

# Sun Ship Log

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Sun Shipbuilding & Dry Dock Company

April, 1978

## FAMILY DAY SET FOR JUNE 3RD

Family Day for Sun Ship employees and their families will be held on Saturday, June 3rd. Commenting on the announcement, shipyard president Peter S. Hepp said: "In keeping with a long standing Sun Ship tradition there will be a Family Day the first Saturday in June. This Day provides all of us who work in the shipyard with the opportunity to show our families not only the yard's impressive shipbuilding facilities but also

the wide range of skills we bring to our work in the yard."

The June 3rd Family Day is the first to be held in Sun Ship since the yard's new shipbuilding facilities became operational in 1976 and, therefore, will provide all members of the Sun Ship "family" with their first opportunity to see the North Yard building slab, No. 4 dry dock and the new plate handling and plate burning

facilities.

In addition to a tour of the new facilities, numerous exhibits illustrating various shipyard crafts, refreshments and musical entertainment will also be features of Family Day.

The day's events will draw to a close with the christening of the S.S. Kenar (Sun Hull No. 669). The 120,000 deadweight ton "ecology" class tanker is being built for a sub-

siduary of SOHIO for use in the Alaska to Pacific Coast trade.

Invitations to Family Day will be extended to all current and retired Sun Ship employees and their families. A Family Day ticket will be mailed to each Sun Ship family during the first half of May.

Further details about Family Day will appear in future issues of the Sun Ship Log.

## Going Up... Up... SIMPSON NAMED COUNSEL



"AN OUTSTANDING JOB" . . . is the way the contractor's engineer, Charles B. Perry, summed up the performance of the Sun 800 crew in placing the 263 ft. long drawspan on the Benjamin Harrison Bridge. The derrick's crew made a difficult job seem deceptively easy in making the heaviest lift the Sun 800 has ever made - 788 tons - and placing the drawspan in position on the first attempt. The lift took place at Huguenot, Virginia. This was the last in a series of lifts the Sun 800 made while repairs were being made to the bridge that was damaged in February 1977 when a tanker rammed it, knocking the drawspan into the James River.



Stephen W. Simpson has been named Counsel, reporting to President Peter S. Hepp. As Sun Ship Counsel, Simpson will provide legal counsel to the officers and managers of the shipyard and will work with external legal counsel used by Sun Ship.

Prior to joining Sun Ship, Simpson had been Assistant General Counsel for ARA Services, Inc. in Philadelphia.

Simpson is a 1966 graduate of Harvard University with an A.B. degree in history and is also a 1969 graduate of the University of Pennsylvania Law School.

He was admitted to practice in Pennsylvania in November 1969 and is a member of the American Bar Association and the Philadelphia Bar Association.

He is also a member of the Executive Committee of the Philadelphia Industrial Development Corporation. He serves as a trustee of the United Way of Southwestern Pennsylvania, the William Penn Charter School and the White/Williams Foundation. He is also a member of the



Board of Directors of the Metropolitan YMCA and the Germantown Historical Society.

## SUN SHIP ENTERS COMPETITION FOR U.S. NAVY SHIPBUILDING WORK

On March 31, Sun Ship submitted a competitive proposal to the Navy Sea Systems Command for a Ship System Design Support contract for a new class of Navy vessel designated LSD-41. The Navy has indicated that the winner of the design support contract will probably be awarded the construction contract for the first vessel in this class. At present two vessels are contemplated.

The Sun Ship proposal marks the shipyard's entry into the U.S. Navy Shipbuilding market, a market that comprises approximately 50 per cent of all new ship construction and repair work done in this country.

The Navy is now reviewing the proposals that Sun Ship and other U.S. shipyards have submitted and expects to award the design support contract on October 1, 1978. If Sun Ship should be the successful bidder, a contract might follow for the detail design and construction program around April 1981, with construction of the vessels expected to

take place in the 1981 to 1984 time frame.

The LSD-41 will serve as a dock for amphibious assault craft; will be about 600 feet long, and will have a stern door. The LSD-41 is, in many respects, similar to the U.S.S. Power now in the yard.

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# TEAMWORK

One of the areas of concern to me is the need to develop effective teamwork in the company. Many employees are good team players, but there still remain too many who are willing to put their own or their department's welfare ahead of the company's. We must pull together! The teamwork spirit must work both between departments and up and down the chain of command. If one department or craft finds itself interfering with the work of others in a given job, they must work together to solve the problem rather than take the position that "your problems are yours, not mine".

