

Inside this Issue

This issue of the TMB Newsletter begins with an update on TMB's busy start to the new year. The second page delivers an insight into how the office environment has changed over the years with the introduction of technology. The Newsletter then provides some important information on our new and improved TMBnet site as well as employee milestones. Page three also offers some important reminders on how to handle TMB visitors from a security point of view. The next page shares two employees' stories on recent injuries to themselves or a family member and how they overcame those injuries. The Newsletter goes on to showcase photos of our TMB Olympic Trivia event and share the event's questions and answers. Following the pictures is a look at our support to the Amphibious Warfare Program Office PMS 377 and an employee's tour of the Assault Craft Unit Four (ACU 4) facilities and the functionality of the Landing Craft, Air Cushion (LCAC). The TMB Cinema Review showcases a review of the film "American Made." The Naval Traditions section provides some background on the origins of the Twenty-One Gun Salute. The final page of the Newsletter continues to provide important TMB and community dates so mark your calendars!

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Off and Running in 2018!

While the first Monday of the New Year was a holiday, TMB hasn't had much down time since the calendar turned to 2018. January and February were decidedly up tempo as we focused on multiple complex tasks. We were busy closing our books on 2017 and gathering costs from our subcontractors and vendors. Finance and Accounting (F&A) had to finish calculating actual 2017 rates to determine how well we did against our DCAA Provisional Rate Package. Looks like we will be within 1% of rates developed almost 16 months ago which qualifies as extremely well managed! TMB's pre-audit Balance Sheet for 2017 came in at \$42,089M in Revenue with Net Income of \$1,149M and Share Holder's Equity of \$6,594M – each representing all-time highs for TMB. We gathered supporting data at the summary and detail level for our Independent Auditor to complete their



"field work" in mid-February as part of the normal audit of our financial record keeping. This annual audit is a cornerstone practice of good governance and required by our ESOP Trustee and Valuator who use that data as part of the annual share price determination. The Human Resources Department finished preparing and transmitting employee "Census Data" to our Third-Party Administrator who uses that data to determine eligibility for ESOP share repurchases and diversifications later this year. A tremendous amount of 2017 financial data and forward-looking projections of TMB business and expenses for the period 2018 through 2022 were submitted to our ESOP Valuator. The Valuator and Trustee also completed their annual interview in early February with senior TMB management as part of the valuation process. This is an hours long question and answer session where the Valuator takes the measure of senior management as part of their due diligence process to assess if we have a solid plan in place for the long-term growth and success of TMB. It is also intended to validate the veracity of our data and projections. I always emphasize honesty and the articulation of conservative projections. Always better to exceed expectations than to underperform!

We have also prepared and transmitted extensive information to DCAA as part of the normal Incurred Cost Audit process. This year, the focus for DCAA will be to validate our claimed costs for the years 2014 and 2015. In advance of coming to our facility in March, we sent DCAA extensive financial data as well as information on our policies and procedures, compensation data, labor categories, rosters of employees, contract briefs, tax returns, minutes of Board of Director meetings, and on and on it goes. We also responded to questions for clarification from DCAA relative to the submission of our 2018 Provisional Rate Package which is now under normal review.

The tasks listed above are normal for the beginning of the year and do not include some tasks unique to the start of this year. We have continued the modernization effort of our cost accounting system and ran invoices for the first time in a system that will make us more

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How We Work

I like to tell people that when I started work in the NAVSEA Comptroller Directorate in April 1982, no one had a computer, but everyone had an ashtray! We only worked in one central office for an eight-hour day with thirty minutes for lunch. Of course, during September, we worked late every day and occasionally on Saturdays to push out or recapture funding, but it was always in the office. The most modern technology was a “Dex Machine” that faxed documents to Field Activities and looked like a long tube with a needle that spun around to send documents over a special phone line. Sometimes it worked and sometimes it didn’t. How times have changed.

