission without interruption were recognized with the Navy Unit Commendation for this operation.

Columbia received emergency repairs at San Pedro Bay, Leyte, and sailed on to an overhaul on the west coast, returning to Leyte 16 June 1945. Three days later she sailed for Balikpapan, Borneo, off which she lay from 28 June, guarding minesweeping which preceded the invasion of the island on 1 July. She covered the landing of Australian troops, and gave them gunfire support through the next day, sailing then to join TF 95 in its repeated sweeps against Japanese shipping in the East China Sea. At the close of the war, she carried inspection parties to Truk, the important Japanese base bypassed during the war, and carried Army passengers between Guam, Saipan, and Iwo Jima until sailing for home 31 October.

After calling on the west coast, *Columbia* arrived at Philadelphia 5 December 1945 for overhaul and service training Naval Reserve men until 1 July 1946. She was



USS *Columbia* (CA-74)

decommissioned and placed in reserve at Philadelphia 30 November 1946, and sold 18 February 1959.

In addition to the Navy Unit Commendation, *Columbia* received 10 battle stars for World War II service.

Columbine

A flowering herb.

I

(SwTug: t. 133; l. 117'; b. 36'; dph. 6'2"; cpl. 25; a. 2 20-pdr. r.)

The first *Columbine*, a side wheel tug, was built in New York during 1850 as *A. H. Schultz*; purchased by the Navy 12 December 1862; outfitted by Howe & Copeland, New York; and placed under the command of Acting Master J. S. Dennia.

Columbine patrolled with the South Atlantic Blockading Squadron off Port Royal, S.C., from 6 January 1863 until 14 February 1864 when she arrived at Jacksonville, Fla. From 9 to 12 March she participated in an expedition up the St. John's and Ocklawaha Rivers during which she took one prize. On 22 May she again ascended the St. John's River bound for the relief of besieged Army posts but the following day she was captured and burned by the Confederates.

II

The second *Columbine*, a lighthouse tender, served in the Navy from 11 April 1917 to 1 July 1919, assigned to the 14th and 5th Naval Districts.

Columbus

Christopher Columbus (1451-1506), the discoverer of America.

The capital city of Ohio.

I

(Ship: t. 200; cpl. 220; a. 18 9-pdr., 10 6-pdr.)

The first *Columbus*, a 24-gun armed ship, was built at Philadelphia in 1774 as *Sally*; purchased for the Continental Navy in November 1775; Captain A. Whipple in command.

Between 17 February and 8 April 1776, in company with the other ships of Commodore E. Hopkins' squadron, *Columbus* took part in the expedition to New Providence, Bahamas, where the first Navy-Marine amphibious operation seized essential military supplies. On the return passage, the squadron captured the British schooner, *Hawk*, on 4 April, and brig *Bolton* on the 5th. On 6 April the squadron engaged HMS *Glasgow* (20). After 3 hours the action was broken off and *Glasgow* escaped, leaving her tender to be captured. Later in 1776 *Columbus* cruised off the New England coast taking five prizes. Chased ashore on Point Judith, R.I., 27 March 1778 by a British squadron, *Columbus* was stripped of her sails, most of her rigging, and other usable material by her crew before being abandoned. She was burned by the enemy.

II

(SL: t. 2,480; l. 191'10"; b. 53'6"; dr. 26'6"; cpl. 780; a. 68 32-pdr., 24 42-pdr. car.)

The second *Columbus*, rated a 74-gun ship-of-the-line, was launched 1 March 1819 by Washington Navy Yard and commissioned 7 September 1819, Master Commandant J. H. Elton in command.

Clearing Norfolk, Va., 28 April 1820 *Columbus* served as flagship for Commodore W. Bainbridge in the Mediterranean until returning to Boston 23 July 1821. Serving as a receiving ship after 1833, she remained at Boston in ordinary until sailing to the Mediterranean,

29 August 1842, as flagship for Commodore C. W. Morgan. On 24 February 1843, she sailed from Genoa, Italy, and reached Rio de Janeiro, Brazil, 29 July to become flagship of the Brazil Squadron, Commodore D. Turner. She returned to New York 27 May 1844 for repairs.

After embarking Commodore J. Biddle, Commander East Indies Squadron, she sailed 4 June 1845, for Canton, China, where on 31 December, Commodore Biddle exchanged ratified copies of the first American commercial treaty with China. *Columbus* remained there until April 1846 when she sailed for Japan to attempt opening Japan to American commerce. She raised Tokyo Bay 19 July in company with *Vincennes* but achieved no success. Recalled at the outbreak of the Mexican War *Columbus* reached Valparaiso, Chile, in December and arrived off Monterey, Calif., 2 March 1847. Too large to be useful in the California operations the ship sailed from San Francisco 25 July for Norfolk, arriving 3 March 1848.

At Norfolk Navy Yard, *Columbus* lay in ordinary until 20 April 1861 when she was sunk by withdrawing Union forces to prevent her falling into Confederate hands.

III

(CA-74: dp. 13,600; l. 674'11"; b. 70'10"; dr. 26'5"; s. 32.6 k.; cpl. 1,902; a. 9 8", 12 5"; cl. *Baltimore*)

The third *Columbus* (CA-74) was launched 30 November 1944 by Bethlehem Steel Co., Quincy, Mass.; sponsored by Mrs. E. G. Meyers; and commissioned 8 June 1945, Captain A. Hobbs in command.

Joining the Pacific Fleet, *Columbus* reached Tsingtao, China, 13 January 1946 for occupation duty. On 1 April she helped to sink 24 Japanese submarines, prizes of war, and next day sailed for San Pedro, Calif. For the remainder of the year, she operated in west coast waters, then made a second Far Eastern cruise from 15 January to 12 June 1947.

After west coast operations and an overhaul at Puget Sound Naval Shipyard, *Columbus* cleared Bremerton 12 April 1948 to join the Atlantic Fleet, arriving at Norfolk, Va., 19 May. *Columbus* made two cruises as flagship of Commander-in-Chief, Naval Forces Eastern Atlantic and Mediterranean, from 13 September 1948 to 15 December 1949 and from 12 June 1950 to 5 October 1951, and one as flagship of Supreme Allied Commander, Atlantic, during parts of NATO Operation "Mainbrace" from 25 August to 29 September 1952. She cruised in the Mediterranean from October 1952 through January 1953, serving part of that time as flagship of the 6th Fleet. Now flagship of Cruiser Division 6, she returned to the Mediterranean from September 1954 to January 1955. Between deployments, *Columbus* received necessary overhauls and carried out training operations along the east coast and in the Caribbean.