I have had a number of outsiders, who had the chance to view several shipyards, tell me that we have poorer teamwork than other yards. If true, each of us should not be pleased with that and ask, "Have we contributed to such an impression?"

Teamwork extends to vertical relationships also. We must trust our workers and we must trust those who supervise us. It is not teamwork when we withhold information about problems from the people whose job is to solve problems. Unfortunately, there seems to be some feeling that "if I tell the boss or his boss about what we can do to improve, I'll be chewed out". Supervisors must encourage information flow upward and must pass it on. We can solve any problem, but only if the people with authority to solve it know about it.

Teamwork is vital to success. I urge all work groups to hold small meetings to discuss two questions:

- Have we a teamwork problem?
- How can we help to improve teamwork?

Peter S. Hepp

## SUN SHIP AND CUSTOMER SIGN AMENDED LNG SHIPBUILDING PACT

Sun Shipbuilding and Pacific Marine Associates signed a contract on March 14 amending and updating their previous agreement for Sun Hull Nos. 671 and 672. The signing concluded with the shipyard's receipt of a \$96 million check to cover LNG program expenses already incurred by Sun Ship for engineering services and major equipment purchases.

The go-ahead for Sun Ship's construction of the two LNG carriers is closely tied to the customer's winning state and federal approval for a terminal site to receive the liquefied natural gas. Pacific Marine Associates—a consortium of two major California utilities, Pacific Gas &

Electric Company and Pacific Lighting Corporation—favors a terminal at Point Conception, California, a remote area of the California coastline about 50 miles west of Santa Barbara.

Previously, a terminal site in Oxnard, California had been approved by the federal government but invalidated by a statute passed by the California state legislature.

A decision by the State of California selecting a terminal site must be made by July 31st under a state law.

Once state approval is given to the site, the federal government's approval of the LNG terminal must still be won.



SUN SHIP PRESIDENT PETER S. HEPPE RECEIVES \$96 MILLION CHECK from Pacific Marine Associates President Keith McKinley (seated right) following signing of contract that amended and updated provisions of previous agreement between the shipyard and the customer. Witnessing the event are (from left to right) J. Kirschick (VP-Marketing, Sun Ship), E. Lindquist (Pacific Gas & Electric), W. D. Augustine (Pacific Lighting Corporation) and J. Bar Lev (Pacific Gas & Electric).

## MARKETING DIVISION REPORT

Beginning with this issue, a wrap-up of the results of recent market activity will be reported in the Sun Ship Log to give all our employees an indication of the efforts being made to bring work into our shipyard.

Most recently our markets in ship repair and industrial work have been characterized by intense competitive pricing. As can be seen by the following

summaries, despite some very close pencil sharpening we still fell short on too many prospective desirable contracts. For the foreseeable short term we do not expect market conditions to change overall.

You may be interested in knowing that your Marketing Division is pursuing some 37 active business opportunities in our three market areas including new construction.

### SHIP REPAIR:

Vessel	Successful Bidder	Sun Ship Bid
SOUTHWEST CAPE	Jacksonville	3rd out of 6 bids
NEW YORK GETTY	Not Published	(High in time)
DREDGE ESSAYONS	Todd	2nd out of 5 bids
MISSISSINIEWA	Jackson Engineering	3rd out of 5 bids
KANSAS (Tulshoff)	Alco Marine	4th out of 4 bids
DREDGE RANGER	Sun Ship	(Owner decided to do own work)
USS CORRY	Coastal Drydock	3rd out of 3 bids
TEXACO BARGE 808	Bethlehem (Balt.)	2nd out of 8 bids
MARIAS	Tampa Drydock	Lost
VANDENBERG	Sun Ship	Won
TEXACO BARGE 808	Maryland Dry Dock	3rd out of 4 bids
APL-19	Sun Ship	Won
DREDGE ESSAYONS (Dragheads)	Florida Machine Works	4th out of 5 bids
MYER	Bethlehem (Balt.)	4th out of 7 bids
KOELSCH	Bethlehem (Balt.)	5th out of 5 bids
USS CHARLESTON	Bethlehem (Balt.)	3rd out of 3 bids
OSWEGA PEACE	Newport News	Lost
MOBIL POWER	Not Published	Lost
ACT 3	Not Published	Lost
ACT 4	Not Published	Lost
MAERSK LINES (9 ships)	Japanese Bid	Lost
TEXACO MARYLAND	Todd (Galveston)	Lost
SUN TRANSPORT (Tulshoff)	Not Published	Lost
W.L. MELLON	Not Published	4th out of 6 bids
NORDIC ALBORA	Not Published	Lost
TEXAS SUN	Maryland Dry Dock	3rd out of 3 bids