Today we can and do work from almost anywhere and work is almost impossible without a computer and access to the Internet. There is no longer a clear delineation between “work time” and “personal time.” We are always checking our phones for emails and we make and receive calls late in the evenings and on the weekends. When it snows we telework and both our Government customers and our employees regularly work one day or more from home or another remote location. With Government approval, we are increasingly hiring qualified people who work full time outside of Washington, DC if they are the best person to do the job. Is all of this “good” or “better” than what I was introduced to almost 40 years ago? Maybe; but it doesn’t matter. There is no going backward, and we must recognize that how we work has changed and will continue to do so. As with all change there are both positives and negatives.

The way we work today can lead to a better work/life balance but the inability to “unplug” and the assumption that one is always available to work causes new and greater types of stress. If we are so much more efficient, why does everyone seem so over-worked? Working remotely can be a benefit but one that requires special management controls to ensure DCAA that we are working



1980s Office



2018 Office

as much as if everyone still sat in a central office. A dispersed workforce supports continuity of operations should there be a man-made or natural disaster in Washington, DC. However, it makes training and collaboration more challenging and employees new to our Industry lose the ongoing training that comes from being in a centralized office. As someone who had no military service background when I started working for NAVSEA, the fact that I was invited to meetings (to listen but not speak) and served as the SLJO for the “old guys” taught me more than I knew at the time. There were days that I resented doing the admin tasks and running to get food, but I quickly realized that in exchange, I heard “sea stories” and robust discussions about the relative merits of SPY-1 vs. Tarter as well as eye opening stories of “line crossing ceremonies” – most of which cannot be reprinted here! It made me appreciate the importance of what I was doing and eventually I understood that the people

commanding me around also had a sense of obligation to teach and train the “college boy”. Sadly, not as much of that takes place in the modern workplace so we need to find ways to ensure adequate training when it doesn’t happen simply through immersion.

Working remotely also opens a whole new world of security issues from hardening our networks to anticipating the random lost or stolen laptop. On the other hand, a dispersed workforce lessens the need for expensive office space in Washington, DC whose tax laws don’t recognize the S-Corp ESOP. How much more cost competitive we could be by not taking on new space as we grow or even subleasing some existing office space! As CEO, it is my job to recognize that the workplace continues to change and to identify potential problems as well as enormous opportunities. How we work will continue to evolve. It is what we do along the way that will measure our success.

~ Tom Dority

Off and Running in 2018! *Continued from page 1*

efficient and effective. We continue to design and develop automated financial and contract reporting that will reduce time and effort and yield more reliable data for TMB to make management decisions. We have met with some of our customers to ascertain ways to reduce and streamline monthly financial reporting to the most important data the Government needs to exercise their fiduciary responsibility. We also had to load in the updated withholding rates to reflect the new Federal Tax Tables for 2018. Getting everyone’s pay right at the

start of the year will prevent overpaying or underpaying taxes and potentially a nasty surprise next spring. We are also continuing to emphasize proactive recruiting to stay ahead of normal attrition and to be poised to quickly staff new contract awards. Finally, we have continued to push forward with proposal development activities even as RFP release dates march to the right in 2018. We have hit the ground running in 2018 and see no let up in the pace of activity.

~ Tom Dority

HR Corner

Our New and Improved TMBnet Site!

In March we deployed the new TMBnet site! We created this site through SharePoint which is part of our Office 365 software. This should be the place you go to first for any questions regarding TMB Benefits, Policies and Procedures, Security, TMB Events, Announcements and Newsletters, Forms and FAQs.

You can access the new TMBnet site in several ways – go to www.tmbhq.com and select the tab for MyTMB, you can go directly to the site at <https://tmbhq.sharepoint.com>, or you can go to <https://portal.office.com> and click on the blue box up in the left hand corner of the screen and select SharePoint from the drop down list. If you've never used SharePoint before, instructions on how to use the TMBnet site are posted on the Home Page.

Answers to some of the most frequently asked questions our HR department receives can be found on the TMBnet site:

1. Who receives the emails from each of the company distribution lists? On the Home page, there is a list of Corporate Distro lists along with the names of the individuals who receive emails

Felecia Chinn
Director of HR



from those email addresses as well as what types of emails should be sent to the distro lists.