Reassigned to the Pacific Fleet, *Columbus* cleared Boston 8 November 1955 for Long Beach, Calif., where she arrived 2 December. Just a month later, on 5 January 1956, she sailed for Yokosuka, Japan, and operated with the 7th Fleet until she returned to Long Beach 8 July. *Columbus* made two more cruises to the Far East in 1957 and 1958. During the late summer of 1958, her presence was a reminder of American strength and interest as she patrolled the Taiwan Straits during the crisis brought on by the renewed shelling of the offshore islands by the Chinese Communists. On 8 May 1959, *Columbus* went out of commission at Puget Sound Naval Shipyard to begin her conversion to a guided missile cruiser, and she was reclassified CG-12, 30 September 1959.

Colusa

A county in California.

(APA-74; dp. 4,247; l. 426'; b. 58'; dr. 16'; s. 16.9 k.; cpl. 370; a. 1 5"; cl. *Gilham*)

Genesis of submariners' insignia

The insignia of the submarine service is a submarine flanked by two dolphins. Dolphins, traditional attendants to Poseidon, Greek god of the sea and patron deity of sailors, are symbolic of a calm sea and are sometimes called the "sailor's friend."

The origin of the insignia dates back to 1912. On June 13, CAPT Ernest J. King, commander Submarine Division 3, later a World War II fleet admiral and Chief of Naval Operations, suggested to then-Secretary of the Navy (SecNav) George von L. Meyer, via the Bureau of Navigation (now the Bureau of Naval Personnel), that a distinguishing device for qualified submariners be adopted.

He submitted his pen and ink sketch showing a shield mounted on the beam ends of a submarine with dolphins forward and aft of the conning tower. The suggestion was strongly endorsed by commander submarine division, Atlantic.

A Philadelphia firm, previously contracted by the Navy, was also asked to design a suitable badge. The firm submitted two designs which were combined into the single design used today. It consisted of a bow view of a submarine cruising on the surface, with bow planes rigged for diving, flanked by dolphins in a horizontal position with their heads resting on the upper edges of the bow planes.

By March 29, 1924, the Chief of Navigation recommended to SecNav that the design be adopted. Theodore Roosevelt Jr., then acting

SecNav, approved the recommendation.

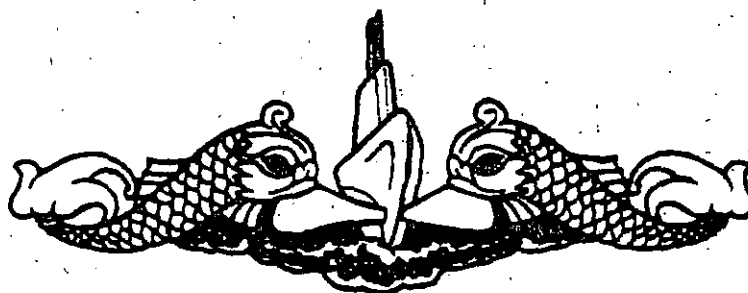
Originally, the insignia was to be worn at all times by officers and enlisted men qualified in submarine duty and attached to submarine units or organizations ashore or afloat, and not to be worn when not attached.

The officers' insignia was a bronze, gold-plated pin, worn centered above the left breast pocket and above ribbons or medals. Enlisted men wore the insignia embroidered on silk, in white on blue for blue clothing, and blue on white for white clothing. This was sewn on the outside of the right sleeve, midway between the wrist and the elbow. The device was 2.75 inches long.

In mid-1947, the embroidered device shifted from the sleeve of the enlisted men's jumper to above the left breast pocket. A change to uniform regulations dated Sept. 21, 1950, authorized the embroidered insignia for officers and a bronze, silver-plated pin-on insignia for enlisted men.

The wearing of embroidered or pin-on devices by officers and enlisted men, on the coat of service dress blue, full dress white, dinner dress blue and dinner dress white jackets and aviation green working uniforms was authorized in the 1981 Uniform Regulations.

The devices are also worn on the khaki shirt, and the long sleeve blue and summer white shirts. The embroidered device's background material also must match the color of the uniform on which it is worn.



Remarks as delivered by
The Honorable John H. Dalton
Secretary of the Navy
Christening of the USS TOLEDO (SSN-769)
Newport News, VA
28 August 1993

FREEDOM REMAINS THE MISSION

Thank you, Admiral Smith for your warm and gracious introduction.

Today is another great day for the United States Navy and our submarine force, and I would like to begin by thanking all our distinguished guests for their presence and support. We all appreciate the presence of Congresswoman Marcy Kaptur and Mayor John McHugh, representing the 9th District of Ohio and Toledo, that fine city and soon-to-be namesake for this submarine. Congressman Bobby Scott, representing the 3rd District of Virginia, is no stranger to the Navy. We certainly appreciate his support for shipbuilding here at Newport News. Of course, our special thanks go to Mrs. Sabra Smith, Toledo's sponsor, and to the Smiths' daughter Evangeline, the Maid of Honor. Their enthusiasm in supporting this christening ceremony is very evident.

In considering the future of our submarine force, I note that it has always far exceeded the expectations of skeptics. Even the first President to get underway and dive in a submarine -- Theodore Roosevelt in the submarine PLUNGER in 1905 -- was quite cautious in writing that while "a good deal can be done with these submarines...there is always the danger of people getting carried away with the idea and thinking they can be of more use than they possibly can be." Well, President Roosevelt did not foresee the role of submarines in destroying Japanese commerce in World War Two, or preserving peace through deterrence throughout the Cold War, or firing Tomahawks against the forces of Saddam Hussein.

In any event, I don't think I'm getting carried away when I describe the significance of this ceremony. And I know our Commander-in-Chief, President Bill Clinton is committed to a strong America and Armed Forces that are second to none, as he affirmed during his visit to aircraft carrier THEODORE ROOSEVELT, and more recently aboard the CARL VINSON -- which were both built well here in Newport News.

As a former submariner, this ceremony is more than a symbolic ritual in the building of a powerful warship. It has a deep personal meaning for me as well. It represents a sense of renewal within the submarine force -- and indeed the entire Navy -- as we chart the waters of a new, but uncertain world.