TOTAL AWARDS: \$73,046,497

### INDUSTRIAL PRODUCTS:

Customer/Description	Successful Bidder	Sun Ship Bid
Wiley Mfg. Boom Seat Weldments	Not Published	Lost
Hooker Chemical Slices	Sun Ship	Won
Stub Shaft	Sun Ship	Won
Blender Repair	Sun Ship	Won
Century Boats Liner Machining	Not Published	Lost
General Electric 2 Bedplate Assemblies	Not Published	Lost
G.O. Carlson Cylinder Segments	Sun Ship	Won
Sun Petroleum Products Co. Drums/Towers	Not Published	Lost
Elizabeth Iron 26 Structural Girders	Not Published	Lost
Westinghouse (Tampa) Model Boiler Shell Barrel Fabrication	Sun Ship	Won
Wyle Laboratories Lateral Restraints	Republic Steel	Lost

TOTAL AWARDS: \$1,174,200

## 96 DEPARTMENT TASK FORCE

**...making the shipyard  
a better place  
to work**

There's a "new look" in the shipyard. Wherever you go, you see it. Walk on down to No. 3½ pier and there's not only a new safety railing along the edge of the pier, but the rotted-out planking is being replaced by steel plate and wood launching skids. It's only a short walk over to 47 shop to see more of the same: the Fab Shop is not only brighter with its freshly-painted white walls and steel posts; it's also more shipshape with its neatly stacked steel plates.

These and other improvements throughout the yard are the handiwork of the men in Sun Ship's newly-created 96 Department Task Force.

The 96 Department Task Force came about through the joint efforts of Sun Ship and Lodge No. 802 officials to improve shipyard working conditions while providing temporary employment opportunities to veteran shipyard production workers who faced layoff during the recent reduction in the yard's work force.

96 Department was created with the view that it would exist until such time that the list of yard improvements had been completed or the new construction and ship repair workload would require transferring the men back to their original departments.

Under this arrangement, 15 men have already returned to their departments and present projections indicate that the remainder of 96 Department will be phased back by early summer.

Commenting on the attitude of the men in the task force, 96 Department Foreman Bob Uhl said: "Although the men in this department bring different shipbuilding skills to the job, they do have one thing in common—pride in their work.

"You simply have to look around you to see that. The 85 men in this department are making the shipyard a better place to work for all of us."

Paint it up . . .



Pick it up . . .



Roll it out . . .



96 DEPARTMENT MEN AT WORK: painting the interior walls of 47 Shop (top photo), clearing up the North Yard building slab (center photo) prior to land fill operations and the rolling out (bottom photo) of the new fill floor in the area of the building slab.

# GLOBAL SLUMP AFFECTS SHIP INDUSTRY

By Winston Williams

(The following article is reprinted from March 6, 1978 *New York Times*)

Shipping industries in Western industrial nations and Japan are in deep trouble, caught by a lingering glut in global capacity that has stifled a third of the world's tanker tonnage and cut the shipbuilding business in half.

The excess ship capacity—the legacy of a shipbuilding boom begun a decade ago—is threatening many thousands of jobs, creating new pressures for costly government subsidies, and feeding protectionist rivalries for shares of the shrunken market.

The order books of shipbuilders are at their lowest in a decade. Competition for the trickle of new orders, already murderous, is getting even sharper—if that is possible—as new government-backed shipyards in the developing countries have been cutting prices to earn foreign exchange and keep workers employed. Brazil, India and Taiwan, for example, are now shipbuilding countries.

On the other side of the industry, the ship operators face a similarly dismal outlook. Battered by overcapacity they now are slashing rates to attract business and keep ships operating.

There is, moreover, a strained relationship between the two sides of the industry. The shipyards want to build more ships. The ship owners have already have too many.