2. How do I change my address? Go to the Forms page and download the Address/Name Change Form, the W-4 form and the applicable state tax form. If you work in DC and live in MD or VA, you will also need to complete the DC Non-Resident form. Submit all forms to hr@tmbhq.com.
3. What are TMB's Floating Holidays? Click on Policies and Procedures and under Human Resources, select the link for Holidays.
4. When will the next TMB event be held? Click on TMB Events and then search for the month in question.
5. Where can I find a copy of the TMB Newsletters? Click on Announcements and Newsletters and a listing of the newsletters can be found there.

We will be updating the information on the TMBnet site on a frequent basis – we hope that you find it to be informative and beneficial.

Security Awareness

TMB Office & Incoming Visitors

As a cleared DoD contractor, TMB is committed to maintaining a high standard of Security policies and procedures. One of the most important aspects of our Security program is how we handle visitors to our facility. Please remember that the following is not only an industry standard, it is also a requirement of our Cognizant Security Office (Defense Security Service):

- Visitors to TMB facilities are required to present proper identification (i.e., military ID, picture driver's license) before gaining facility access
- Visitors to TMB facilities are required to sign in and out and are subject to search upon entering and leaving the facility
- No visitor will be allowed unescorted access while in a company facility. This includes trips to the common areas, kitchens, other offices, etc.

Taylor Church
FSO



A common rebuttal to consistent handling of escorted visitors is that the meeting is unclassified. That may be the case, but classified information is not the only thing that our adversaries target. Unfortunately, unclassified visits attended by unescorted/malicious visitors can result in compromised:

- information on operational procedures and/or potential vulnerabilities
- human resources records
- proprietary and/or proposal documents
- controlled unclassified information (FOUO, FGI, NATO, etc.)
- government budgetary reports

TMB employees that have questions about how to handle incoming visitors during a large conference or last-minute meeting should contact security@tmbhq.com for detailed guidance and resources.

People of TMB

New Hires (January – February)

We would like to welcome all of our new hires from January – February:

Maxine Smith	Cedric DeDeaux
Ja'Quetta Holland	Ryan Maniquis
Lisa Voth	Brenton Harris

TMB Anniversaries (January – March)

We would like to thank all of the people celebrating their anniversaries here at TMB for all of their hard work.

10 Years –

Kerry Avila	Aaron Cureton
Tom Dority	Laura VanDornick

5 Years –

None for this quarter

1 Year –

Michaela Royce	Deborah Celenza
Pamela French	Carolyn Burrell
Cathleen Murphy	Taylor Church
Charlene Beaman	Gillian Alston
Jinny Koo-Irvine	

Employee Referrals (January – February)

During the past quarter, James Masterson received a referral bonus totaling \$1,000 by referring Ja'Quetta Holland to us. Thank you James for helping us to fill this critical vacancy!

Employee News

Please share your story and exciting accomplishments with hr@tmbhq.com.

tmbhq.com

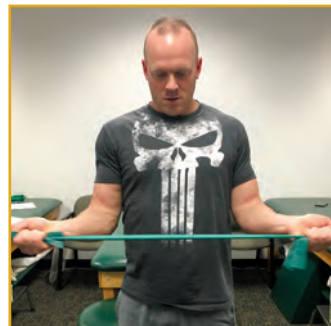
TMB Employees Outside of the Office

Jake Trybulski's Experience with Shoulder Surgery

There are many rewarding aspects of playing sports in one's youth; physical fitness, self-discipline, confidence building, and having fun are some of the things that come to mind. As I've gotten older, I've begun to realize some of the downsides in the form of nagging injuries. Two of the sports I participated in for close to twenty years were wrestling and baseball, both of which are particularly hard on the shoulder joints. I dealt with minor pain and discomfort in my left shoulder for the better part of two years, but finally broke down and decided to have it examined once it became painful to reach over my shoulder to put a seat belt on. After a physical exam and MRI, I was diagnosed with a Superior Labrum Anterior and Posterior (SLAP) tear. The labrum is a thick band of tissue that surrounds your shoulder socket and keeps your shoulder joint stable.¹ The SLAP tear occurs at the front and back of this tissue where it attaches to the biceps tendon and mine was specifically torn at "twelve and six o'clock." This meant that any movement of my shoulder presented as a feeling of being slightly dislocated from the socket. There are three main causes of a SLAP tear: overuse, injury, and wear and tear.² My injury was most likely caused by the latter two.



