



*FRC*SW ALMANAC

Delivering Cost-Wise Readiness

"Fix it Once, Fix it Right, Fix it On Time"

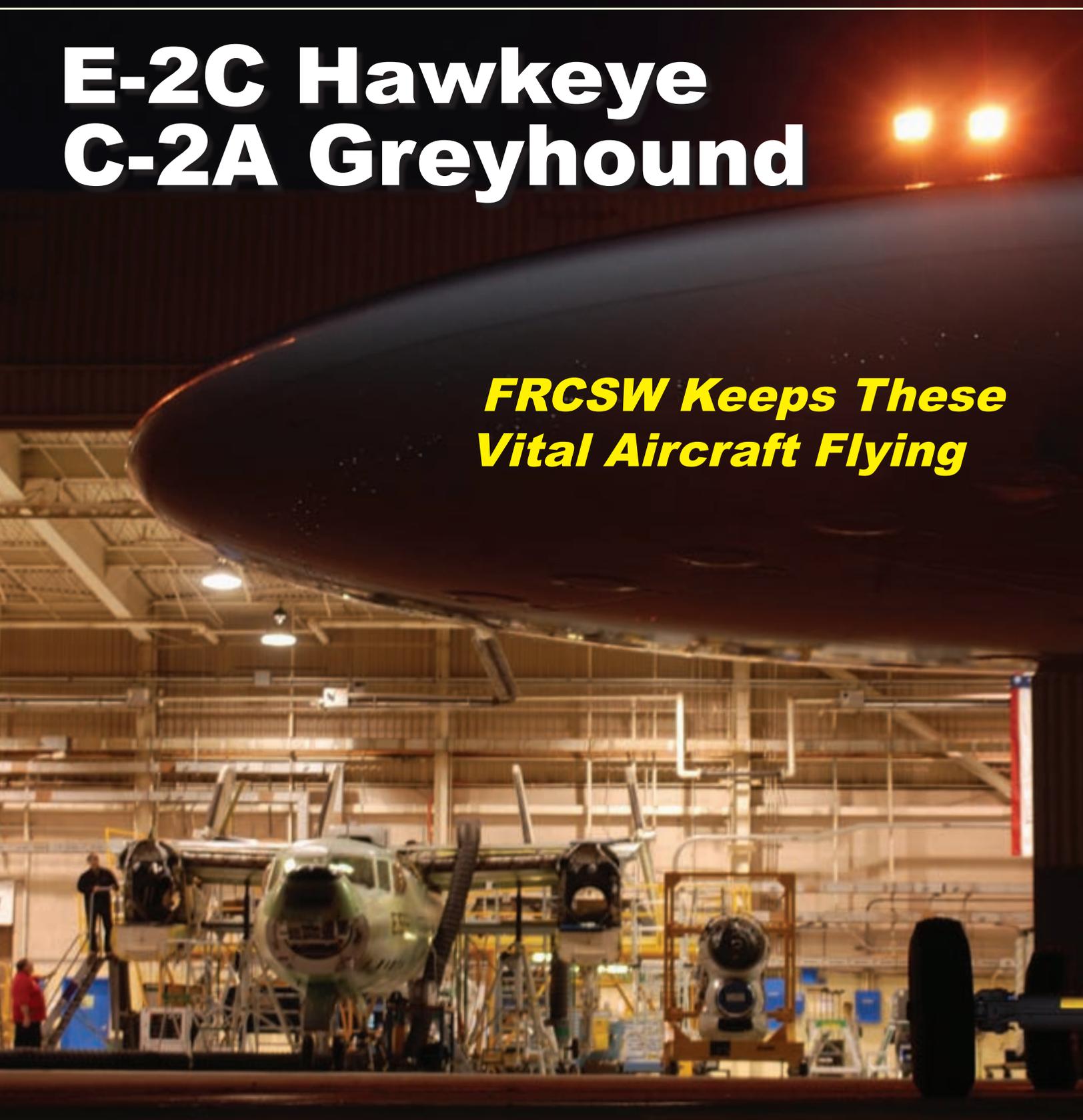
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Volume 2 No. 1

May - June 2008

E-2C Hawkeye C-2A Greyhound

***FRC**SW Keeps These
Vital Aircraft Flying*



From the Skipper:

I had a great opportunity to attend the Lean Defense Conference in London this week. It was very interesting to hear other armed services such as the United Kingdom Royal Army, Navy, and Air Force talk about their process improvement journeys.

I heard many lessons that were the same and I appreciated the commitment to excellence of our “brothers in arms.”

One area where I think we differ is our commitment to a single fleet driven metric -- Ready for Tasking Aircraft. The ability for U.S. Naval Aviation to focus with precision on a single target sets us apart from

others on the journey.

We need to make sure we use our metric to drive improvement in the right direction at all times. If we are at our work-in-progress (WIP) entitlement, we must drive costs down. If we are not at our entitled WIP, then we must seek to improve cycle times and costs.

Our fleet metrics show us the best path forward. We must always stay focused on the message they’re providing.

Be proud of what we’ve accomplished at FRCSW, because it is world-class, but let’s start every day with a commitment to earn our reputation anew.



Capt. Michael Kelly

Our values demand that we do and our warfighters deserve no less.

Keep pressin’.

A handwritten signature in black ink that reads "Michael G. Kelly".

Fix it once, fix it right, fix it on time.

Delivering Cost-wise Readiness to the Fleet

FRC^{SW} ALMANAC

May - June 2008

FLEET READINESS CENTER



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Aviation maintenance workers are up before the sun in the E-2/C-2 hangar Bldg. 460.

Photo by Joe Feliciano

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FRC Mission: FRCs produce relevant quality airframes, engines, components and services to meet the Naval Aviation Enterprise's (NAE's) aircraft Ready for Tasking entitlements at improved efficiency and reduced cost. In order to perform to entitlement requirements, FRCs provide seamless integrated off-flightline repair, in-service industrial scheduled inspections/mods, and deployable Sea Operational Detachments.

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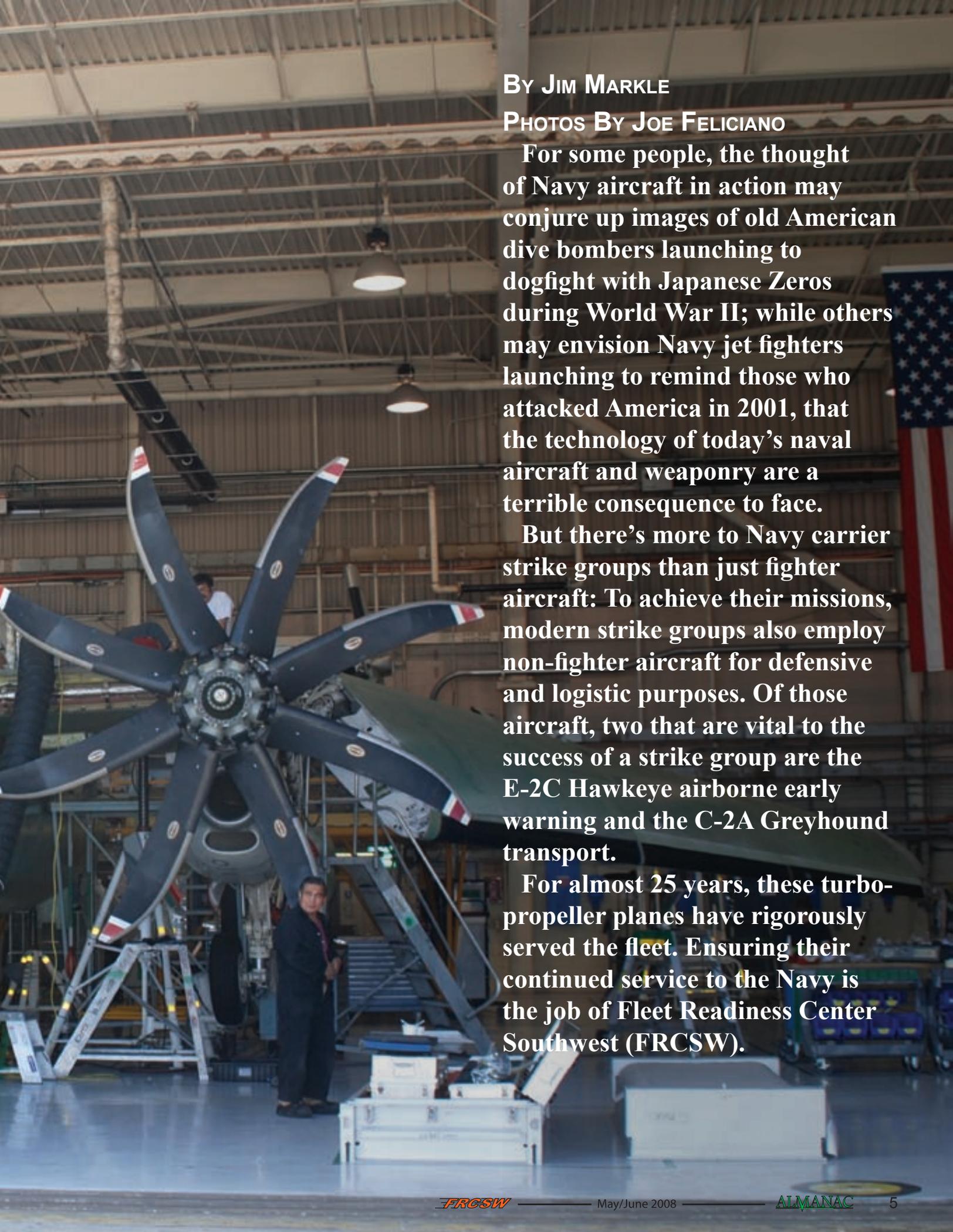
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E-2C / C-2A