Predictions of lay-offs involving hundreds of thousands are facing doubts for cartelization and for more industry protection along national lines. The strained relationship between shipowners and shipbuilders is likely to deteriorate even further as builders ask for measures to stimulate new ship demand while the owners lobby to limit additional capacity.

## Shipbuilders' Outlook 'Bleak'

"Bleak is the one word that describes the outlook for commercial shipbuilders," said R.W. Cousins, president of the Tennessee Corporation's Newport News Shipbuilding and Drydock Division. "The size of the industry is going to shrink and some yards will have to close."

The dismal prospects are already becoming more a dismal reality abroad. In the last few months, several Japanese shipbuilders have gone bankrupt. Most Japanese and European yards are operating at only 50 per cent of capacity. And one of the world's largest carriers of liquid petroleum gas, the Maitland Gas and Petroleum Company, shut last December under the weight of losses amounting to \$230 million.

The American shipping industry, regarded as one of the most insulated in the world because of generous operating and construction subsidies, protected markets and fixed shipping rates, is feeling the sharp pinch.

## Maritime Commission Investigating

Responding to rate cutting by foreign lines, American carriers are believed to be offering rebates to large shippers in violation of the Federal law. The Maritime Commission is investigating. In addition, two companies, the Pacific Far East Lines and the States Steamship Company, have charged in an antitrust suit that Sealand Inc., a subsidiary of R.J. Reynolds industries, has offered rebates on container traffic.

The decline in new work has spread

unemployment among American yards. The General Dynamics Corporation, for instance, laid off 3,000 workers last fall at its Electric Boat Division in Groton, Conn.

The American Council of Shipbuilders, a trade association, estimates that as many as 45,000 jobs of a total of 176,000 will disappear next year at United States shipyards. Twice that number of workers could lose jobs in supporting industries and affected communities, according to the council.

## Sources of New Business

Independent observers believe that these estimates are a bit on the high side because shipbuilders are getting work from new sources. The move to improve oil tanker safety by requiring double bottoms and segregated ballast tanks will add to the market for ship repair and conversion. Increased offshore drilling for oil and gas, especially near the Atlantic Coast, will preserve some jobs at shipyards that build drilling rigs and other equipment.

There is virtually no disagreement, however, that protective barriers are not doing the job they were designed to do.

One American builder said it recently lost a new ship order when it quoted a construction price of \$85 million. Because of the Government subsidy, the buyer would have paid only 50 percent, or \$42.5 million. A Japanese yard nevertheless undercut that by offering to build the same ship for \$38 million—but the job went to a South Korean yard for \$33 million.

Shipbuilders and shipowners around the world owe their present woes to the same combination of economic forces. The sharp rise in oil prices in 1973-74 combined with the world recession that followed cut deeply into world demand for tankers and merchant ships just at a time when shipowners were adding vessels and shipbuilding yards were expanding.

## Worsened by Protectionism

Between 1965 and 1975 the world's merchant fleet more than doubled from 157 million gross tons to 340 million. Now, more than 100 million tons of oil tanker capacity alone lies idle, with little hope that world trade will take up this slack before the mid-1980's. The situation is worsened by the current wave of protectionism that has held down growth of international trade.

In the same period, world shipbuilding capacity rose 33 percent, from 27 million

tons annually in 1965 to 38 million in 1975.

There is now little work for all the new construction capacity. Shipyards in Japan, which builds half of the world's ships, and in Western Europe have six months' work left at current output rates. In the United States the backlog of unfinished ships will drop from 40 at the beginning of 1978 to about 26 next year, according to shipbuilders' estimates.

Heavy subsidies given since World War II to help builders in the United States and Western Europe to compete against the modern, efficient yards in Japan, have not prevented the decline.

Common Market countries poured a total of \$600 million into their ailing yards last year. Since the Merchant Marine Act was amended in 1970 to build up the American merchant fleet and guarantee work for American yards, the United States has spent \$1.3 billion in construction subsidies. Operating grants to shipowners, incidentally, came to \$1.6 billion in the period.

"When the world market is high, American yards compete well," said Howard Pack, vice chairman of Seatrail Lines Inc., the company that converted the old Brooklyn Navy Yard to commercial use. "But there is no competing when the market is soft."

## A Series of Reversals

The American yards and conglomerates such as Litton Industries, the Ogden Corporation, Tenneco and General Dynamics, which took them over in the glory days of the 1960's, have also felt the impact of a series of poleward reversals and uncertainties that include:

— The first Carter budget included requests for only 15 ships for the United States Navy. The industry had hoped for as many as 30.

