



FRC SW ALMANAC

Delivering Cost-Wise Readiness

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

Published for members of Fleet Readiness Center Southwest

Volume 2 No. 3

September - October 2008

E-2/C-2 Program wins Silver Shingo Medallion **FRC SW recognized for Lean Business Practices**



A-4 Skyhawk Dedicated

Tribute to VADM Stockdale

Mobile Facilities

Shelter and Security

From the Skipper:

Dear FRCSW Teammates:

In the last issue of the Almanac, I emphasized our preparations for the visit by the Shingo examiners. You answered “all bells” in superior fashion as Fleet Readiness Center Southwest now possesses a Shingo Silver Medallion for the E-2/C-2 program !!

This achievement is significant and has been recognized by Naval Aviation Enterprise leadership. The Air Boss, Vice Adm. Kilcline, sent a note that read, “congrats to you and FRCSW for the Silver Shingo Award. Very impressive and well deserved.”

This Shingo Award is one way we can demonstrate to the Sailors, Marines, and aircrew at the flightline our deep commitment to continuous process improvement and that we are delivering on our mission of being a “world class MRO (Maintenance, Repair and Overhaul) for the world’s greatest team sport--Naval Aviation.”

Another way we demonstrate commitment is through our command culture. I had the opportunity two weeks ago to visit Naval Air Systems Command (NAVAIR) Headquarters on Naval Air Station Patuxent River, Md. During my time there, I met with leaders in the F/A-18, E-2C, CH-53, H-60, and AV8-B program offices. While many of these folks commented on our technical capabilities, *AIRSpeed* progress, and commitment to fiscal discipline, the one area they all commented on was the positive “can-do” attitude of the entire team at FRCSW. They see our passion for excellence in MRO and commitment to the fleet.

This collective command attitude sets us apart from others in our industry, both commercial and government; and is a “secret weapon” that we must nourish continuously to entice organizations throughout aerospace to work with us.

One method for nourishing this culture is use of the High Performance Organization toolkit. It is my expectation that folks continue to attend workshops, and that leadership identify challenges and opportunities on a regular basis, sharing those items with other teams. With shared consensus, we can quickly embrace actions that will improve performance, enhance culture, and expand our list of customers. I depend on these efforts at the deckplate. Please keep up the good work.

The latest challenge on the journey to MRO excellence is two-fold. The Commander Naval Air Forces/NAVAIR Aviation Maintenance Management Team command inspection is slated for September 8-26. Once again, I’m sure you will answer “all bells.”

We are deep into our efforts to achieve AS9100/AS9110 certification and registration plant-wide. This achievement signals our commitment to aerospace MRO excellence as we will be in compliance with the international aerospace Quality Management System standard.

Thank you for making it safely through the “101 days of summer;” but don’t let up now that Labor Day has passed.

Finally, start thinking now, about 2009. There are many more areas where we can work to enhance performance – but 2009 will also be the year that this command celebrates 90 years of fixing airplanes at North Island. I would like to hear from you about ideas for celebrating our 90 years of achievement.



Capt. Michael Kelly

A handwritten signature in blue ink that reads "Michael A. Kelly".

MICHAEL A. KELLY
Captain, U.S. Navy
Commanding Officer

FRCSW **ALMANAC**

September - October 2008

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FRCSW **ALMANAC**

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About the Cover

The Shingo Silver Medallion is superimposed onto the rotodome of an E-2C Hawkeye.

Photo illustration by Chuck Arnold



Shingo Silver Medallion:

Fleet Readiness Center Southwest Wins Shingo Award



By JIM MARKLE AND STEVE FIEBING

Fleet Readiness Center Southwest (FRCSW) was selected to receive a 2008 Shingo Silver Medallion Award, by the board of governors of the Shingo Prize for Operational Excellence.

Created in 1988, the Shingo Prize for Operational Excellence recognizes private and public sector organizations throughout North America that exemplify world-class performance in “Lean” manufacturing procedures and business operations. A “Lean” business practice identifies waste (time, material, etc.) in a production process in an effort to create remedies that increase efficiencies and reduce time.