In building the future submarine force, we are not merely replacing older submarines with new hulls, we are replacing them with whole new capabilities. Our intent is to harness new technologies, new methods of construction, and new processes in order to build greater naval power and quality into a smaller fleet. This effort is the critical element behind our plan to "right-size" our Armed Forces in the post-Cold War environment. The christening of TOLEDO represents this effort, and represents the continuing upgrade that maintains our dominance in submarine warfare.

A month ago, prior to my confirmation as Secretary, I attended the decommissioning ceremony for one of the boats I served on, USS JOHN C. CALHOUN. That event gave me a chance to reflect on the challenges and sacrifices required of our submariners, the challenges and sacrifices that will undoubtedly face the future crew of TOLEDO. It also allowed me to think about the great advances that have occurred in the submarine force since the days of my service. As saddened as I was by the thought of JOHN C. CALHOUN's retirement after almost thirty years in commission, I realized, too, how proud I was of our Navy, our submarine force, and our sailors. I also realized how much all three have continuously improved in quality, so that today we are constructing not only the finest submarines, but we also have the finest submariners. TOLEDO is on the cutting edge of this continuous improvement.

We must always remember that as magnificent as the hull and systems of TOLEDO may be--and it is truly a marvel of technology--her success will be determined by her motivated, highly-trained crew, the men Commander Loye and his successors will lead, and by all the men and women of the Naval service who will support that crew's requirements. Our people will form the beating heart of this submarine, bringing her vital, powerful systems to life.

And what people! When President Clinton offered me the job of Secretary of the Navy he said, "John, you will inherit the finest Navy and Marine Corps in our history in quality of people." I knew he was right, of course. But since my confirmation, I have had the opportunity to go out and visit the fleet--and let me tell you, they are the finest men and women I have ever seen. As an American and as a taxpayer, I am very, very proud of them. I considered my shipmates on JOHN C. CALHOUN well trained, dedicated and skilled, but I must admit to you that the sailors that I have met in my recent travels are even better. This fact reinforced in my mind that my job as Secretary is to ensure that our sailors and Marines continue to be as well trained and motivated, are treated with dignity and respect, and are given the best tools possible--such as the soon-to-be TOLEDO--so that they can continue their mission of protecting freedom.

This is the personal meaning that the christening today holds for me: I have had the pleasure to see the change from the Cold War-era Navy in which I served, focussed as we were on the ominous and powerful Soviet threat with its huge submarine force. It was the contribution of submariners such as the men of JOHN C. CALHOUN that brought victory in the Cold War, deterring the expansion of Communism while the internal contradictions in that system caused its collapse. And now I have the privilege, as Secretary of the Navy to greet the new era with the launching of TOLEDO, a submarine capable of performing the missions of our new strategy "...From the Sea." It is the privilege of seeing the finest submarines of our history being manned by the finest sailors in our history, continuing America's defense into the future.

To me, there is no question about what submarines can do now or in the future. The role of the 688-class submarine in Operation Desert Storm--destroying targets with Tomahawk missiles and deterring potential hostile actions by other radical nations --has proved that TOLEDO and her sister ships can handle the diverse threats facing our country today. Our submarine force remains our trump card in retaining command of the seas--an absolute necessity for the defense of our maritime nation and the bedrock prerequisite for being able to carry out our "...From the Sea" strategy. Our submarine force is critical in ensuring that no other nation can challenge us at sea. And indeed, our submarines can perform missions in support of all future operations that are only limited by imagination.

In providing these tools with which to defend freedom, let there be no mistake about our commitment towards preserving our industrial base for constructing submarines such as TOLEDO. As I said at my confirmation hearing, my preference is to maintain a slow rate of submarine production that will ensure the survival of our nation's submarine shipbuilding capability. We must ensure that our "right-sizing" process does not allow the decay of the absolutely superb engineering and construction skills that are constantly demonstrated by such men and women as are here at Newport News Shipbuilding. The skills of the men and women of Newport News, along with our other civilian shipyards, are vital assets to our nation. While I can neither guarantee nor predict the future, I intend to use every opportunity to ensure that preservation of the submarine industrial base remains a key element in our planning for future defense requirements.

During his speech at my swearing-in ceremony at the U.S. Naval Academy, Deputy Secretary of Defense Bill Perry spoke of the need for the United States military to maintain--as he called it--"an unfair competitive advantage" over all potentially hostile opponents. In my mind, it is our superb nuclear

submarine force--built by our superior technology, submarine construction capabilities and shipyard personnel--that provides one of our key unfair comparative advantages at sea.

And this has been true since the commissioning of USS NAUTILUS in 1954. As I said, I feel the pride in what the officers and crew of the submarine force, both ballistic missile and attack boats, have accomplished for almost forty years: the deterrence of nuclear and global war. In this they have achieved the greatest of victories. When the Cold War was at its height, our subs were always on the front lines--training, preparing, gathering information and deterring. That was our policy and it succeeded.

In welcoming the new TOLEDO, we should pause to remember--and take pride in--the patrols, the preparations, the personal sacrifices, and the separations from loved ones that were required to preserve the peace. We should even remember the arduous safety inspections, which were critical and highly successful in ensuring the safety of our environment. It was the hard work of crews like that of NAUTILUS, JOHN C. CALHOUN, and every other submarine that made our era of superpower deterrence a reality. The freedom of Americans and our friends and allies was safeguarded by the actions of these sailors thousands of miles from their homes. They stood watch, not for themselves, but for their loved ones, friends and neighbors in cities across America, cities with names such as Los Angeles, Newport News, and Toledo.

As we enter this era of national renewal, it is appropriate that SSN 769, like all the submarines of the LOS ANGELES-class, bear the name of one of our proud cities. Toledo, Ohio--represented here today by Congresswoman Kaptur and Mayor McHugh--is an industrial powerhouse in the heartland of America, a place where the American dream has been built and renewed across generations. Toledo, on the banks of the Maumee River and the West tip of Lake Erie, is no stranger to the ways of ships, having a fine international port. But what is most important about SSN 769's christening as TOLEDO is that it underscores the true mission of each and every Naval vessel: to defend the blessings of American liberty. And to do it day in and day out in the far reaches of the deep oceans and off the coasts of troubled lands.