— Cargo preference legislation, which would have created new demand for tankers by raising the percentage of oil carried in United States-flag ships to 9.5 percent from about 4 percent, was soundly defeated last summer.

The Alaskan pipeline was expected to spur construction of American vessels because the Jones Act requires that domestic commerce move in domestic ships. However, demand for new tankers has been held down because some Alaskan crude is moving in foreign tankers to refineries in the Virgin Islands, which are exempt from the requirement. Suits by the American shipping industry to bring the Virgin Islands within the purview of the Jones Act have been dismissed.

Uncertainty over future policy on liquefied natural gas has prevented the placement of orders for tankers. L.N.G. tanker construction had been one of the industry's bright spots, with 16 ships costing about \$150 million each now on order. The Administration is considering whether to permit construction of any more L.N.G. storage facilities and also how L.N.G. will be priced.

## Cartelization Plans Discussed

American builders would like to see more markets set aside specifically for American ships, such as they failed to get in the cargo preference bill, while the Europeans and the Japanese are discussing cartelization plans for division of the shipbuilding market. Japan has indicated that it is willing to cut its shipbuilding capacity by 50 percent; the Common Market countries are considering reducing their shipyard capacity by 46 percent in exchange for guaranteed markets.

While these discussions between the Organization for Economic Cooperation and Development and the Shipbuilders Association of Japan are in progress, several countries are studying the effectiveness of their subsidy programs. The governments of France, Britain, the Netherlands, Italy and West Germany are responding to pressure from shipbuilders who want an increase in construction subsidies, which now range from 30 percent to 66 percent of the cost of a vessel.

Shipowners, however, are fighting increases in construction subsidies.

"By subsidizing shipbuilding, the industrial world risks a permanent oversupply of ships and a permanently uncompetitive freight rate structure," warns James Dunnett, who heads the International Marine Industries Forum, a London-based organization set up by shipowners to study the industry's mounting financial problems.

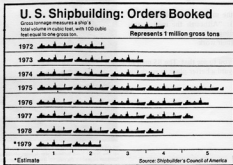
## Need for More Billions Seen

The forum calculates that between now and 1980 Western governments will have to find a total of \$4.5 billion to \$7 billion to maintain an industry with 30 million tons of capacity.

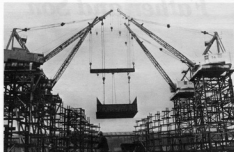
The shipowners also see the need for their own cartelization plans, which would involve a reduction in the number of ships in operation. This year tanker owners expect to chalk up losses of \$450 million, and by 1980 the figure may rise to \$2 billion. The shipowners' overcapacity troubles are aggravated by the steady expansion of the Soviet fleet, which is under-cutting the rates of the shipping conferences of the Western industrialized nations. The weakness of these rates has depressed the charter rates that owners charge ship operators.

One of the more prominent proposals for raising shipping and charter rates has been put forward by Inter-tanko, an Oslo-based association of independent Scandinavian and Greek tanker owners. The plan involves mothballing some ships and new minimum charter rates for the rest.

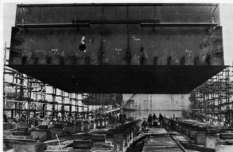
But any plan that would raise charter rates would probably be met by opposition of the international oil companies, which are a strong factor in the tanker market. Many observers believe that the only way to solve the rate problems would be to bring the Russians into the shipping conferences.



# PRODUCT TANKER KEEL LAYING



TEAMWORK DOES IT. Four gantry cranes work as a single unit to place the first sub-assembly of Sun Hull No. 676 on No. 8 shipway. A few days later the first sub-assembly of Sun Hull No. 677 was placed on No. 6 shipway. Sun Hull Nos. 676 and 677 are 30,000 deadweight ton product



carriers that the shipyard is building for Sun Transport, Inc. The first of the two tankers is scheduled for delivery by mid-1979.