The Shingo Awards are presented at three levels of achievement: the Shingo Prize, the Shingo Silver Medallion, and the Shingo Bronze Medallion.

The Shingo Award Board approved FRCSW for the prestigious Silver

Medallion-level award after an examination and analysis of the command’s E-2C Hawkeye airborne early warning and C-2A Greyhound transport aircraft repair, production, and maintenance lines July 22 and 23.

Examiners representing former Shingo recipient businesses, carried out a rigorous evaluation of each potential candidate organization. There were five examiners that conducted the FRCSW evaluation.

Shingo evaluation criteria focus on customer satisfaction and profitability; quality, cost and delivery; leadership and empowerment enablers; and lean core operations. The criteria do not prescribe one single best method, system, or route to attaining world-class status; but each element lists practices and techniques that might be incorporated to achieve a world-class level of quality, cost, delivery, and

Aviation mechanics perform cell-based maintenance procedures on C-2 Greyhound aircraft. *Photo by Joe Feliciano*

business results.

“This award is a testament to the hard work, dedication, and leadership of everyone who participated in the ‘journey to the prize.’ Like I said when we started, ‘the journey is as important as the result.’ We are a better organization for this effort,” said FRCSW Commanding Officer Capt. Michael Kelly.

The inspection process began when examiners reviewed the E-2/C-2 program’s Shingo application to identify the four characteristics essential to Lean operations: continuous process improvement, cultural enablers, consistent lean enterprise culture, and business results.

The application highlighted the E-2/C-2



Shingo Award program lead inspector Keith Hornberger (2nd from left) points to notations made in an E-2/C-2 aircraft platform production log while deputy product manager for E-2/C-2 Brian Delaney (left), Shingo inspector Rachel Regan, and aircraft mechanic crew leader Mark Atanasoff (right) look on. Fleet Readiness Center Southwest was recently awarded a Shingo Silver Medallion Award by the inspectors for the command's adoption of 'Lean' business practices and operational excellence. *Photo by Joe Feliciano*

program's "Lean" journey, which began three years ago when the production line held its first "Lean" event on the C-2 aircraft assembly cell. The line began implementing AIRSpeed continuous process improvement tenets which include the best business practices of Lean, Theory of Constraints, and Six Sigma. AIRSpeed's primary focus is to remove all non-value added activities that do not contribute to cost-wise readiness.

Analysis of the E-2/C-2 product line revealed that the primary driver for poor execution was a lack of material – 80 percent of the organization's problems and barriers to success were attributed to material constraints.

As a result of the study, the production line was reshaped and transformed by

removing non-value material and equipment, and creating a single-piece flow, cell-based work environment (CBWE), with workload synchronized to the demand. The production line was reduced from eleven to eight work cells.

Parallel to the CBWE effort, was a synchronized initiative with internal and external suppliers to increase the accuracy of bill of materials (BOMs), restructure bill of work (BOWs), and develop a robust and tightly coordinated supply forecasting process.

To improve the availability of parts and monitor its affect on turn-around-time (TAT), a "war room" was created to coordinate, catalogue, and track E-2/C-2 operations. As production was monitored,

Shingo continued on page 17

The Genius of Dr. Shingo

The Shingo Prize

The Prize is named for Japanese industrial engineer Shigeo Shingo who distinguished himself as one of the world's leading experts in improving manufacturing processes. Dr. Shingo has been described as an "engineering genius" who helped create and write about many aspects of the revolutionary manufacturing practices which comprise the renowned Toyota Production System.

Dr. Shingo is the author of numerous books including *A Study of the Toyota Production System*; *Revolution in Manufacturing: The SMED System*; *Zero Quality Control: Source Inspection and the Poka-yoke System*; *The Sayings of Shigeo Shingo: Key Strategies for Plant Improvement*; *Non-Stock Production: The Shingo System for Continuous Improvement*; and *The Shingo Production Management System: Improving Process Functions*. He was a genius at understanding exactly why products are manufactured the way they are, and then transforming that understanding into a workable system for low-cost, high-quality production.