Hawkeye / Greyhound



A large, dark-colored turbo-propeller engine is the central focus of the image, mounted on a stand in a large industrial hangar. The engine has eight propeller blades radiating from a central hub. A man in a dark suit stands to the left of the engine, providing a sense of scale. The hangar's interior is filled with various pieces of equipment, including a white storage cabinet in the foreground and a staircase leading up to the engine. An American flag is visible on the right side of the hangar. The lighting is bright, with several overhead lights illuminating the scene.

BY JIM MARKLE

PHOTOS BY JOE FELICIANO

For some people, the thought of Navy aircraft in action may conjure up images of old American dive bombers launching to dogfight with Japanese Zeros during World War II; while others may envision Navy jet fighters launching to remind those who attacked America in 2001, that the technology of today's naval aircraft and weaponry are a terrible consequence to face.

But there's more to Navy carrier strike groups than just fighter aircraft: To achieve their missions, modern strike groups also employ non-fighter aircraft for defensive and logistic purposes. Of those aircraft, two that are vital to the success of a strike group are the E-2C Hawkeye airborne early warning and the C-2A Greyhound transport.

For almost 25 years, these turbo-propeller planes have rigorously served the fleet. Ensuring their continued service to the Navy is the job of Fleet Readiness Center Southwest (FRCSW).

E-2C Hawkeye: The Navy's Eye in the Sky

To protect the aircraft carrier, deployed carrier battle groups include cruisers, destroyers, and submarines to counter any sea-based threats. Guarding against airborne threats for hundreds of miles in all directions, is the job of the Navy's E-2C Hawkeye; which serves as an airborne early warning system for the carrier's fighter and strike aircraft. The E-2C also monitors surface threats from an altitude of more than 25,000 feet.

To keep E-2Cs flying, FRCSW performs three levels of scheduled maintenance: light periodic maintenance interval (PMI) and PMI-One at its Point Mugu Site; while heavy maintenance, or PMI-Two, is performed at its Naval Air Station North Island (NASNI) location.

"PMI Two is kind of like a mid-term inspection of the airplane. We take the engines, wings, landing gear, and tail off," said E-2/C-2 Product Manager Joe Caoile.

From electrical components to testing structural integrity, FRCSW inducts about 10 E-2C aircraft annually for needed repairs or modifications.

"All airplanes have a degree of vibration, which causes cracks and other damage. By design, engineers have 'beefed up' attach points to reduce the effects of vibration to make sure the airplane can carry the load. Engineers design aircraft knowing where the areas are that may be susceptible to damage and weakening; so we know where to look on the plane," said Caoile.

Finding damage on the aircraft is always a challenge. Non-destructive testing is one method used to determine the integrity of an airplane section. Also by using chemical or physical means, the plane's corrosion preventive paint is removed to expose the base metal to reveal cracking or corrosion.

When deterioration is detected, the E-2C PMI program generates component and structure reports advising engineers of any potential failures.

Sailors from E-2C squadrons work beside FRCSW artisans in Building 460 repairing the aircraft's structures and assist in Building 250 on components, Caoile said.

"Sailors are assigned specific work while we do inspections and repairs. It's a good thing because they learn from us,"



(Top photo) Sheet metal mechanics Jimmy Estrada, foreground, and Erleen Paus lower a rotodome to its stand for maintenance. (Above left & right) Shop lead Gene Thronburg inspects and adjusts the internal components of an E-2 rotodome.

he said.

Of the 212 FRCSW artisans in the E2/C2 program, only five service one of aviation's most unusual looking component: the round, UFO-looking E-2C rotodome, which "piggybacks" on the Northrup Grumman-built aircraft. The domes are repaired in Building 463 on NASNI.

"The rotodome is a radar system that's designed to search the skies to see where enemy aircraft may be flying. It can also act as an air traffic control center; to determine friend from foe," Caoile said.

Marco Carvalho, an FRCSW logistics specialist, explained: "The rotodome encompasses the UHF radar and Identification Friend or Foe (IFF) system. The rotodome sends out an IFF signal as it scans and it interrogates other aircraft. When that aircraft receives the signal, it

answers back via a transponder which sends identifying information back."

The 24-foot rotodome has more than 33,000 parts and weighs 2,500 pounds. Artisans divide the dome into three sections, and overhaul its exterior and internal parts. Typical overhaul time for one unit is six to 12 months, including being painted prior to release to the fleet, Carvalho said.

The success of the FRCSW rotodome program has generated interest from foreign customers including the Taiwan and French navies. U.S. Customs has also been an FRCSW rotodome customer since the 1990s. The Federal agency uses the rotodomes on their eight P-3 Orion aircraft for reconnaissance and law enforcement purposes.

FRCSW repairs about 12 rotodomes annually, said Carvalho.



C-2A Greyhound: Workhorse of the Navy

Although a supply ship is part of every carrier battle group, the vessel can't carry everything. For emergency parts, supplies, provisions, medical transportation and even the mail, the carrier battle group relies on the versatility of the C-2A transport aircraft.

With a 10,000 pound cargo capacity and the ability to launch and land from aircraft carriers, the Greyhound is an invaluable resource to the fleet.

Like the E-2, the C-2 was built by Northrop Grumman. The first design was released in 1964, and a remanufactured version in the early 1970s. Only 35 C-2s are in active service in

the Navy, Caoile said.

"This aircraft will be phased out by 2027, but there's nothing on the drawing board to replace it," he noted.

To extend the aircraft's life to meet the 2027 phase-out period, FRCSSW artisans perform a Service Life Extension Program (SLEP) overhaul, on the transport.

SLEP encompasses two major modifications: replacing any parts

(Top photo) Artisans service a C-2 Greyhound in Bldg. 460. (Above left) Aircraft mechanic Jorge Gutierrez applies sealant to the frame of a C-2 aircraft prior to installing floor boards. (Above right) Aircraft electrician Hai Le sorts wires on a C-2 aircraft.

that may affect the aircraft's structural integrity and upgrading the

E-2/C-2 continued on next page

Non-Destructive Testing (NDT)

Paulo Arandia (right) conducts a NDT inspection on a Nose Landing Gear Piston using magnetic particle testing. Non-destructive testing is the descriptive term used for the examination of materials and components in a way which does not change or destroy their usefulness. It is used at all stages of plant or equipment construction and for integrity monitoring during operation and maintenance.



E-2/C-2 Program Shoots for Shingo Award

By JIM MARKLE

Fleet Readiness Center Southwest (FRCSW) is competing for a Shingo Prize for Operational Excellence. The prize recognizes organizations that exemplify world-class performance in Lean manufacturing procedures and business operations.

Created in 1988 and sponsored by Utah State University, the prize is named after the late Dr. Shigeo Shingo, a Japanese industrial engineer, who was instrumental in creating the Toyota production manufacturing system.

“We believe the principles and toolsets of Lean, which is what the Shingo Prize is all about, is heavily evident in the E-2/C-2 line,” E-2/C-2 Product Manager Joe Caoile said.

The Shingo model of performance outlines four dimensions to achieving a Lean operation: Continuous Process Improvement, Cultural Enablers, Consistent Lean Enterprise Culture, and Business Results.



Continuous Process Improvement

“Flow — producing one item or performing one service component a step at a time and in a series of continuous steps flowing toward the customer — is the best driver to make processes faster, easier, cheaper, and better.”