## Celebrating Anniversaries



E. FISCHER  
47-569  
35 Years



G. MUMFORD  
34-137  
30 Years



R. GIBSON  
88-63  
25 Years



J. GRASTY  
85-113  
25 Years



A. HELICK  
45-1020  
25 Years



H. RUH  
47-1002  
25 Years



P. AMALFITANO  
25-9  
20 Years



E. AUSTIN  
59-362  
20 Years



W. CHURCHILL  
62-13  
20 Years



G. GRIFFIN  
74-125  
20 Years



J. KELLER  
78-41  
20 Years



J. LISA  
69-157  
20 Years

No Photograph  
Available  
L. DIXON  
36-46  
40 Years

## ROBERT S. ADAMS NAMED MANAGER, MANAGEMENT SYSTEMS DEVELOPMENT

Robert S. Adams has been appointed Manager, Management Systems Development. He will report on an interim basis to the president until a Manager for Planning and Management Control is appointed.

In his new position, Adams will be responsible for providing a variety of internal management consulting support services to all of Sun Ship's operating divisions and departments. These services will be directed at recommending improvements in management processes,

and working with all levels of management to assist in the implementation of approved projects.

Commenting on Adams' appointment, Sun Ship president Pete Hepp said: "Bob's appointment to this staff post gives the shipyard an in-house consultant and problem solver to work on management problems of every description. Managers should feel free to use him. He is here to help anyone in the yard who wants to improve the way we do business."

Adams' first assignment is to prepare a recommendation on the location of the shipyard organization in the Main Office and Engineering/Management Buildings. The recommendation will aim at increasing the organization's effectiveness through the optimum location of the various shipyard groups.

Prior to joining Sun Ship, Adams was a staff engineer with Santesch, Inc., a Sun Company subsidiary.

In addition to his line management experience with Sun Company, he performed consulting work in the areas of industrial engineering, organizational study and management systems application.

Adams is a member of the American Institute of Industrial Engineers.

He and his wife, Barbara, have a son, Geoffrey. They live in Thorndale, Chester County, Pennsylvania.



## MARINE INDUSTRY BRIEFS

### The More Things Change, The More They Remain The Same

A note in the March 1, 1978 issue of the Delaware County Daily Times reports that 100 years ago... "Chester ship-builder John Roach says it would be a great injustice to allow foreigners to bring in foreign-built ships, and further force down the price of labor at a time when thousands of men are unable to obtain more than seven cents an hour for their work. Mr. Roach appeared before the Committee of Ways and Means yesterday in Washington to argue against the free ship clause of the Wood Tariff Bill." In the intervening century the only thing that has changed has been the rate per hour.

(John Roach Shipbuilding Company operated in Chester up to the early days of World War I).

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### A Sign of the Times

There is no better testimony to the current world tanker overcapacity than

the recent article describing a "first"—the scrapping of two undamaged super-tankers—the 211,000 deadweight ton *Dryi Nova* and the 212,000 deadweight ton *Magdale*. Although both vessels are less than 10 years old and are fully operational, one source said they could "... no longer operate economically in today's market-place".

When these foreign-built vessels were first constructed, it was expected that they would remain operational for 15 years or longer.

For the purpose of comparison, U.S.-built ships are usually depreciated over a 25-year span. Therefore, if a U.S. tanker had to be scrapped in just 10 years, the tanker's owner would drown in a sea of red ink.

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### All Quiet on the White House Front

Edwin M. Hood, President and Board Chairman of the Shipbuilders Council of America, in a March 15 discussion of the impending downturn in U.S. shipbuilding activity and employment, pointed out the contrast in the federal government's response to the employment crisis in the U.S. shipbuilding industry and its response to a similar crisis in the U.S. steel industry.

"With the layoff of some 20,000 workers in steel industry, the reflex of government was swift. With a projected loss of more than twice as many shipyard workers, there has yet to be any official positive reaction whatsoever."

## Father and Son



"THE PLACE WHERE DAD WORKS" took on added meaning for Jim Edgington's 170-321 11-year old son Jim, Jr. (right) when he visited Sun Ship recently. Dad showed his son how to perform a magnetic particle inspection of a weld as well as his radiographic duties for the Quality Assurance group.

Jim Junior's visit was part of a school project to get school children to visit the places where their parents work. His reaction to Sun Ship: "The whole place was really neat."



THE USS GENERAL HOYT S. VANDENBERG DEPARTS SUN SHIP following completion of ship repairs. The ship-shaped antennas of the vessel attract the VANDENBERG's large instrumentation masts for the U.S. Air Force in its Eastern Test Range in the Atlantic Ocean.

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