In 1988, Utah State University recognized Dr. Shingo for his lifetime accomplishments with an Honorary Doctorate in Business. The Shingo Prize Model was developed as a world-class manufacturing model that incorporates



Dr. Shigeo Shingo

many of Dr. Shingo's practices as well as exemplary practices from other sources. The Shingo Prize Model, however, is not just a production model. It is an overall systems model that incorporates all aspects of business operations and processes. The model was developed to promote Lean/world-class business practices that result in world-class performance and the ability to compete globally.

Blue Jacket of the Year

AT2 Danielle L. Owens
FRCSW 2008 Shore BJOY



AT2 Danielle Owens connects a weapons replaceable assembly to test on CASS.

equipment. She also serves as a Collateral Duty Inspector (CDI), part time supervisor, and assists other technicians.

“Petty Officer Owens performed her demanding duties in an exemplary and highly professional manner,” wrote Rear Adm. Michael D. Hardee, Commander Fleet Readiness Centers, in a letter of commendation. “Demonstrating exceptional leadership skills and superb initiative, her combined efforts and infectious enthusiasm saved the Navy over \$700,000 in unnecessary replacement costs.”

Owens’ supervisor, Aviation Electronics Technician First Class Thomas Williams said, “Petty Officer Owens has a superb work ethic, drive, and desire to learn her job and the job of her superiors. I consider her the perfect Sailor; I wish I had a shop full of Sailors with her outstanding military bearing and professionalism.”

When not working for the Navy, Owens spends much of her free time volunteering for Navy programs and with her local church, where she helps deliver gifts to children whose parents are in prison. She is also a mentor to several female students at a local high school. Owens still finds time to train and run half marathons to support the Leukemia and Lymphoma Society.

“There are so many amazing opportunities I have gotten to experience since I joined the Navy,” said Owens. “Meeting new people, seeing all the different cultures and getting involved in the community I live in has given me such a greater outlook on life. I have so much more confidence in myself to perform tasks and jobs I never thought I could have.”

STORY AND PHOTO BY AT2 IAN MORRIS

Aviation Electronics Technician Second Class Danielle L. Owens was selected as the Fleet Readiness Center Southwest’s Shore Blue Jacket of the Year for 2008.

The Blue Jacket of the Year (BJOY) is an award instituted to recognize and acknowledge the professionalism, sustained superior performance and personal excellence of the finest junior Sailors, E-4 and below, assigned to a Navy command.

The 24-year-old from Portland, Ore., joined the Navy four years ago. Owens is the Consolidated Automated Support System (CASS) technician at her work center in the components repair division, where she troubleshoots and repairs aviation electronic

Helicopter Gyroscopes

FRCSW Helps Army National Guard Reduce Blackhawk Backlog

By JIM MARKLE

When the Army National Guard found itself pressed to make critical and timely repairs to the gyroscopes of its Blackhawk UH-60 utility transport helicopters, it turned to Fleet Readiness Center Southwest (FRCSW) for assistance.

The gyroscope provides flight reference information to the flight stabilization system and the attitude indicator, which is the instrument that tells the pilot and autopilot the aircraft's orientation relative to the ground beneath it.

"The Army National Guard had about 1,000 of these gyros backlogged. They were reworking some, but realized they couldn't keep up with the workload. So, they decided to look for depot-level assistance to assume that work," stated Platforms and Automatic Multiple Axis Testing Systems shop supervisor Bobby Robershaw.

Avionics engineer Jarvis (Jerry) Ringstad stated, "We didn't have any tools or test equipment when we started this program. So, we had to quickly design and construct our own support equipment based upon years of knowledge of this instrument. From January 2008 to this past May, we fabricated 11 pieces of electrical and mechanical testing fixtures."

Six artisans are assigned to rebuild gyroscopes within the testing systems shop in Building 378; and since May, FRCSW has overhauled and delivered 50 gyroscopes to Army Reserve units throughout the country. The Army Reserve's annual demand is approximately 500 units, Ringstad said.

Because the internal components of gyroscopes include steel bearings and other contents susceptible to damage by moisture, the instruments are hermetically sealed.