On 9 January 2018, I underwent arthroscopic surgery to repair the SLAP tear and a biceps tendosis. The biceps tendosis consists of cutting the biceps tendon where it attaches to the labrum and anchors it to the humerus or upper arm bone. The two-hour procedure was done through five small incisions around the shoulder for the labrum tear and a two inch incision at the front of the shoulder for the biceps tendosis. The surgery re-anchored the labrum in place and went as planned; however, as I would find out, the surgery was the easy part. Prior to the surgery I had no idea that the shoulder is considered the most mobile joint in the body which conveniently makes it one of the most painful and extends the overall rehab and recovery time. The first three nights provided me a level of pain I never experienced before. Prior to this experience, I greatly underestimated how much you use your shoulder and even your non-dominant arm. Tasks such as twisting the cap off of a tube of tooth paste becomes a challenge, sleeping can only be accomplished when propped up in a recliner, and lifting food to your mouth with that arm becomes virtually impossible. Needless to say, I had many sleepless nights dealing with



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Paul Downey's day on the slopes and in the ER



Ever since I was in high school I've been playing hooky to go skiing. My parents let me do it and I let my kids do it. My 21-year-old son and I took a day off in January to do some mid-week skiing at Whitetail Resort, and as you may already have figured from the x-ray, it didn't end well for him.

If you've never skied but have been to an amusement park, you'll understand the benefit of going during off-peak times. Instead of spending most of your time in lines, you can spend most of it on the slopes. The mountains in this area are not very big, so you can go from top to bottom in a few minutes. It is much more enjoyable to jump right back on the ski lift than to spend 20-30 minutes waiting.

After going up and down the mountain multiple times and handling everything it had to offer, we were joking about how easy it was and how we were ready for our upcoming trip to Colorado in March. We decided to hit the terrain park so my son could try a few jumps before meeting the rest of our party on the beginner slopes. I'm too old for that sort of thing but was trailing him to see how he did. He was fine on the first couple of jumps and then headed to a bigger one. He didn't have quite enough speed and wasn't able to clear the flat part just past the jump that then drops off. I could see that he landed hard and wiped out. As I skied down to where he was

crumpled up, I could tell that he was hurt, and it wasn't the kind of "shake it off" hurt where you get back up and keep going.

At this point I should tell you that this kid will always find a way to get hurt. His nickname growing up was Walking Disaster, and he has had more injuries than all his friends and family combined. I actually stopped feeling sorry for him years ago because of all the dumb things he does that lead to his injuries. Several people still talk about how scared they were watching him climb trees and on cliffs. In this case my first thought wasn't about his injury, but instead how it better not ruin our trip to Colorado. I quickly decided that I was going with or without him but I was really hoping that it wasn't serious.

We were close to the bottom and he was able to make it down the rest of the way by holding his left arm in place with his right one. The EMTs at the first aid station quickly diagnosed it as a broken clavicle and told us we needed to go the emergency room in Hagerstown, MD which was about 30 minutes away. As soon as we walked in the triage nurse could tell it was a ski injury from the way we were dressed. She told us that they have a steady stream of skiers coming in from the first day of the season to the last. She couldn't wait for it to end.

By the time the day was done, we had spent more time in the ER and driving to and from it than we did on the slopes. The good news is that the injury occurred eight weeks before the trip to Colorado with plenty of time to heal, and the doctor cleared him for it. With one stipulation – no jumps!

~ Paul Downey



TMB Olympic Trivia Event



Pizza time while waiting for the games to begin



Olympic Trivia Cake



Kerry Avila & Mimi Phamdang cutting the cake



Team 1 Freestyle Skiing, Team 4 Curling, and Team 5 Ice Hockey working hard on their answers



Felecia Chinn scoring trivia sheets



Gold Medal: Team 3 - Figure Skating
Kim Williams, Brian Bosak, Ja'Quetta Holland, Charlene Beaman



Silver Medal: Team 6 - Luge (pretending to Luge)
Sean O'Connor, John West, James Masterson, Bridget Rich, Aaron Michael