Three years ago the E-2/C-2 program in Building 460 held

its first “lean” event on the C-2 aircraft assembly cell, as the term “AIRSpeed” was gradually making its way into the depot vocabulary.

“This was a proof-out process; to see if we were correct in our assumptions. Prior to that, we didn’t have a cell-based work environment for production flow; we had a cell-based environment for assembling,” said deputy manager for E-2/C-2

E-2/C-2

continued from previous page

aircraft’s electrical wiring.

Corrosion and water intrusion are the most common threats to all naval aircraft. “Because these aircraft are exposed to salt water and a very harsh environment, there are areas of the airplane susceptible to damage and corrosion. We open and inspect these critical areas for heavy maintenance and invariably find discrepancies,” said Caoile.

“SLEP is done only once to the aircraft and extends its life expectancy from 10,000 to 15,000 flight hours; and from 3,000 catapults and trappings, to 4,100,” Caoile said.

FRCSW inducts five Greyhounds for SLEP annually. The aircraft’s engines and propellers are serviced at Site Pt. Mugu, while components like landing gear, flight controls, and tail surfaces are repaired on North Island.

Completing the SLEP process requires assistance from other departments while



(Above left) AM2 Jacob Buzby removes the rivets of an E-2/C-2 engine cowling. (Above right) AM2 Jose Sanchezcruz, left, and AM2 Adam Bohl prepare to attach the arm to a passenger seat of a C-2 aircraft.



structural components are repaired in Building 250. “We send dynamic components (generators, for example) for concurrent repair to other shops. We get manufacturing support from Building 472; and the paint shop strips, cleans, and paints all of our components in Building 466,” said Caoile.

“Every C-2 is one of a kind. The airplane was practically built by hand in the 1970s. Because it’s an old aircraft and not manufactured any more, the sub-vendors are no longer available,” Caoile said.

Artisans often replace and repair a variety of parts that are no longer available commercially, or that are not intended to fail, like brackets and longerons (aircraft fuselage framing). Consequently, those pieces must be remanufactured, or reverse engineered, and hand-fitted to the aircraft.

“This is why our technicians aren’t just mechanics--- they’re artisans. It’s an art. We don’t just get a part and bolt it down,” Caoile said.

FRCSW and its artisans also support F/A-18 fighter and helicopter requirements for all aircraft carrier strike groups. ▲

production Brian Delaney.

E-2/C-2 program leadership and artisans were always confident in their ability to fix Hawkeye and Greyhound aircraft; but this time, as they developed new flow management strategies, they realized they also had to fix themselves, Delaney said.

“We tackled the biggest problem, and that was assembly and its parts, equipment, material, and training,” Delaney said. “We decided we would fix that first, because it would point to other areas we needed to fix. And we found out those areas were us.”

Caoile noted, “We had to overcome the ‘that’s the way things are done’ and the ‘we’ve always done it this way’ rhetoric.”

“AIRSpeed is a set of (process improvement) tools: Lean, Six Sigma, Theories of Constraint and now High Performance Organization. Question is, which tools are you going to use to do the job?” said Delaney.

And after a careful review, the program evolved into a Lean, single piece flow cell-based environment.

“We chose Lean in this environment over Six Sigma because you’ve got to clean up your area first and get your operations in control before you can apply Six Sigma,” Delaney explained.

The program needed to control its turn around time (TAT). Aircraft parts were not available when needed on the production floor which adversely affected TAT.

“The parts were here, but there was poor execution in getting them. Our operations systems were not geared toward getting products (aircraft) out,” said Delaney.

A “war room,” was created within Building 460 to coordinate, catalogue, and track E-2/C-2 operations which resolved the availability of parts problem. As production progress was monitored, the timing for parts at a specific work cell became evident.

Four work cells were created to service the two aircraft platforms: Blue and yellow cells for C-2 aircraft and purple and green cells for E-2 aircraft. With the exception of tooling and stands, all cells mirror each other including artisan consumable kitting, hazardous material carts, and point of use tool boxes, Delaney said.

Consequently, TAT for E-2 aircraft was reduced from 250 to 180 days, and from 390 to 330 days for the C-2.

“Because we’ve accelerated our processes, we only have two to three E-2s and three to four C-2s in production at a time,” Delaney said.

Cultural Enablers

“The appropriate culture for lean transformation is dictated by respect for the individual and hence includes education, training, and coaching; empowerment and involvement.”

“Shingo and Toyota principles say, ‘If you know the problem, why study it? Fix it,’” said Delaney.

Designed to give artisans authority over their work, the E-2/C-2 Concert Program was created to allow artisans to perform



quality assurance (QA) inspection on the production line and take ownership of their work.

“The solution is that the artisans know what to fix. They’re the power in this place. My job is to be the catalyst and get them to work together. Everything that was done here was done by the artisans. They’re the ones who told us where to reduce costs, and the best way to do it,” Delaney said.

“Obviously they can’t inspect their own work, but they can inspect the work of their peers. They know how to put the aircraft together, so they know where any problems are and exactly what to look for,” said Delaney.

Business Results and Consistent Lean Enterprise Culture

“Growth is an important measure, along with revenue, market share, cash flow, and long-term profitability. All these measures are impacted by lean: cost and productivity, for example, are tied directly to the elimination of waste.”

A single “Muda event” (a Lean term for a non-value added, or no longer needed item or process) eliminated thousands of dollars of equipment that was returned to the command for reuse or disposal, Delaney said.



Two large storage facilities totaling almost 6,000 square feet were re-gained for other uses as were the dollars associated with maintaining and storing the unneeded equipment.

“This is a quality management system we’re putting in place. We have quality people, training, processes and instructions. My only concern is the Navy needs to give me more aircraft. We’re too fast for the Navy,” Delaney said.

“The Shingo Prize will validate us as one of the bigger players. And when that happens, you don’t have to explain your qualifications and can actively negotiate for work. We are just as good, or better, than anybody else,” Caoile said. ▲



FRCSW Commanding Officer Capt. Mike Kelly fields a question from Tom Popolo, Director of Military and Avionics sales for DiagoSYS, Inc., an electronic diagnostic company that operates worldwide.
Photo by Steve Fiebing

Business Office Team Raises Industry Awareness of Partnership Opportunities

BY STEVE FIEBING

A team of military officers and Industrial Business Office (IBO) staff from Fleet Readiness Center Southwest (FRCSW) participated in the Aviation Week 2008 Military Maintenance, Repair, and Overhaul (MRO) Conference, which was combined with the North America MRO Conference & Exhibition in Ft. Lauderdale, Fla., April 15-17.

The forum attracted military and industry leaders in a unique, industry-wide working group seminar. The conference also served as a forum to share information and industry best practices.

The team, led by FRCSW Commanding Officer Capt. Mike Kelly, participated in two days of working-group discussions on continuous process improvement, public/private partnerships, and strategic supply chain management.

“Each working group produced an interesting product with insights and specific issues for each platform, whether it was fighters, transports, tankers, electronics, or rotary,” said Capt. Kelly. “Even though they worked in separate rooms it was interesting to see that they came up with similar concerns; so that was

a unique way to validate key issues.”

Kelly praised the sessions as good venues to learn what the other services were experiencing and compare those issues to Navy and Marine Corps aircraft.

“It’s important to know what solutions they (other services) came up with; so we can copy those ideas, share information, and collectively come up with better processes,” said Kelly.

“The conference was also a venue for us to show private industry the opportunity that’s afforded them under Title 10, to partner with us,” said Kelly. “No matter how many places I go, I find a lack of awareness of the opportunities to utilize our very talented workforce and facility.”

Kelly met with many industry officials who didn’t have a strong awareness of partnership opportunities with FRCSW. He explained the benefits of partnering, the potential opportunities, and showed them the command’s portfolio of experiences with Boeing, Rockwell Collins, and others.

“We talked to a lot of folks and looked at a lot of opportunities,” said Carlos Normandia from the FRCSW IBO. “And

once Skipper Kelly explained to business leaders our procedures and how to move into partnerships; many wanted to partner immediately. When they came to our booth we had NDAs (non-disclosure agreements) ready for them or we shipped it off to them.”

“Our goal was to promote public-private partnerships within the (Naval Aviation) Enterprise, share our capabilities, and make people more aware of what the Fleet Readiness Centers are doing,” said Normandia.

The conference included an extensive display hall within the Port Everglades Convention Center, with more than 400 exhibitors displaying and promoting their aviation-related products, including FRCSW.