Christening this submarine "TOLEDO" symbolizes the link between a dedicated, courageous crew with the people of the city of TOLEDO and all the American people who entrust the mission of safeguarding our freedom to the United States Navy. The Navy is very proud to have the opportunity to christen this submarine in the name of TOLEDO. It is our hope that the people of TOLEDO will always be proud of us. It is our responsibility to uphold those traditional core values of the Naval service--values dating

back to the founding of our Navy. The values are simple: honor, courage, commitment, and leadership. They are the values upon which both our military and our society were founded, and they are the basis of our pride. They are the values that the first USS TOLEDO, a heavy cruiser, carried into battle at the landing at Inchon, Korea during the Korean War. It was the battle that won the independence of the modern nation of South Korea.

It is my prayer that the new TOLEDO will never have to go to battle, but will spend her days in the deterrence of war and preservation of peace. But if fate and injustice and the tyrants of this world challenge us, I know she will bring honor to her crew, the Naval service and the citizens of Toledo. The spirit that built that proud city will sail on in this submarine. Its true course will be within our hearts and our resolve; its deeds will become part of our legacy as Americans.

Freedom remains our mission; TOLEDO will be the means. It is fitting she will bear the name of the home of proud, independent and caring people.

Thank you all. God bless our Nation, Newport News, the Navy and Marine Corps, and the city and ship called "TOLEDO."

Remarks as delivered by
The Honorable John H. Dalton
Secretary of the Navy
The Christening of GREENEVILLE
Newport News, VA
17 September 1994

The Silent Patriots

Thank you, Admiral Boorda for your kind introduction. I would like to begin by thanking our distinguished guests here today for their presence and support. We all truly appreciate the presence of Lt. Gov. John Wilder of Tennessee, and Mayor Tom Love of Greeneville, a great American city which will soon be the proud namesake for this submarine. I am glad to be on the podium with Congressman Bobby Scott a Harvard classmate of Vice President Al Gore, Congressman Jimmy Quillen who represents Greeneville, TN and Congressman Owen Pickett of the House Armed Services Committee.

A special thanks is due to Mrs. Tipper Gore, GREENEVILLE's sponsor, and to Mrs. Nancy Hatch and Mrs. Donna Simmerman, the matrons of honor for today's christening. It is a longstanding Navy tradition to have the sponsor pick the matron or maid of honor. Usually the sponsor picks her mother, her daughter or a close friend.

When Mrs. Gore asked Nancy Hatch and Donna Simmerman, the wives of GREENEVILLE's Prospective Commanding Officer and Chief of the Boat, to be the matrons of honor I was not in the least bit surprised.

Her choice of these two women as the matrons of honor clearly demonstrates the deep-seated care and concern for people that both Tipper Gore and the Vice President have shown since coming to Washington. This "put people first" attitude, which is the benchmark of the Clinton administration, and has been evident in everything that the Vice President and his family have done in their long term of distinguished public service.

The Gores' relationship with this submarine started in 1989 when the Vice President was still a Senator. He wrote to then Secretary of the Navy, Larry Garrett, suggesting that SSN 772 be named USS GREENEVILLE.

Greeneville, Tennessee itself was named after the heroic Revolutionary War General Nathanael Greene, it was the home of President Andrew Johnson, and Greene county was the birthplace of the legendary Davy Crockett. This area of Tennessee takes great pride in its historical significance, and after today Greeneville

will have yet another claim to fame as the proud namesake of America's newest nuclear attack submarine. The patriotic spirit and the strong values of all Tennesseans should serve to inspire GREENEVILLE's crew as they prepare her to serve our country.

With Tipper Gore as GREENEVILLE's sponsor, the Gore family's relationship with this submarine will continue for years to come. Naval folklore says that a ship is imbued with the spirit of her sponsor. In the course of her life this ship will have many Commanding Officers and many fine Sailors will be part of her crew, but she will have only one sponsor. GREENEVILLE is incredibly fortunate to have such a caring and concerned sponsor.

In fact, just this morning Tipper and my wife Margaret joined the assembly of Tidewater area ombudsmen during their semi-annual training and met with military spouses to listen to their concerns about quality of life issues. A submarine with Tipper's spirit will take good care of its Sailors at sea, and I am certain this submarine will have a long and illustrious career in the Nation's service.

Tipper Gore's recent visit to Rwanda to be with sick and dying people and our military personnel showed the world what a loving, caring, and wonderful person she is. Tipper this submarine, the city of Greenville, and the U.S. Navy are all greatly honored to have you serve as sponsor of this ship. We salute you!

Today is a day to be thankful...thankful for the men and women who built this great warship. As Americans we can all take pride in this christening. Yet, nobody is more proud than the people who built this masterpiece of technology that we are naming GREENEVILLE.

About a year and a half from today, after exhaustive sea trials and tests, GREENEVILLE will be commissioned and will formally enter the U.S. Navy's fleet. It will then set sail filled with the spirit of service to our country that motivates our Sailors and Marines. As we speak, they stand watch around the globe in defense of American freedom.

The mission of the Department of the Navy is to deliver a quality and cost-effective defense for America. The Navy and Marine Corps do this by operating forward in regions of potential crisis...enforcing sanctions in the Middle East and off Haiti...providing support for relief efforts in Rwanda and the former Yugoslavia and, with our forward presence, maintaining peace in the North Pacific.

USS GREENEVILLE will one day be performing these same missions in defense of our liberty. That future commissioning day will be the Navy's day, but today at this christening I

believe it is appropriate to celebrate and congratulate the shipbuilders who have worked so hard to bring this day to reality.

On behalf of the Department of the Navy, I salute the shipbuilders of Newport News for building yet another mighty ship. They are the men and women who have worked day after day, month after month with precision and professionalism bringing this hull together. They are the pipefitters, the shipfitters, the welders, the electricians, the plumbers, the engineers and so many others who have worked tirelessly to build GREENEVILLE. They are all patriots--silent patriots--and today is their day. I want to thank them all. In so doing, I want to mention what a few of them have done in their jobs.

The first person I want to talk about is Sandra Wooldridge who has been a welder on submarines here in Newport News since 1979. Her husband, William, is also a welder in the shipyard and her son, Keith Lambert, is an electrician.

Sandra, you understand that the safety of the crew and the success of their mission might depend on the quality of your welding. You think about them being under the water and the amazing pressure that squeezes a submarine as it dives to the depths of the ocean. The men you see before you today are counting on your welds to hold.