Bronze Medal: Team 2 - Snowboarding
Maxine Smith, Claudette Hubbard, Gustavo Sanchez, Sefanit Moges, Jessica Buckley



Cathleen Murphy, Ja'Quetta Holland, Felecia Chinn, Kerry Avila, Mimi Phamdang



Dan Clague reviewing the trivia questions and answers



The Morale & Welfare Team

TMB Olympic Trivia Questions & Answers

1. Who do you contact first regarding questions about Unanet? [Your manager](#)
2. What are TMB's two Floating Holidays? [President's Day](#) and [Columbus Day](#)
3. Name 2 instances where you would need to receive a security debriefing. [Foreign Travel](#), [Leave the Company](#), [NATO](#), or [COMSEC](#)
4. Who do you contact when you experience problems with your computer, the internet, email, etc.? [CWPS](#)
5. If you have a visitor coming to 100M for a meeting, who do you contact with the visitor's name? [security@tmbhq.com](#)

6. TMB has always grown through referrals since those on-board understand our corporate culture and what it takes to be successful at TMB. If you wanted to refer someone to the company, where do you send the resume? [resumes@tmbhq.com](#)
7. If you recently changed your address, what forms do you need to complete (there are at least 3) and who do you send them to? [Address/Name Change Form](#), [W-4](#), [State Tax Form](#), [DC Non-Resident Form](#) (if applicable) to [hr@tmbhq.com](#)
8. If you need office supplies, or a specific supply such as binders or dividers to support your customer, where do you send the request and what information should you provide? [purchasing@tmbhq.com](#) with the [charge code](#), [approval from task lead](#), [items needed](#), and [date needed by](#)

9. If you need to request leave, what do you do? [Request it through Unanet](#) then [coordinate with your task lead and customer](#)
10. When you attend a TMB event, how do you charge your time on your timesheet? [You don't, you make up the time or take PTO](#)

Tiebreaker Trivia Questions

1. After how many negative leave hours must you gain approval to take additional leave hours by someone at the Director level? [-16](#)
2. What are TMB's core values? [Commitment](#), [Excellence](#), [Integrity](#)
3. Who is the longest tenured employee here at TMB? [Dan Diaz](#)

SPOTLIGHT ON Assault Craft Unit Four (ACU 4) Tour

On December 5, 2017 three members of the contractor support team for the Landing Craft, Air Cushion (LCAC)/Landing Craft Utility (LCU) took a trip down to Virginia Beach to visit and tour the Assault Craft Unit Four (ACU 4) facilities. ACU 4 provides training for the LCAC and maintains all craft and equipment. The ACU 4 Facility includes about 50 trainers and 550 maintenance workers for a total of roughly 600 civilians, On-Site Representatives (OSRs) and enlisted employees.

TMB provides all aspects of financial management and execution for LCAC/LCU.

shipbuilding financial execution reports to monitor benchmarks and other pertinent information. Using that information, our team briefs the status to the LCAC/LCU Lead Business Financial Manager (BFM) identifying issues and providing recommendations. We provide current and out year budget development support for SCN, RDTEN, OPN and OMN. We also support program business planning efforts by reviewing Task Planning Sheets (TPS), assisting with the affordability analysis and maintaining the current business plan.

The LCAC's main mission is to deliver a 60-ton payload to a designated beachhead at speeds in excess of 35 knots. Combining high speed, exceptional maneuverability, and long-range qualities with the ability to travel over land, the LCAC provides added versatility to our Amphibious Forces.¹ Missions include beach landing, lane breaching, mine countermeasure operations, personnel transport, evacuation support, and marine and special warfare equipment delivery.

Out of the 91 active LCAC's there are 33 crafts located on site at ACU 4 with another three that have been decommissioned. The other 58 crafts are on the west coast as well as in Japan. There are 20 crews that rotate for all 33 crafts at ACU 4 which creates a manpower issue. These crews consist of five members that sit inside the control unit: the Deck Engineer, Loadmaster, Navigator,

TMB provides all aspects of financial management and execution for LCAC/LCU. We prepare, process and track funding sent to the field activities. We analyze monthly



The LCAC's air cushion technology allows this vehicle to reach more than 70 percent of the world's coastline, while only about 15 percent of that coastline is accessible by conventional landing craft. It stands 91.95 ft. in length and 48.4 ft. in beam on the cushion. It is capable of carrying a 60-75 ton payload. It consists of four gas turbine engines, two for lift and two for propulsion.³ LCACs maintain 5,000 gallons of fuel and uses 1,000 gallons an hour.⁴ It has the capability to travel at 40+ knots.⁵ Every three years the LCAC goes through a craft maintenance plan which includes doing inspections and calibrations of all the machinery.