“We took advantage of lessons learned from 2007 and improved our display,” noted Normandia. “Because of our participation, we’re getting more attention as a Department of the Navy exhibitor.”

Another valuable member of the FRCSW team was Deputy Site Director Fleet Industrial Supply Center San Diego, Gerry Giacalone.

“Having Gerry on the exhibition floor to meet suppliers in the aerospace industry that have innovative or new products, or new sources or services that we utilize, was highly beneficial,” said Kelly. “His presence provided an opportunity to seek new partners who are willing to work with us for better cost, quality, and velocity.”

Normandia noted, “There was a lot of new software, applications, tooling, and support equipment displayed that we need to monitor for future possibilities. That’s what this conference does – it shows us what’s truly out there and what’s ahead.

“The single most effective measuring point for us is what kind of commercial services or partnership agreements we have signed,” Normandia concluded.

“There has to be a business base to everything that we do,” said Kelly. “There has to be some sort of reward or return for our expenditure; and based on last year’s results and this year’s feedback, I think it was well worth our effort to participate in this forum.” ▲

Water Spider

The “Lean” Weaver of AIRSpeed



By JIM MARKLE

Want a job as a “water spider”? Sorry, that position’s already taken by Angela Bentley.

Under Lean concepts, the water spider role is much more than a “go-fer.” Like the aquatic beetle that dives through water, the Lean water spider “dives” through the system which he or she supports; thoroughly familiar with the procedures, materials, and methods of a smooth flowing organization.

“This position came about as the result of an AIRSpeed event last September to make things more efficient, and as a way to save money,” said Jeff Suazo, paint shop production control lead in Building 466.

With the assistance of hazardous material handler Latosha Turner, Bentley’s primary duty as the water spider is to ensure that the point-of-use carts in the paint shop’s 12 bays are fully stocked with all of the materials the artisans need.

The motivation for creating the water spider position was to reduce wasted time by artisans “searching and waiting” for the items they need.

Artisans can now concentrate on their jobs.

All together, the paint shop’s 67 artisans spent approximately two hours each day, or 25 percent of their workday, locating and waiting for production material. Annual monetary cost to aircraft production painting was more than \$3 million, according to the shop’s Lean event findings.

Using an electric cart, Bentley makes two rounds per day to ensure painters and their bays are furnished with what they need.

“There’s a kit for every plastic media blast and paint phase that an aircraft goes through at the paint complex. For every process, we have a kit list and a kit ready with all of the required consumables in it. So, if they (painters) need it, items can be taken to the required bay,” Bentley said.

All kits are not the same: Depending on the step in the painting process, there are different kits for different aircraft. For example, an F/A-18 aircraft requires six

different painting procedures, and therefore, six different kits are required.

There are almost 20 different kits, each averaging 15 different items like brushes, sanding disks, and hazardous materials, Suazo noted.

“We often refer to kits as ‘recipes’ because their contents may be adjusted as needed by the painters. We’re always looking to update or enhance the mix (of consumables) when we need to,” Suazo added.

Bentley assembles the kits and maintains an inventory and usage log for them.

Kit inventory is sustained through a visual triggering system that Bentley oversees. A metal bar acts as a reordering trigger for material stored on shelves in the paint shop’s storeroom. Bentley notifies one of the shop’s three production control technicians as reordering is required.

Suazo said other FRCSSW departments are interested in the progression of the water spider concept and may copy the program if it proves successful.

As a consequence of Bentley’s arrival as the water spider, the paint shop is expected to regain more than \$1.5 million annually on productivity on the F/A-18 and CH-53 aircraft painting programs.

“Everybody’s looking at cost savings right now. And as we go through the AIRSpeed process, we’re always looking at ways to do things better and faster, and I think this will help other programs, too,” Suazo said.

Angela Bentley, the “water spider” of Building 466, replenishes a point-of-use cart in Bay 12.

Photo by Joe Feliciano



Support Equipment (SE) Refurbishment

Rework Shop Puts a Polish on Shipboard SE

BY JIM MARKLE
PHOTOS BY JOE FELICIANO

Shipboard aviation support equipment, like tractors and tow bars, can take a beating from the elements and daily use while at sea.

Like the Sailors who use them, this equipment needs rejuvenation upon returning to port. Aboard Fleet Readiness Center Southwest (FRCSW), the Support Equipment/Self-Help (SE) Rework facility in Buildings 801 and 789 serve as the refurbishment hub for these tools.

Since the 1980s, the SE facility and its staff of Sailors and contractor personnel have handled the technical training, tools, parts, and hazardous materials that allow Sailors to prepare equipment for its next deployment.

The shop's civilian contractors are technical experts who assist temporary additional duty (TAD) Sailors in support equipment repair and maintenance. The contractors also troubleshoot and maintain

the shop's tools and machinery.

The SE work centers are funded by Commander, Naval Air Forces, with a \$1.1 million annual budget which includes the cost of contractors and parts for support equipment, said SE Rework Leading Chief Petty Officer ASC Giovanni Balingit.

Balingit said the Building 801 location supports scheduled maintenance to major equipment refurbishment. The staff is not authorized to perform engine and transmission rebuilding, but will remove and replace them when they go bad.

Building 789 serves as SE's corrosion and paint branch where steam cleaning, blasting, sanding, painting and powder coating are performed.

SE's primary customers are all San Diego-based aviation units including the Naval Air Station North Island and the aircraft carriers *USS Ronald Reagan* (CVN 76) and *USS Nimitz* (CVN 68).

"We also provide full rework service to landing platform dock's (LPD) (amphibious force) that normally spend about \$45,000 each time they do their rework. They have one or two aviation support equipment technicians (AS) onboard who are assigned to work side-by-side with our civilian contractors, and we provide assistance on all facets of the rework process," Balingit said.

An aircraft carrier spends approximately \$145,000 per support equipment rework, Balingit noted.

Because many of the Sailors working in the facility



AO3 Joseph Luke sandblasts a component frame prior to applying the powder coating process of painting.



are assigned (TAD) to the shop, the number of staff may increase to 130 or more workers, depending on the number of ships ported in San Diego at the time.

Facilities manager Charlie Robuck said he offers a powder coating class to Sailors, and also conducts equipment indoctrination to all new users. Plans to expand the indoctrination by undertaking a green-belt project that will add a two-day, yellow-belt training course are underway. Robuck and building maintenance specialist Mark Scott, both yellow-belts, are leading the project, Balingit said.

“With the AIRSpeed training that the fleet Sailors will be getting from us, I envision the whole rework process will be more efficient and cost effective,” Balingit said.

“We hope they (Sailors) take what they learn here back to the ship so others can get a taste of AIRSpeed and how we do business here at FRCSW,” Robuck said.

Last year the SE Rework facility serviced more than 4,000 pieces of equipment valued at \$26.5 million. ▲



AS3 Minsoo Yi (top left) adjusts the regulator of a nitrogen-powered cart that is being rebuilt in the shop. Dave Vanclleave (top right), a Kratos contractor, installs the dashboard assembly of a flight deck tow tractor in Building 801. AS2 Jayson Agsao (middle right) uses a vacuum to remove residual paint from a component frame that was previously oven-heated to 1,600 degrees Fahrenheit to speed up the refurbishment process. Maintenance technician George Loza (right) spray paints a component panel.

FRCSW Marks 12th Consecutive Appearance

COMPILED BY JIM MARKLE

Founded in April 1970, Earth Day, like the Olympics, may be one of the last events which truly unite the people of the world toward a common goal: the preservation of this planet.

Since its inception, nations around the world pause for one day to reflect on Earth's fragile ecosystem, and how best to protect it.

For the 12th consecutive year, Fleet Readiness Center Southwest (FRCSW) participated in Earth Day celebrations in San Diego's Balboa Park on April 20.

"The annual Earth Day event is our opportunity to inform the community about the great things that are going on at FRCSW and how we contribute to the national defense while doing everything possible to minimize the impact of our operations to the environment," said Michele Marien, FRCSW environmental engineer and air quality compliance program manager.

FRCSW offered the public an opportunity to view small aircraft parts and composite materials including, F/A-18 honeycomb and composite samples, re-treaded tire samples, and plastic media blast for paint stripping.