The success or failure of their mission may well be determined by the integrity of one of those tough to reach welds, behind some pipe in the engine room. It might even be a weld you must use a mirror to see. As a former submariner, I have been there. I remember what it was like to hear the groans of the hull as the submarine submerged and proceeded to the depths of the sea, and I also remember the confidence I felt in knowing that the weld would hold.

Sandra, thank you for your skills and the pride you take in your work. I know that an entire future generation of GREENEVILLE Sailors is grateful to you for the quality work you have done.

Among the shipfitters in this shipyard is a young man named Scott Wertz who has worked on submarines at Newport News since 1989. He is a specialist; what is known around the shipyard as a "recessman." He builds the recesses where the torpedoes actually are fired from the hull. It is not a popular job because he must work in very confined spaces, but Scott takes pride in the difficult nature of his work.

The specifications and tolerances for his work are less than one sixteenth of an inch. After building the recesses for seven submarines that are now sailing in the fleet, not a single "Wertz

recess" has ever required repair. Scott, I know your wife, your daughter and your fellow workers are proud of you and I thank you for your hard work and dedication.

By its nature, all work done on a nuclear submarine is incredibly precise, but none requires more precision and skill than the job of a pipefitter. Kenny Umphlett has been a pipefitter at Newport News since 1974. His wife, Kelly, is a drawing clerk for the shipyard and their children Kimberly and Drew are here with them today.

On some of GREENEVILLE's pipes it is so critical that the fit be perfect that it is necessary to X-Ray the joint to see if the pipefitter did a good job. The X-Ray does not lie. If there is a flaw in the fit the X-Ray will highlight it. Pipefitting is a demanding job, because perfection is the standard. Kenny, you and the people you work with have valuable skills and talents and I want you to know that all Americans are grateful.

This submarine has been a part of your lives at Newport News since the keel was laid in April 1992. It will continue to be a part of your lives as long as it goes to sea with a crew, because those of you who built her will always be part of her crew. There are thousands more silent patriots here at Newport News.

I wish I could recognize all of you who have worked so hard to build this great ship. You are special people with important skills and you should be proud of what you have built for your country. On behalf of the Navy and the American taxpayers I thank you, each one of you, for all you have done.

GREENEVILLE is programmed to serve in the silent service for at least thirty years because of the high quality work that Newport News has produced. The quality starts with the craftsmanship of people like Sandra Wooldridge, Scott Wertz, Kenny Umphlett and their fellow craftsmen, who have been trained by their predecessors and who will now train the next generation of shipbuilders here at Newport News.

GREENEVILLE represents the culmination of forty years of American ingenuity in nuclear shipbuilding. The officers and crew of GREENEVILLE are fortunate to have such a fine ship to take to sea. Even though there are rigorous sea trials that lie ahead in the future, she has already passed her first major quality inspection.

Just last week all of the men and women who had worked on GREENEVILLE wrote messages to the submarine on a banner draped on her nose. It is a farewell tradition here at Newport News; a way for these craftsmen to leave a parting thought with their submarine; a way for them to certify her ready for launch. Having served deep beneath the sea, I can think of nothing that

would make me feel more secure than knowing that these craftsmen have signed my ship out of the yard.

With the craftsmanship supplied by Newport News...and the spirit supplied by Tipper Gore...GREENEVILLE will be a truly special ship.

God bless America's shipbuilders, God bless GREENEVILLE and our great Navy and God bless America.

how many worked on this sub

**FIRST LADY HILLARY RODHAM CLINTON
REMARKS AT THE CHRISTENING OF THE COLUMBIA SUBMARINE
GROTON, CONNECTICUT
SEPTEMBER 24, 1994**

DRAFT

[Acknowledgments: Secretary of the Navy John Dalton; James Turner, President of Electric Boat???

It's an honor and a privilege to be here on what is truly an historic day for Electric Boat, for the Navy, and for all Americans.

I have to confess that I'm a bit nervous about my role. Back in April, I was invited to throw out the first ball at Wrigley Field on opening day. Throwing a ball was something I could practice beforehand. But I couldn't figure out any way to practice breaking a champagne bottle on the bow of a submarine.

This day is historic because it represents the end of an era in shipbuilding. The COLUMBIA is the last submarine that will be launched this way and, of course, it's the last Los Angeles class submarine being built here at Electric Boat.

But that's not bad news. It's a sign of how far we have come in making the world safer ^{will} and more secure. It's a reflection of the masterful work that continues in this shipyard on the SEAWOLF -- a ship that the President believes is vital to preserving our submarine industrial base -- and on the next generation / Columbia

And it's a reminder that we live in a time of new challenges, new hopes, and new opportunities. In the post-Cold War era we have new enemies that can spring up unexpected in any corner of the globe. We are being tested from one continent to another on our capacity to preserve the peace. We are adjusting to new economic and political demands that require us to downsize of our defense industry without sacrificing our technological superiority. Here
alt.

Given these new realities, the launching of the COLUMBIA takes on even greater historic significance. This submarine not only represents our best defense in the event of a military conflict, it also represents a tradition of technological superiority that we never want to lose.

In learning a little about the history of the six [ck] Columbias previously commissioned by the Navy, I found out that one was a fur trader [ck], one was a xxxxx, and the last Columbia was the famous light cruiser [ck], the CL-56, that performed

You have to get it right. Because if this submarine is submerged at xxx [ck] miles in hostile waters, it's too late to find out that a joint was welded improperly or a pipe was fitted inaccurately.

The fact that you "don't have recalls" reflects not only the standards you consistently set and meet at Electric Boat, but also the ethos of hard work and dedication that prevails here.

On behalf of the President and all Americans, I salute all of you for contributing to the security of your fellow citizens by building this extraordinary vessel. I salute you crew members for your courage and fortitude in taking on one of the most challenging assignments in our armed forces. And I salute all of you for offering such a brilliant example of what can be accomplished when we work hard, work together, and work for a common purpose.

Thank you.

###

The second lesson we learn from your jobs -- as builders & crew members -- is that it's up 2 to set high standards. It's up to each of us to take pride in one's work. It's important to take time and care in making one the final product is the best product possible.

heroically in the Pacific in World War II, even after being bombarded during a kamikaze attack in early 1945.

So this newest Columbia not only carries with it the spirit of three great cities [~~the Columbia~~ in Missouri, South Carolina, and Illinois] but also the spirit of some very noble and courageous ancestors in our naval fleet.

Today, we celebrate the skilled and dedicated men and women who are building this ship [can we call it ship?] -- and the crew that is training to sail it. In many ways, this day is a celebration of tradition, of basic values, of a culture that still prizes dedication, precision, and cooperation.