One of the main focuses for ACU 4 is the LCAC service life extension program (SLEP). The SLEP objectives include extending the service life of an LCAC from 20 to 30 years, sustaining and enhancing craft capability, replacing engines and obsolete electronics, correcting and repairing corrosion damage and reducing life cycle cost by improving reliability and maintainability. The final transition will be from the SLEP to the Ship Shore Connector (SSC).

~ Sean Mizzer

1 <http://www.public.navy.mil/surflant/acu4/Pages/AboutUs.aspx>

2 <http://www.public.navy.mil/surflant/acu4/Pages/CraftCrew.aspx>

3,5 http://www.navy.mil/navydata/fact_print.asp?cid=4200&tid=1500&ct=4&page=1

4 https://www.militaryfactory.com/ships/detail.asp?ship_id=LCAC-Landing-Craft-Air-Cushion

Jake Trybulski's Experience with Shoulder Surgery

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the pain and discomfort with my only solace being late night reruns of the Benny Hill show and infomercials for nifty products such as the Airfryer. All joking aside, I tried to keep things in perspective. We have a family friend who lost his entire arm due to bone cancer and that has done little to stop him despite the fact that no amount of time or rehab will restore the use of his arm. Nearly four weeks removed from surgery I was almost completely out of my bulky stabilization sling. I was progressing well with rehab, and the use of my shoulder and arm were getting better every day.

If I were to offer some words of wisdom to anyone in my situation, I would say the following:

1. Listen to your body. If something doesn't feel right, get it

checked out. Hopefully it's nothing but waiting can make things worse and recovery a much longer road.

2. If you are scheduled for a procedure, don't listen to everyone else's horror stories, especially those on the internet. They're akin to fishing stories in my book. Everyone's body is different and we all react differently to procedures, pain, and the recovery process.
3. Keep things in perspective, there is always someone out there who has it worse. Mentally prepare yourself for the road to recovery.
4. Listen to your doctors and physical therapists, they have the degrees and knowledge for a reason.

~ Jake Trybulski

TMB Cinema Reviews

"American Made" – Light Drama – Comedy – True Story

Actors: Tom Cruise

"American Made" is an amazing true story of TWA pilot, aka CIA operative, aka drug dealer, aka arms dealer, aka human trafficker Barry Seal (Tom Cruise).

In 1978 we find Barry Seal as a happily married man flying jets for TWA.

One day Barry is spotted by CIA operative Monty Schafer (Domhnall Gleeson) smuggling contraband from Cuba for cash in a hotel lobby bar. Barry discovers that Schafer is not the police but rather wants to recruit Barry to come work for the CIA providing aerial reconnaissance of the burgeoning communist threat in Central America. Barry agrees and soon finds himself intertwined in an array of ever evolving events including being a part of the biggest illegal covert CIA operations in U.S. history. He



also helped spawn the operational birth of the Medellín Cocaine Cartel's Ruler, Pablo Escobar, and also almost brought down the Reagan White House in the Iran Contra scandal.

Filled with dramatic fun and adventure, Tom

Cruise is absolutely great and delivers one of his best performances in "American Made". And while technically Barry Seal became a wanted criminal, Cruise shows Barry's two sides. One as a loving husband and father, with an easy, charming, "go with the flow" personality and the other side of a cagey, flying cowboy, hustler. Seal's desire to get away from his mundane life turned his quiet middle class existence into a non-stop adventure of intrigue and danger.