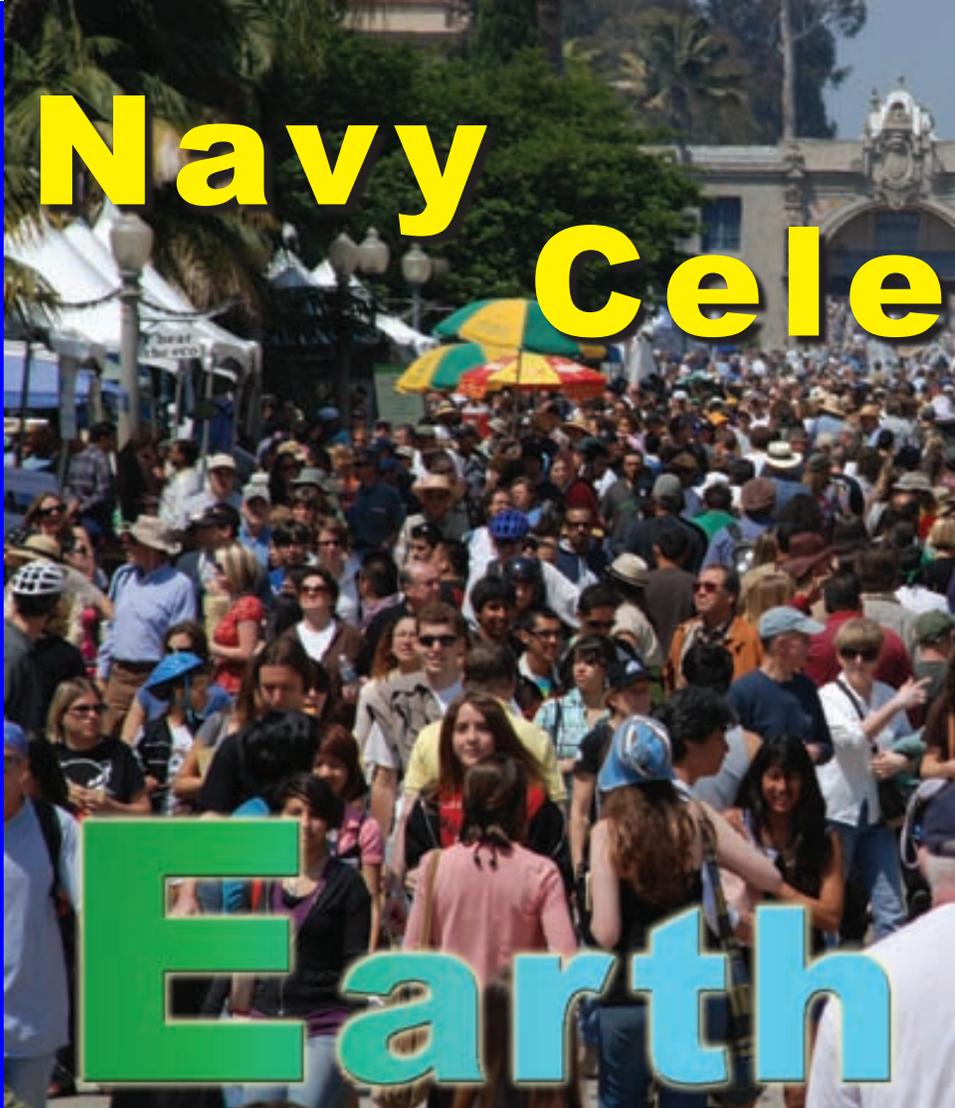
"These (samples) represent the use of materials and processes that the Navy and FRCSW use in the fabrication and overhaul of aircraft and aircraft components," said Lucy Sapien, environmental engineer and FRCSW energy manager.

"Lighter and stronger aircraft materials contribute to a more efficient aircraft through less fuel consumption. Re-treading reduces the amount of tires going into a landfill, and plastic media replaced chemical paint strippers that were more hazardous," Sapien stated.

"One new area that we have not addressed before is the issue of greenhouse gas emissions," said Marien. "We are in the process of establishing a baseline for FRC and will be able to document emission reductions in the future with the implementation of many energy conservation projects we are working on," she added.

Almost 3,000 Earth Day celebration participants visited the FRCSW exhibit. ▲

Navy Cele



Two friends scrutinize a honeycomb composite. Photo by Joe Feliciano

brates

Day

An Earth Day patron uses a Segway "people mover" to move about the festivities.

Photo by Mark Weir

(Below) FRCSW environmental protection specialist Rich Pfeiffer hands a composite sample to an Earth Day patron.

Photo by Joe Feliciano



FRCSW to Receive CNO Aviation Safety Award

By JIM MARKLE

In recognition of its consistent and effective airborne operations, Fleet Readiness Center Southwest (FRCSW) has been selected to receive a Chief of Naval Operations (CNO) 2007 Aviation Safety Award.

Joining FRCSW in the Commander, Naval Air Systems Command category was the Naval Test Pilot School in Patuxent River, MD., the CNO announced Apr. 23.

As the Commander Naval Air Forces' West Coast premier aircraft repair and maintenance facility, FRCSW conducts more than 275 test flights annually of Navy and Marine Corps aircraft including the F/A-18 Hornet, E-2C Hawkeye, C-2A Greyhound and CH-53 Super Stallion helicopter.

Aircraft that have undergone repairs or servicing are transported to the FRCSW flight test area where a staff of approximately 40 civilian artisans put the planes through a series of tests to establish safety assurances and component reliability.



Aircraft examiner Gerry Lorenzo, right, reviews his evaluation of the hydraulics of a C-2 Greyhound wing with FRCSW aviation safety officer and flight check operations officer Lt. Benjamin Harrison at the test line.
Photo by Scott Janes

“Before the actual test flight, the pilot will perform functional check flight procedures that entail a series of ground checks. Once airborne, the actual flight checks themselves are performed,” said Lt. Benjamin Harrison, FRCSW aviation safety officer and flight check operations officer.

A post-flight report details

the condition of the aircraft and any unusual or hazardous occurrences experienced. The reports are forwarded to the appropriate FRCSW managers and quality assurance departments to analyze and, if necessary, create recommendations through new checklists, training, or awareness programs.

The reports also capture

data for metric-based analysis on any repeat failures of an aircraft's systems. The data can be used to introduce cost-savings or safety improvement measures.

FRCSW enhanced test line safety procedures in 2006 with the purchase of a foreign object damage (FOD) sweeper. FOD is any errant material (a sheet metal screw, for example) that may prove harmful to an aircraft or its components.

In addition to normal FOD, the sweeper picks up micro-FOD (sand, dust) not only from the aircraft ramp, but also from the parking lot. The sweeper picks up approximately 10 times the amount of FOD as a traditional visual inspection, thereby reducing the amount of hours spent screening for this material.

“For what we do here, aircraft safety is an ongoing and continuous process; it's not something you just do once and be done with,” Harrison said.

FRCSW averages more than 550 test flight hours annually. ▲

AS9100/9110

Questions & Answers

What does AS9100/9110 registration mean to FRCSW?

Attaining AS9100/9110 registration is

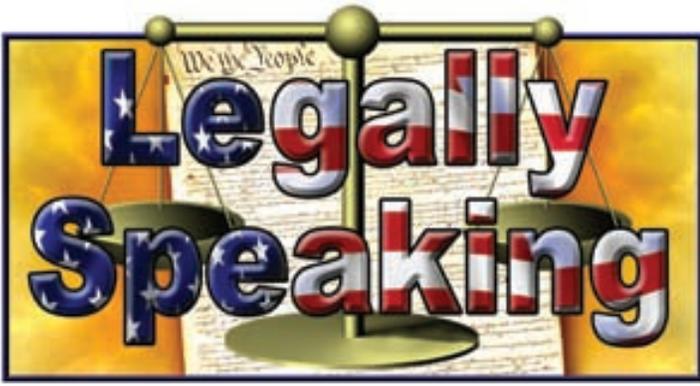
the command's number one strategic initiative priority. This registration will update and expand the FRCSW's current ISO 9001 registration by implementing a Quality Management System in conformance with the AS9100/9110 Standard for the command and associated partners. New product areas will be added to the registration to include all programs and product lines at FRCSW.

Current FRCSW ISO 9001

registrations include:

Test Line Program
Aircraft Paint, Strip and Preservation Program
E-2/C-2 Airframes Program
Industrial Production Support Department
Experimental Machine and Metal Shops, Point Loma

AS9100/9110 continued on next page



Endorsements

All employees have a part in upholding the public's confidence in the integrity of the government. How employees conduct themselves in the performance of their duties reflects directly upon the Navy and its image. That's why it's important to understand and follow established government employee ethics rules and the Department of Defense (DoD) Standards of Conduct. One area of concern is the misuse of the authority or status of an employee's government position.

With very few exceptions, employees may not use their official title, position, organization name, or government resources to recommend or support a non-Federal product, service, event, or enterprise. Use of government authority in such a manner may infer government endorsement of the product or activity.