The President speaks often about the importance of hard work and taking responsibility. He speaks often about the need for us to come together with a sense of common purpose -- even if we have different backgrounds, different skills, different experiences.

The building of the Columbia is a perfect example of the values the President is talking about. Because when you think about it, the building of a good ship requires the same values as the building of a strong and healthy society.

Secretary Dalton was a submariner so he knows far more about submarine building than I do. But one thing I do know is that no one here ever does a sloppy job. The welders who work on the hull must make joints that are absolutely perfect. The machinists who make torpedo tubes or sea water valves must meet specifications by millimeters. And the same precision is required of carpenters building the cradle and the launch ways, pipefitters, shipfitters, electricians, electronics technicians, recessers, plumbers, riggers, sheet metal workers, and engineers.

So while I can't tell you much about turbines or ballast tanks, I do know that an extraordinary amount of care, personal integrity, responsibility, and teamwork is required to build this submarine.

And ~~I know that~~ there are important lessons for the rest of us in the jobs that you do as submarine builders -- and in the exhaustive, careful training that you undergo as members of the crew.

One lesson is that the glory comes not only from the battle but from the preparation beforehand. Success requires planning. Patience. Perseverance. Precision and skill.

Someone was talking recently about the submarines built here and he said: "We don't have recalls."

↓

ay

SUBVIDEO

Kennelly - HARTFORD

Art. 17,000 whose work went into building 6
submarine.

sacrifices who sacrificed to keep Amer. strong
"HARTFORD" Dist. significance

Don't be tripped, full speed ahead →
most applause

Cold War over -

to victor come not the spoils but search for
our meaning for role in the world

New understanding of Amer. leadership -

No doubt of Nat leadership - or of our
commitment to remain a leader

Just cards first abt anything -

I also sweep Amer's armed forces
the challenge of diversity

App and Nat efforts to face up to a
problem

All find to seeing women serve in our
careers in v. near future

Hartford today - a microcosm of so
problems & possibilities

Hensel/
Neil
Ruengcl
203-433-
8556

All trades + skills are top of line - highest-end

most complex system ever devised -

operate 30 yrs in most hostile
environment - war

specifications are most exacting stds. in any industry -

7-10 yrs on top of all training to be fully trained

Hull - when you weld together -

radiography - v. exacting test to make sure

the weld is perfect

when they perform a task they certify their work

personal involvement

integrity

"we don't have recalls"

machine - torpedo tubes sea water valves

shipfitter - install ^{sonar + other} components

sheet metal workers who build lockers, bunks, galleys.

carpenters build cradles, launch ways -

SUB CHRISTENING - COLUMBIA

Capt.
Dill Harlow

[Col. Jones - NSC]

703697-
7491

Last slider - more dramatic

New way of construction - modular

Some slide it down but not entire

A yr to yr. and half before commissioned

Just being lowered into water

Another ceremony when goes into commission -
USS

Traditionally Kenj ceremony is the day to honor
the shipyard

skill + workmanship of Electric Boat

highly technical skills

generations who work in this area
a few still being made at N. News

Tipper rd one in ~~NAVY~~

We've had Fast attack subs Los Angeles class
New and 80 → 40-55 bc of downsizing

→ 18 Trident - ball missile

Col - contract 12/88

50% / new assigned -

Start date 6/5/89

so then train as

Keel laid 4/10/93

a group.

No women assigned yet to subs - likely bc tight space

have to redesign etc.
Will fit at new ones + see whether
feasible

SUB(2)

How many subs built here? →

33 LA class (688 class)

NOTES/NAVY

{ Dalton was a submarine }

87 attack subs

USS Blueback +
John C.

17 fleet ballistic missile

Calthor

LA Class attack sub = new 14 / 127 enlisted
home port will be Pearl Harbor.

Each yr. at Elec Boat

3 ballistic miss subs / 4 attacks
under construction.

Pres strong supporter of constr. of 3rd Seawat.

welders, pipefitters, shipfitters, electricians, plumbers,
engineers

"recessman" - builds recesses where torpedoes are
fired from the hull

Specification of less than 1/16" for an int

Pipefitter must be so perfect that joint has to
be x-rayed

HARLOW

Naval

welders, carpenters, shipfitters, riggers, elect, electronics
techs, machinists, pipefitters, draftsmen (design)
engineers —

Riggers - rig scaffolding & fixtures to gain access to ship
above/in hull.

machinists / electricians — penmanship

Old ways - celebration
Tradition

Care, precision, dedication, cooperation

Planning - all goes into this sub → ²⁻³ tech
The basis of a ship

A lot of what's goal of Adm -

Go back to basics -
in order to

Not rushing, not sloppy

It's imp't that every N is right.

5/c later you can't turn back

Being prepared →

No glory not only in battle but in preparation



SUPERVISOR OF SHIPBUILDING, CONVERSION
AND REPAIR, USN
GROTON, CONNECTICUT

6 June 1994

Mrs. Hillary Rodham Clinton
The White House
Washington, DC 20500-0001

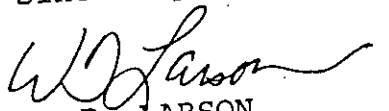
Dear Mrs. Clinton:

The Chief of Naval Operations has advised me that you have accepted the invitation of the Secretary of the Navy to serve as sponsor for COLUMBIA (SSN 771). May I offer my congratulations.

The launching is scheduled for September 24, 1994 at General Dynamics Corporation, Electric Boat Division in Groton, Connecticut. The shipbuilder is in charge of the launching ceremony and Mrs. Donna M. Simpson, Manager of Community Relations and Special Events for Electric Boat, will contact you to provide you with all of the details associated with the event.

If there is any matter in which I may be of assistance, please do not hesitate to call. My telephone number is area code (203) 433-2665.