~Lester Jones

TMB Olympic Trivia Event Follow Up

The week after the Trivia Event, the Gold Medal winning team used their prize money to get lunch at CAVA. Their M St. location is two blocks west of TMB's office and opened in late October. Unfortunately Kim Williams was not able to make the lunch but Brian Bosak, Ja'Quetta Holland, and Charlene Beaman took advantage of their winnings and enjoyed the Mediterranean menu at the fast-casual restaurant. For a couple of the team members it was their first time at CAVA and they enjoyed the food and were impressed by it. The restaurant was a bit crowded and everyone had work to do so they brought the food back to the office. All in all it was a successful lunch that everyone appreciated!

Naval Traditions

Origins of the Twenty-One Gun Salute

The practice of firing gun salutes has existed for centuries. Early warriors demonstrated their peaceful intentions by placing their weapons in a position that rendered them ineffective. In early times, it was customary for a ship entering a friendly port to discharge its cannon to demonstrate that they were unloaded.

The rendering of gun salutes in odd numbers may be traced to the superstition that odd numbers were considered lucky. Seven, for example, was held by the earliest civilizations to have mystical powers. Seven gun salutes were widely used. Forts ashore, which could store gunpowder more readily and in greater quantity than on board ship, would sometimes fire three shots for each shot fired afloat. Salutes with an even number of guns came to signify that the captain or ship master had died on the voyage.

For many years, the number of guns fired for various purposes differed from country to country. By 1730, the Royal Navy was prescribing 21 guns for certain anniversary dates, although this was not mandatory as a salute to the Royal family until later in the eighteenth century.

The first official salute by a foreign nation to the Stars and Stripes took place on 14 February 1778, when the Continental Navy ship Ranger, Captain John Paul Jones, fired 13 guns and received 9 in return from the French fleet anchored in Quiberon Bay, France.

The U.S. Navy regulations for 1818 were the first to prescribe a specific manner for rendering gun salutes (although gun salutes were in use before the regulations were written down). Those regulations required that "When the President shall visit a ship of the United States' Navy, he is to be saluted with 21 guns." It may be noted that 21 was the number of states in the Union at that



time. For a time thereafter, it became customary to offer a salute of one gun for each state in the Union, although in practice there was a great deal of variation in the number of guns actually used in a salute.

A twenty-one gun salute for the President and heads of state, Washington's Birthday, and the Fourth of July became the standard in the United States Navy with the issuance of new regulations on 24 May 1842. Today, the national salute of 21 guns is fired in honor of a national flag, the sovereign or chief of state of a foreign nation, a member of a reigning royal family, and the President, ex-President, and President-elect of the United States. It is also fired at noon of the day of the funeral of a President, ex-President, or President-elect, on Washington's Birthday, Presidents Day, and the Fourth of July. On Memorial Day, a salute of 21 minute guns is fired at noon while the flag is flown at half-mast.

Source: <https://www.history.navy.mil/browse-by-topic/heritage/customs-and-traditions/twenty-one-gun-salute.html>



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tmbhq.com



Commitment.
Excellence.
Integrity.



Coming Events

APRIL

March Madness Championship Game	2 Apr
Nationals 2018 Home Opening Game (1:05pm)	5 Apr
BBQ Tailgate Party	12 Apr
TMB Professional Brown Bag - DoN, NAVSEA and Affiliated PEO Organization	13 Apr
TMB Professional Brown Bag - Navy Force Structure and Operations	27 Apr

MAY

Taco Tuesday	8 May
TMB Professional Brown Bag - DoD and DoN Financial Management Regulations	11 May
TMB Professional Brown Bag - DoD and DoN Acquisition Management Regulations	18 May
Memorial Day	28 May

JUNE

TMB Professional Brown Bag - Weapons Systems Engineering Basics (The Engineering V)	1 Jun
Rooftop Picnic	7 Jun
TMB Professional Brown Bag - PPBE - Overview	15 Jun
TMB Professional Brown Bag - POM - Overview	29 Jun

JULY

Independence Day	4 Jul
TMB's Founding Day – 21st Anniversary	7 Jul
Cook "In"	12 Jul
TMB Professional Brown Bag - Budget Exhibits - Overview	13 Jul
MLB 2018 All Star Game, Nationals Park	17 Jul
TMB Professional Brown Bag - Financial Management Data Analysis	27 Jul