Consider a situation where FRCSW has a contract with a company to provide specific tools. The contractor asks an artisan who uses the tools to be in a video that will be distributed to other potential customers. The contractor wants the artisan to be identified as an FRCSW employee and recommend the tools. Even if the artisan believes the company's tools are great products, he/she may not appear in the video, be quoted in promotional materials, or otherwise use his/her position to endorse the product.

Endorsing products for a private company's profit is not permitted.

Charities

The same rules apply to helping charitable causes. Suppose an employee supports a local homeless shelter in a personal

capacity and is looking for volunteers to assist with an event. The employee thinks it would be helpful to solicit coworkers by writing a memo using command letterhead and an official signature block.

This is an abuse of position.

The employee may not use his/her position to encourage others to donate funds or provide other benefits for a private organization or cause, no matter how worthy; even if they avoid using command letterhead with an official signature block. The use of government authority in this private activity could be interpreted as government sanctioning or endorsement of the activity. Since this is not one of the exceptions that qualify for official endorsement, the employee may not solicit support for the shelter from colleagues in the work place.

Official Endorsement

Only a few organizations qualify for official endorsement by DoD personnel. For those organizations, employees may use their official title and government position to help promote the organizations' activities.

Qualifying activities include: the Combined Federal Campaign; emergency and disaster appeals approved by the Office of Personnel Management; the Navy-Marine Corps Relief Society; and any organization composed primarily of DoD employees or their dependents when fundraising among its own members for the benefit of its own members or their dependents.

Limitations may apply to these activities. Contact the Office of Counsel for more information.

Personal Capacity

Generally, employees are allowed to promote private organizations or causes in their *personal* capacity. For instance, an employee may allow the use of his/her prospective attendance at an event in advertising for the fundraiser, as long as there is no reference to his/her government title or position in the promotional material.

There is an exception for service members that allows the use of rank and branch of service to identify a military member, even when acting in a personal capacity. For example, there would be no violation if an O-6 was identified in promotional material for a fundraiser as "Captain, U.S. Navy." Of course, there is always the option to decline the use of rank and branch of service.

For questions on endorsement restrictions, contact the Office of Counsel, 619-545-2929.

AS9100/9110

continued from opposite page

Partner registrations include:

FISC San Diego

ISSC Technical Library

ISSC Materials Engineering Laboratory

Why is this AS9100/9110 registration needed?

The aerospace industry is moving toward a specific Quality Management System (QMS) to standardize business processes and optimize product quality.

- Experts believe 60 percent of all International Aerospace Quality Group (IAQG) members' are AS9100 registered.

- Boeing has required all suppliers be registered. DOD and NASA support AS9100.

- The continual improvement that registration brings is important to maintain a competitive edge in the aerospace industry.

When will AS9100/9110 registration occur?

Registration is targeted to be complete by December 2008.

Chief Balingit receives Coronado's Harry T. Jenkins Memorial Award

By JIM MARKLE

For his continuing superb military accomplishments and contributions to the civilian community, Chief Aviation Support Equipment Technician (ASC) Giovanni Balingit recently accepted the Capt. Harry T. Jenkins Memorial Award in ceremonies at the Hotel Del Coronado.

Presented and sponsored by the Coronado Chamber of Commerce, the award recognizes one service member from Naval Base Coronado installations who captures the courage, faith, and discipline of Capt. Jenkins, a naval aviator and seven-year Vietnam prisoner-of-war veteran who perished in an aircraft accident in 1995.

Balingit, a native of Angeles City, Philippines, is currently the Fleet Readiness Center Southwest (FRCSW) Support Equipment (SE) Rework Leading Chief Petty Officer in Building 801.

Balingit joined the Navy in May 1991 at Subic Bay, Philippines, and was meritoriously advanced to E-5 in only 19 months.

His knack for naval aviation became readily apparent following "C" School: While serving on *USS Peleliu* (LHA 5) in December 1991 he overhauled the SE training and licensing program that resulted in zero discrepancies during an Aviation Maintenance Evaluation.

This evaluation was the beginning of numerous "on track" and "zero discrepancy" aviation maintenance inspections he achieved while assigned as Leading Petty Officer (LPO) with various commands including *USS Constellation* (CV 64); Naval Air Facility (NAF), Atsugi, Japan; and *USS Boxer* (LHD 4).

Through his career, Balingit has always focused on the needs of others.

While assigned to NAF Atsugi, he earned the first of 35 Community Service Letters of Appreciation; and later serving as the base Combined Federal Campaign Coordinator, setting a command record by generating \$228,000 for the federally-sponsored charity drive.

While on *USS Constellation* supporting



ASC Giovanni Balingit (center) holds the Capt. Harry T. Jenkins Memorial Award and is joined by Jenkins' grandson, Ross Jenkins, (left) and Jenkins Committee Chairman retired Capt. Dave Landon following Mar. 15 ceremonies at the Hotel Del Coronado.

Photo by Christopher Gaines

Operation Iraqi Freedom, he created a training program that certified 51 Sailors on maintenance and professional qualifications, not only furthering their careers, but improving ship readiness, as well.

Aboard *USS Boxer*, the ship's number-one ranked E-3 to E-6 Sailors worked under his leadership.

Every year since June 2005, Balingit coordinates FRCSW's participation in the annual Veterans Stand Down held near San Diego High School in Balboa Park.

"The Stand Down helps hundreds of homeless veterans and provides them with a wide range of necessities including food, clothing, medical, legal and mental health assistance, job counseling and referral, and most importantly, companionship and camaraderie," Balingit stated.

The 39-year-old remains the FRCSW DAPA, and has either coordinated or co-coordinated numerous community relations programs for the past three years.

"Our goal is to enhance volunteerism and provide alternative off-duty activities

through active participation in local community projects, and to promote a positive presence in the community," he said.

Following last year's wildfires, Balingit responded by volunteering.

"I coordinated command volunteer efforts in helping out with several sand bagging projects with the San Diego Public Works to help with erosion control right after the wildfires. I volunteered with the Red Cross by providing assistance to displaced families at Qualcomm Stadium and I also helped out with base efforts in providing temporary shelter at the fleet gym. And I volunteered with the Salvation Army verifying information in processing monetary and basic goods relief claims," he said.

Balingit's efforts contributed to FRCSW gaining an honorable mention in Commander, Navy Region Southwest's 2007 "Project Good Neighbor" and "Environmental Stewardship" community service awards for the most outstanding

Chief Balingit - continued on page 20

India CNO Visits FRCSW

Adm. Sureesh Mehta, Chief of Naval Operations of India, left foreground, visits Building 333 and listens to AD1 Marc Insixiangmay provide an overview of the performance and maintenance schedule of the T-700 engine that is used in the SH-60 Seahawk series of helicopter.

Photo by Joe Feliciano



CNRSW Honors Mediators

Equal Employment Opportunity mediators from FRCSW were recognized by Commander, Navy Region Southwest Rear Adm. Len Hering May 1 in ceremonies held at the Island Club aboard Naval Air Station North Island for their work assisting local commands in resolving disputes, complaints, and other personnel-related issues. From left, Fernando Ramirez, Jim Compagnon, Ron Cobb, Donna Russell, Adm. Len Hering, Stella Davies, Horace Hill and Bill Reschke. *Courtesy photo*

Boeing, FRCSW Share Collaboration Award

In recognition of their successful partnership with Fleet Readiness Center Southwest (FRCSW) in the F/A-18 E/F Integrated Readiness Support Team (FIRST) program, Mr. Mark Fruits, Boeing Corporation FIRST program manager, presents Capt. Michael Kelly, commanding officer FRCSW, with a facsimile of the fourth annual Defense Logistics Military and Industry Collaboration Award which recognizes significant military logistic initiatives and procedures created through the teamwork of the Department of Defense and the civilian defense industry. Boeing, NAVAIR PMA 265, and Navy Inventory Control Point received the award late last year in Washington, D.C.

Photo by Joe Feliciano



FRCSW Site Point Mugu Opens Renovated Cal Lab



AT3 Andy Legolvan, left, and ATAN Hans Frantz standby to assist AT2 Derek Kunish who is adjusting a miss distance sensor, used in testing the telemetry (measurement and transmission of data via radio or other means) of aircraft components. *Photo by Vincent Specioso*

BY VINCENT SPECIOSO

Fleet Readiness Center Southwest (FRCSW) Site Point Mugu recently reopened its calibration laboratory (Cal Lab) in a new location within the Avionics Building (Bldg. 385).