Sincerely,


W. D. LARSON
Captain, U. S. Navy

N. D. Ruenzel

Director of Communications

NDR:ihm
Enclosure

*The Officers and Directors of
General Dynamics Corporation*

*give the honor of their presence
at the launching of*

COLUMBIA (SSN771)

at the Electric Boat Division

Groton, Connecticut

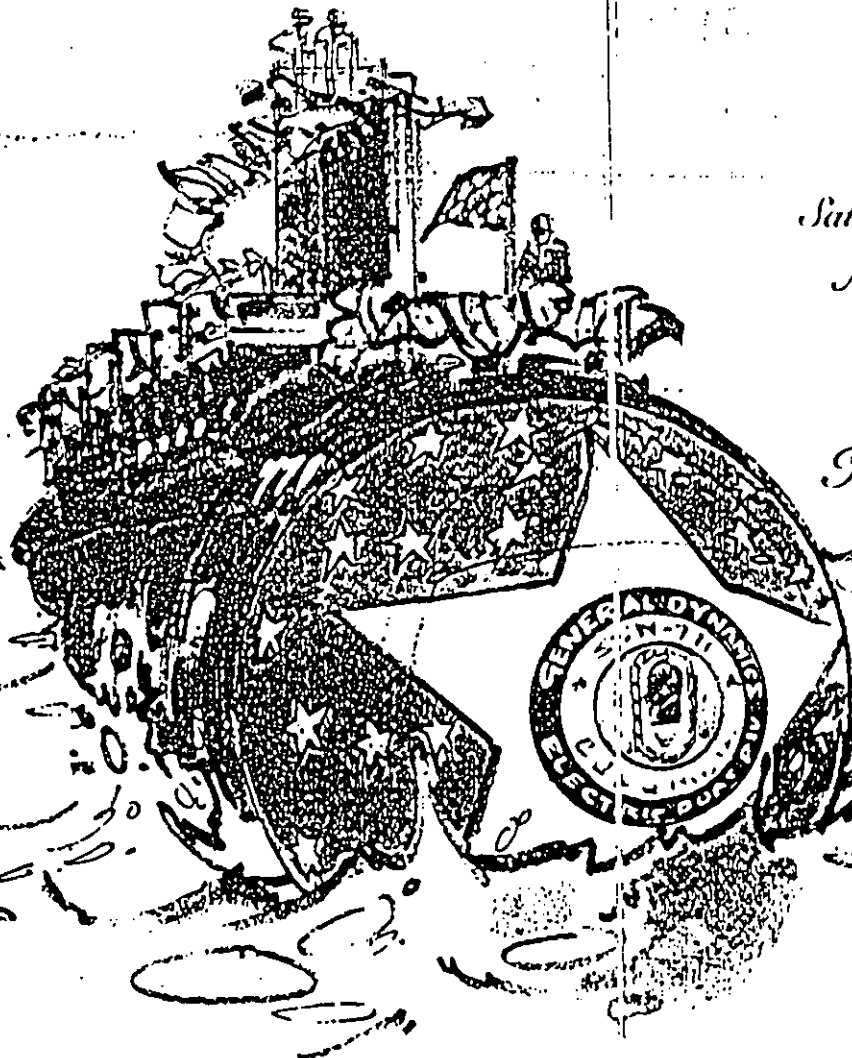
Saturday, the twenty-fourth of September

Nineteen Hundred and Ninety-Four

at 12:00 noon

Sponsor and Principal Speaker

Hillary Rodham Clinton



CAMERAS ARE PROHIBITED

THIS INVITATION IS NOT TRANSFERABLE

File
Sept

THE WHITE HOUSE

August 15, 1994

D. R. Govan
Commander, U. S. Navy
Commanding Officer
PCU Columbia (SSN 771)
73 Eastern Point Road
Groton, Connecticut 06340-4990

Dear Commander Govan,

Thank you for your very kind and thoughtful letter. I look forward to the Columbia's historic launch with great anticipation and am deeply honored to be its sponsor.

With kind regards to you and the crew and best wishes for Columbia's successful completion, I am

Sincerely yours,

Hillary Rodham Clinton
Hillary Rodham Clinton

✓
bcc: Patti, Liz

73 Eastern Point Rd.
Graton 06340-4990



COMMANDING OFFICER
PCU COLUMBIA (SSN 771)

May 20, 1994

Mrs. Hillary Rodham Clinton
The White House
Washington, DC 20500

Dear Mrs. Clinton,

It is with great pleasure I welcome you aboard the United States Navy's newest fast attack submarine; the COLUMBIA (SSN 771). The crew is excited and honored that the first lady will be the sponsor of our ship. It is an old sailor's belief that the sponsor's personality is passed to the ship upon commissioning. I can only hope that this folklore holds true for us in creating the finest, most capable submarine in the fleet.

COLUMBIA is named for the three great cities of the same name in Missouri, Illinois, and South Carolina; for the statue of freedom atop the Capitol Building; and for the previous ships named COLUMBIA, most notably the World War II light cruiser, CL-56. We have been building a close relationship with all our namesake cities and have made plans for public relations trips to all three cities. Public support is strong in all three communities. All three communities and a contingent from the CL-56 Association will attend the launch events in September. Our ship's crest has been finalized and has incorporated symbolic inputs from each namesake city. A copy of the seal and description are enclosed.

The ship's construction is proceeding as planned and the launch ceremony will occur as scheduled on September 24, 1994.

Approximately seventy-five percent of the crew has arrived and are actively involved in monitoring the construction process. The COLUMBIA will be the last Los Angeles Class submarine built at Electric Boat Shipbuilding in Groton Connecticut and also the last submarine to be launched in the traditional way of sliding down the rails into the water. The shipyard is putting special care and effort into the construction of COLUMBIA and will go all out for the launch festivities.

Once again, I am excited and honored to have you as our sponsor and look forward to meeting you personally.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. R. Govan', with a stylized flourish at the end.

D. R. GOVAN
Commander, U.S. Navy
Commanding Officer

USS COLUMBIA (SSN 771)

OFFICIAL SEAL

MOTTO

"Preserving Freedom on the Seas", located at the Statue of Freedom's feet, represent the foundation of her efforts while in service.

SYMBOLISM

Lady Figure. Represents the Statue of Freedom atop the Capitol Building, giving life to the female personification traditional of naval ships. She is leaning forward and looking ahead to indicate the speed and direction of the United States Navy. Her trident symbolizes sea prowess and naval weaponry, both past and present. The commissioning pennant with seven stars represent her as the seventh commissioned naval ship USS COLUMBIA. The ten stars on her sash represent the battle stars earned by the last fighting ship USS COLUMBIA (CL-56).

States. Located below the lady, indicate the support of the people. The states of Missouri, Illinois, and South Carolina represent the locations of our "namesake cities".