It took the efforts of FRCSW Site Point Mugu staff and members from the National Association of Government Employees (NAGE) Local R12-33, to make the move a success.

NAGE President, Linda Specter, and local representative, Dave Jordan, were at the reopening and toured the new facility.

The Calibration Lab's Issue & Receipt and Individual Material Readiness List (IMRL) offices also made the move.

The Cal Lab had been located in Building 36 at Naval Air Station Point Mugu for almost 20 years. The building was a maintenance warehouse that was converted into office and work spaces. The building's insulation was not adequate and the air conditioning system was unable to control temperature and humidity levels.

Because of these issues, the search for a more suitable location began in November 2005.

Naval Reserve Patrol Squadron (VP-65) decommissioned in 2006, which eliminated the avionics

workload being done in Bldg. 385 in support of the P-3 Orion patrol aircraft. A requested disposition on associated automated test equipment benches resulted in the closure of three work centers, freeing more than 4,500 feet of floor space.

An AIRSpeed team analyzed issues to determine the feasibility of moving both the electronics and physical/dimensional Cal Labs from Building 36 to 385. Following the study, the decision was made to make use of the available area.

To make better use of resources within the building, the AIRSpeed Team recommended moving adjacent portions of work center 690 and the awaiting parts locker, to other locations in the building.

The newly renovated Cal Lab location provides a better environment for conducting calibration operations. The facility features enhanced lighting, improved point of use for standards, reduced shelving requirements, reduced move time for physical/dimensional equipment, and increased laboratory availability for customers.

The new site will significantly enhance the command's overall productivity and mission readiness.

Chief Balingit

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community program initiatives by individual commands in their local communities.

In addition to volunteering, Balingit also manages the FRCSW voting assistance, financial specialist, and U.S. Naturalization programs.

"I'm primarily responsible for the operation of these programs and act in an advisory capacity to the FRCSW commanding officer on matters dealing with disciplinary and administrative actions under these programs," he explained.

A member of the Knights of Columbus, a Catholic organization which promotes community service while supporting the church, Balingit said he has no preference in the events he volunteers for, and spends much of his volunteering time over weekends with his wife and daughter.

"Volunteers put their hands, their minds, and most of all, their time to the service of others. We can help transform our community for the benefit of all people and create harmony within and between communities. Volunteering feels good and steers you away from career or family ending activities. I do this for the simple sense of satisfaction in being able to help the needy and make a difference in the community. It makes me feel healthier," he said.

Balingit has volunteered more than 390 off-duty hours to community service programs throughout San Diego County.



ASC Giovanni Balingit (foreground, right) and AS1 Romano Ancheta move rolled erosion barrier logs. They are joined by AMC Steve Flemens (center) and ASC Glenesse Concepcion in Rancho Bernardo during San Diego County's efforts to control erosion caused by last October's wildfires. FRCSW Sailors also assisted in Fallbrook and Bonita, located in the northern and southern portions of San Diego County, respectively. *Courtesy photo*



Safety rules help only if they're followed. No matter what precautions are taken, some workers are bound to ignore the rules and do what they want. Luckily, OSHA recognizes this and lets companies use the defense of unpreventable employee misconduct to avoid penalties for OSHA violations. The problem is that the defense is very hard to prove.

Unpreventable Employee Misconduct - Is it a Liability Defense Against OSHA Violations?

The Four Elements of the Defense:

To prove unpreventable employee misconduct, the organization must show that they:

- 1) Established work rules to prevent safety violations;
- 2) Adequately informed employees of the rules;
- 3) Diligently tried to discover violations; and
- 4) Effectively enforced the rules upon discovering a violation.

Here is a case showing how courts apply this test.

FACTS:

A cable splicer apprentice at a Kansas energy company was electrocuted after getting too close to an electrical transformer. He wasn't wearing appropriate protective equipment (rubber gloves). The foreman witnessed the incident. OSHA inspected the accident and issued a serious citation for violation of OSHA standard 1910.269(1)(2), which bans workers from getting closer than a specific "minimum approach distance" (just over two feet) to exposed energized parts without proper protection. The energy company argued that the apprentice and foreman didn't comply with safety rules, which the company consistently and

effectively communicated and enforced.

DECISION:

The court said the employer wasn't responsible for the violation because it couldn't have prevented the apprentice and foreman from disobeying the rules. It cited four factors:

Work rules were in place. The company maintained a written safety manual which it provided to each worker upon hiring and each time it was revised. The manual addressed minimum approach distances and appropriate Personal Protective Equipment (PPE). OSHA admitted that the manual was effective and clear.

Work rules were communicated. The company showed that it trained the apprentice and foreman on safety rules and protective procedures. It gave them each a copy of the safety manual, furnished apprenticeship training, conducted monthly meetings and had at least 22 other training and supervisory sessions, each of which was documented.

Compliance was monitored. The company's safety manual required periodic monitoring. Management visited the jobsite almost daily and performed

weekly crew audits. Company managers also conducted monthly employee safety assessments.

Rules were enforced. The company had a progressive discipline program that included written warnings, suspensions of up to two weeks, demotion and termination. In fact, it had documented its discipline of more than 29 employees for safety infractions over the previous 12 years.

Sec'y of Labor v. Westar Energy, OSHRC Docket No. 03-752

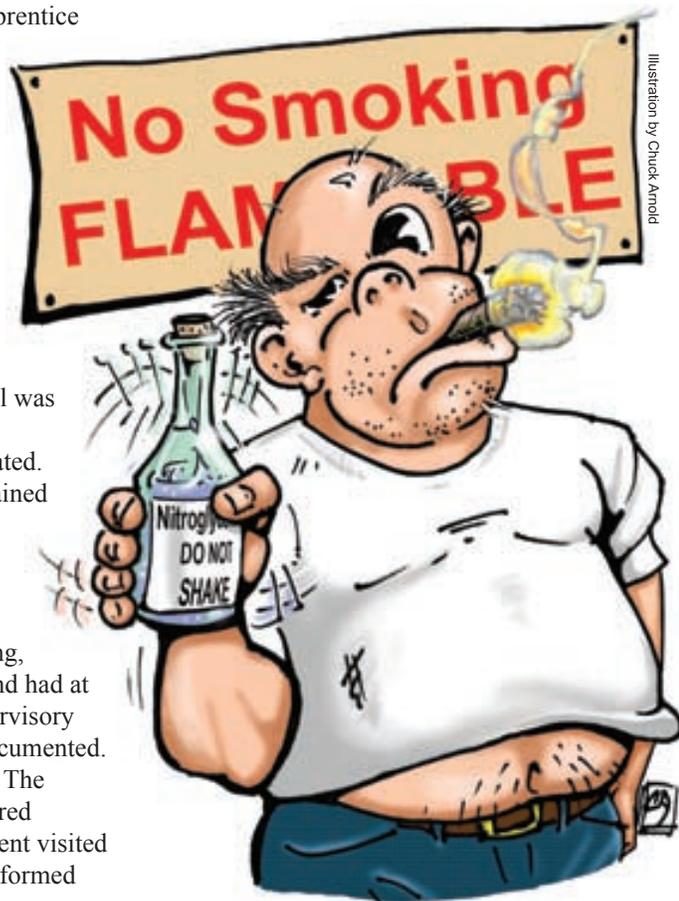


Illustration by Chuck Arnold

AWARDS

Applause

Civilian Awards Promotions

Rodiardo Bagtas
Tomas Barber
Julian Dela Cruz
Michael Grice
Tracy Hunt
Charles Johnson
James Klein
Gregory Mann
Edwin Martinez
Vincent Martinez
Chauncey Mathews
Thomas McGovern
Khoa Nguyen
David Okano
Maria Pena
William Pfeiffer, Jr.
John Proffer
William Richards
Debra Rodr
Anthony Tena
Mary Thorn-Gonzales
Russell Timothy
Jodi Visosky
Katherine Wagschal
Melinda Wasche

Special Act

Danilo Abrajano
Dindo Alarcon
Josh Alfasy
Bill Allen
John Anderson
Dennis Apodaca
Gilbert Araujo
Mario Avilez
Jeffrey Ayers
Donato Baca
Donald Bair
Jesse Ballesteros
Cedearee Barnett
Robert Barrett
Victor Bayani
Thomas Bedania
Bruce Beesley
Anne Beeson
Frank Belleville
Felix Benedictos
Michael Bennett
Robert Berglund
Mike Bethea
Joseph Biederman
Thomas Blaggrave
David Boehm
Richard Bonnett
Kenneth Boone
Daniel Borja
Douglas Bradford
Martha Breuer-Johnson
Alejandro Briseno

Tom Brush
Jemy Caalaman
Albert Cabusi
Marc Caffo
David Cantu
Joseph Caoile
Arthur Cardone
Alfredo Casillas
Joselito Cervantes
Ron Cobb
William Cornute
Alejandro Cortez
Daniel Crawford
Stella Davies
Athene Deguzman
Benjamin Delacruz
Dirk Dessel
Alvaro Diaz
Ven Diomino
Erik Doepke
Cameron Dollick
Felix Dolor
Robert Dominguez
Hue Duong
Mike Edwards
Lawrence Estes
Chris Eveland
Robin Famador
Chu Fang
Kenneth Faulkner

Scott Ha
Mark Hagedorn
Duane Halfman
Mike Hall
Sinh Han
Devin Harmon
Don Harmston
Barbara Harris
Ed Harris
Paul Harvill
Mark Hawkins
Gary Hayes
Claudie Henry
Pilar Hernandez
Mitsuko Hew
Oscar Hilario
Donald Hill
Jennifer Hill
Tung Ho
Richard Hogan
Gabriele Howard
Michael Howard
David Hudson
Tracie Huguley
Alex Humilde
Rosalind Hunt
David Jalonen
Jay Janabajal
Thomas Jarvis
Romeo Jimenez

Jose Lucero
Raymond Lujan
Matthew Macelt
Dalmacio Maltezo
Edwin Manansala
Arnold Martinez
Ronald Martinez
Joe Mata
Chauncey Mathews
Michael May
Larry McBrayer
Randal McClellan
John McCormick
Tim McElhinney
Louis Medina
Modesto Mendoza
Mary Moore
Gilbert Moreno
Ruben Moreno
Carter Morgan
Norman Morgan
Carroll Moyer
Henry Mundwiller, Jr.
Lowell Myers
Cheryl Nelson
Carlos Normandia
Hue Nugyen
Vidal Nuno
Kevin Okerman
Jesus Padilla
Richard Patao
Jason Payne
Liem Phan
Edmund Pino
Christopher Pinson
Benjamin Pizarro
Rustico Pizarro
Michael Plank
Ruben Porras
Donald Potenza
John Powanda
Curtis Price
Jason Price
Pedro Quezada
Arleen Quimbao
Jonathan Ramba
Edmundo Ramirez
Frank Ramirez
Richard Ramirez
Brigido Ramos
Jose Ramos
Oscar Ramos
Dennis Reeves
Merlyn Richards
Anthony Richardson
Kenneth Robertson
Edward Romero
Rodney Rosier
Jay Roush
Charles Rufi
Brian Sanders
Christina Sandoval
Dustan Sandoval
Ricardo Santos
David Schiffner
Jennifer Showalter
Mario Sidawi
Gilmore Silva
Michael Smith
William Smith

In Memoriam



Candace "Candy" Odiorne, 61, a logistician in the Competency Department at Fleet Readiness Center Southwest, passed away Apr. 5. She had been employed here for 26 years. She is survived by her son, daughter, and two sisters.

Daniel Fischer
Marsha Fox
Jeffrey Freedman
Kenneth Freeman
Anita Gaeta
Hung Gaing
Matthew Galaski
Linda Galley
Joseph Garcia
Rodolfo Garcia
John Gartrell
Jarvis Gaspar
Mark Glassoff
Daniel Gogue
Paul Golden
Clifford Grannell
George Guale
Frank Guerrero
Mario Guigayoma
Richard Gurley
Dan Ha

Frank Johnson
Raymond Johnson
Walter Johnson
Harvey Jones
Joanne Jordan
Manuel Jotie
David Kelly
Robert Kim
Steven King
Leslie Kinsey
Adolph Klass
Michael Knoll
Allen Kosmalksi
Allan Kozakiewicz
Paul Landys
Rolando Lapuz
Ronald Laughlin
Sean Lee
Anthony Leffert
Larry Lewis
Michael Lindke

David Statham
David Stevens
Stanley Szybowski
Tanya Tang
Brianna Timothy
Michael Tomas
Russ Touchette
Tim Truong
Derek Urch
Joseph Uybungco
Charles Valenzuela
Jose Villareal
Dan Vu
Shujen Walker
Donald Ward
Paul Weintraub
Peter Weintraub
Bryan Wilson
Seth Winkelman
William Winne
Andy Wolf
Bruce Woll
Jimmy Yeh
Jeffery Zeller

35 Years

Alberto Delmar
Clemente Fuentes
Marylouise Martinez
Michael Rodriguez
Wilbert Smith
Brent Wolf

30 Years

Michael Harris
Mark Hawkins
Samuel Lozano
Elizabeth Panganiban
Michael Prochnow
Mark Trevino
Margaret Williams

25 Years

Victor Concepcion
Archie Sylvester

20 Years

Orlando Delacruz
Francisco Rios
John Stanley

15 Years

Steven King
Charles Parker
Michael Shea

10 Years

Milandro Portillo
William Thibedeau

5 Years

Charles Bates
Juan-Antonio Nelmidia, II
Michael Ruiz

Time-off

John Anderson
Bruce Beesley
James Davis
Maria Gonzales
Kyla Griffin
Wilfredo Ibay
Thanh Lam
Michael Lee
Royce Moke
Norman Morgan
Constancio Neri
Larry Payoyo
Matthew Pendleton
Thong Pham
Edward Quinteros
David Smith
Virgil Smith
Loc Yu

Retirements

Keith Brown
Milton Lavender
Dorothy Masondain



Productivity Recognition

Quarter

Michelle Gomez
Benedicto Mabalot
William Ly

Month

Jason Abuyen
Gary Adams
Aida Barbera
Alejandro Castillo
Chris Colvin
James Cook
Giong Duong
James Ellington
Joseph Espinoza
William Fields
Wesley Galapir
Teresito Generoso
Michael Harrison
Gaylord Holck
Rick Holland
William Icban
Tom Keener
Nalani Keopuhiwa
Craig Lentz
William Lofton
Daniel Manibusan
Troy Monaghan
Mario Monzon
Charles Parker
David Parrish
David Pham
Marcelino Reyes
Ernest Ross
Gilbert Sia
Harold Thompson
Michael Tomas
Robert Tucker
Reginald Young

Length of Service

40 Years
Michael Oliver

Gone, But Never Forgotten

Aircraft painter/worker Jung Yang, left, and paint shop production control lead Rita Z. Davidson unveil a commemorative bench outside of the Building 466 paint shop in remembrance of former Fleet Readiness Center Southwest artisans Ferrell Davis and Ed Sanocki who passed away last year. Davis, an aircraft painter, was a 22-year federal employee. Sanocki, a sheet metal mechanic, worked here for 12 years.

Photo by Joe Feliciano

Daniel Nuqui, Jr.
John Reeder

Sick Leave Is Money

Louis Acosta
Mohsen Ahmed
Joshua Alfasy
Richard Bitting
Craig Bledsoe
Kenneth Boone
Gail Brazley
Joseph Caoile
Philip Centman
George Chevalier
James Coleman
Joseph Cruz
Isagani Delacruz
Ignacio Delgadillo
Nestor Dominquez
Dean Frazine
John Goelze
Conor Goulding
Linda Guerra
Duane Halfman
Clarence Hanson
Susan Harris
Mark Heacock
Robert Hill
David Jackson
George Jaime
Thomas Jarvis
Theodore Johnson
Victor Juarez

John Machak
Hal Malinski
John Maloney
Jesse Martinez
John Mason
Martyn McKay
Jameson Montgomery
Walter Moran
James Mundell
Eric Munson
Rowna Naidl
Charles Niergarth
William Nelson
Thanh Nguyen
Bruce Odell
Roy Parkhurst
Gene Peters
William Richardson
Jarvis Ringstad
Albert Robles
Ivan Schedel
Henry Towns
Ruben Valdez
Vuong Vu
Mark Watkins
Edward Whited
Allan Williams
James Yaeger
Michael Young
Joseph Yuzon
Jeffery Zeller



Fleet Readiness Center Southwest

Teammate Appreciation Celebration

**June 27th, 2008, 1030 - 1300
Building 460 Tarmac**

Honoring FRCSW's Workforce Diversity by
combining with American Heritage Day:

***Celebrating the Contributions
of Our Cultures***

Festivities Include:

- Lunch
- Entertainment
- Recognition Items
- Information Booths
- Classic Car and Motorcycle Show
- Chili Cook-Off
- Prize Drawings



***CAC Badge Required
to Participate!***