Animals. The animals, chosen by each city as that which best represents their people, indicate the spirit instilled by those communities in the personality of the ship COLUMBIA. The tiger, representing Columbia, Missouri, indicates strength and hunting ability. The eagle, representing Columbia, Illinois, indicates speed and the ability to find prey at great distances. The gamecock, representing Columbia, South Carolina, indicates quickness and the courage to fight to the death.



THE SECRETARY OF THE NAVY
WASHINGTON, D.C. 20350-1000

16 August 1994

Mrs. Hillary Rodham Clinton
The White House
Washington, DC 20500

Dear Mrs. *Hillary* Clinton:

We are very much looking forward to having you sponsor the submarine COLUMBIA in Groton, Connecticut on September 24th.

As Donna McLarty can tell you, the experience of participating in a ship's christening ceremony is a special thrill indeed. It is an honor for us to have you launch the last "slider" down the building ways.

As I mentioned in my letter of April 22nd to you, we would be honored if you would also like to be the principal speaker for the day's event. And of course, if his schedule permits, we would be delighted if the President could share the day with you and speak to the thousands of participants at the ceremony.

In any case, the real excitement will come when you break the champagne bottle on COLUMBIA's sail and name her on behalf of the United States.

Please have your staff contact my office regarding your plans in connection with this event. Margaret and I look forward to seeing you on the 24th.

Sincerely,

John H. Dalton

THE WHITE HOUSE
WASHINGTON

Schedule Proposal

August 18, 1994

	<u> </u> ACCEPT	<u> </u> REGRET	<u> </u> PENDING
TO:	Ricki Seidman Assistant to the President and Director of Scheduling and Advance		
FROM:	Philip Lader Assistant to the President and Deputy Chief of Staff		
REQUEST:	The President to accompany the First Lady to the Christening Ceremony of the Submarine COLUMBIA in Groton, Connecticut.		
PURPOSE:	To ensure the launching ceremony is an exciting and memorable occasion for the Naval Shipyard and all personnel present.		
BACKGROUND:	This time-honored ceremony consists of the naming of the vessel by a sponsor (i.e., USS COLUMBIA), a few words from the sponsor, and breaking a bottle of wine/champagne on the bow or stem of the ship as she slips down the "ways" into the sea. Submarine COLUMBIA will be the last fast attack submarine christened.		
PREVIOUS PARTICIPATION:	None		
DATE AND TIME:	Saturday, September 24, 1994, time to be determined		
DURATION:	To be determined		
LOCATION:	Naval Shipyard, Groton, Connecticut.		
PARTICIPANTS:	To be determined		
OUTLINE OF EVENT:	To be determined		
REMARKS REQUIRED:	None		
MEDIA COVERAGE:	Open		
RECOMMENDED BY:	John H. Dalton Secretary of the Navy Alphonso Maldon, Jr.		

THE SECRETARY OF THE NAVY
WASHINGTON
22 April 1994

Mrs. Hillary Rodham Clinton
The White House
Washington, DC 20500

Dear Mrs. Clinton: *Hillary*

I am delighted that you have accepted our invitation to be the sponsor of the submarine COLUMBIA on September 24, 1994, in Groton, Connecticut.

The launching ceremony will be an exciting and memorable occasion for you and your participation will make the event unforgettable for the shipyard and the naval personnel present.

This letter provides additional details on the typical christening ceremony schedule of events. We will, of course, be happy to modify the agenda to suit your desires and the demands upon your schedule.

The timing of the ceremony, which takes about an hour, is dictated by the tides in the Thames River into which COLUMBIA will be launched. It is anticipated that it will commence around noon.

Traditionally, the shipyard hosts a dinner in honor of the sponsor on the night before the christening. This dinner is usually held at 6:30 p.m. at a hotel in Mystic, Connecticut. Electric Boat Division of General Dynamics hosts the dinner to gather platform principals in an informal setting to get acquainted prior to the ceremony. In light of the many competing pressures on your time, if you would prefer to omit this event and arrive in New London on the morning of the ceremony, we would certainly understand.

Enclosed are sample programs from launching ceremonies for two other submarines of this same class.

We would be honored if you would agree to serve as the event's principal speaker as well as sponsor. If you desire to do so, we would likely follow a scenario along the lines of that used at the christening of "SPRINGFIELD" at which then-Secretary of Labor Lynn Martin performed the dual role of sponsor/speaker.

If you prefer to say just a few words in addition to breaking the bottle on COLUMBIA's bow, we would follow an itinerary somewhat like that used at the christening of "HARTFORD."

Sponsors are invited to name a maid or matron of honor to join them on the platform at the ceremony. Often the sponsors' daughters are selected for this role. Please let us know if you would like Chelsea or someone else to share in this experience with you.

Also, enclosed is a videotape of the launching of HARTFORD last December. Your staff may wish to scan the tape to get a better idea of a typical christening.

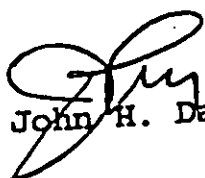
Following the ceremony there is a reception where the sponsor is presented a few mementos of the occasion.

During the early evening of the day of the christening there is a reception for the ship's crew and sponsor. Here again, we would fully understand if your schedule precluded your taking part in this portion of the festivities.

My staff will be in touch with yours to advise regarding additional logistical arrangements for this event.

We are delighted that you have agreed to christen this fine new ship and to help launch her on her mission to defend our great nation.

Sincerely,


John H. Dalton

Enclosures

*I hope this is a great experience
for you. I think it will be.*



COMMANDING OFFICER
PCU COLUMBIA (SSN 771)

May 20, 1994

Mrs. Hillary Rodham Clinton
The White House
Washington, DC 20500

in

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en

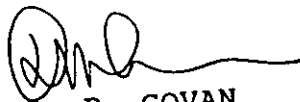
COLUMBIA is named for the three great cities of the same name in Missouri, Illinois, and South Carolina; for the statue of freedom atop the Capitol Building; and for the previous ships named COLUMBIA, most notably the World War II light cruiser, CL-56. We have been building a close relationship with all our namesake cities and have made plans for public relations trips to all three cities. Public support is strong in all three communities. All three communities and a contingent from the CL-56 Association will attend the launch events in September. Our ship's crest has been finalized and has incorporated symbolic inputs from each namesake city. A copy of the seal and description are enclosed.

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Sincerely,



D. R. GOVAN
Commander, U.S. Navy
Commanding Officer

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Contact:

Lt. Knight

203/433-4920