"The sealing and unsealing procedures have to be done in a clean, controlled environment. To lessen the possibility of corruption, the gyros are worked on in a 'clean room' where temperature and humidity are controlled," explained Larry Fuller, avionics instruments work leader.

"The clean room is maintained at 72 F with a 45 percent humidity factor, both plus or minus five degrees," said Dennis Taylor, avionics instruments systems work leader.

Once the case is unsealed for servicing, the gyroscope motor is removed and its bearings are replaced. New bearings are installed in the inner and outer "gimbals," which are parts that keep the gyroscope suspended in a



With the aide of magnifying glasses, instrument mechanic Ben Santos removes bearings from a Blackhawk gyroscope motor.

Photo by Joe Feliciano

horizontal plane regardless of any motion, Ringstad stated.

Next, the gyroscope rotor is spin-balanced at 24,000 rotations per minute, and its bearings are "seasoned" by continuous operation for 24 hours. The testing procedure is repeated prior to final assembly.

Average time to overhaul one unit is five to seven days from its induction date, Ringstad noted.

Taylor said the shop's goal is to have the motors last at least 300 hours after being returned to the customer.

"We want to improve the repair process to extend the

mean time between failure (MTBF) rate of this gyroscope. Our tracking system enables us to monitor the MTBF and note the cause of any failures so we can improve upon the maintainability and reliability of the unit," Taylor said.

In addition to the Blackhawk, the Multiple Axis Testing Systems shop also overhauls gyroscopes of other helicopter airframes including the Navy's Seahawk and Marine Corps' Huey, Cobra, and Super Stallion; as well as gyros for the P-3 Orion anti-submarine and reconnaissance aircraft belonging to the Navy, Air Force, and Coast Guard. ▲

Mobile Facilities

MOFAC Outfits Work Spaces for Fleet and Marine Corps

By JIM MARKLE

Of all the supplies and infrastructure necessary to support Navy and Marine Corps missions, perhaps the most overlooked is the most basic: a functional, adaptable, work space that is highly mobile, yet cost efficient to maintain and deploy.

For more than 40 years, the military's answer for providing shelter and work centers has been through the use of versatile, trailer-like units often referred to as "vans."

From administrative spaces and machine shops, to command and control operations centers, the mobile facilities branch (MOFAC) at Fleet Readiness Center Southwest (FRCSW) services and outfits the modular vans to help meet the needs of the military while deployed.

The Gichner van is the one most often used by MOFAC. The unit is 8 feet high, 8 feet wide, 20 feet long, and weighs about 5,000 pounds empty. Seven different types of vans manufactured by Gichner Shelter Systems are used by the Marine Corps.

Thanks to their wide doors and removable side panels, the vans can be connected together to create more than 200 configurations, said FRCSW MOFAC program supervisor David Jackson.

Integration units and ancillary equipment, like walk ways, enable the

"complexing" of the vans. Complexing of vans by the Navy began over 30 years ago to meet work space needs for communications and weapons systems.

"Our most common configuration is for housing the Consolidated Automated Support System which is an aircraft component test facility for the Marine Corps. We currently have 40 in-house," Jackson said.

According to MOFAC coordinator Jim Sorrells, a single Marine Air Logistics Squadron (MALS) can utilize several hundred vans when deployed



to conduct aviation support and maintenance.

“The vans can be built very elaborately. They can be hooked three and four side-by-side, or end-to-end. A large military complex can be built out of these,” stated MOFAC planner and estimator Phil Centman.

“Simpler van configurations may be assembled in about one or two weeks; the more complex, the longer it takes. A jet engine test facility takes about 700 hours to configure. It’s one of the longest we do,” Centman added.

Centman said that FRCSW artisans

(Clockwise from top left) Electrician Joseph Espinoza installs a GFCI receptacle circuit in a generator. Electrician Randall Baker installs wires on a 3-phase power panel. Logistics Management Specialist Hector Saldivar verifies that configuration drawing revisions were incorporated. Sheet metal mechanic Ernest Ross installs a grill for an air conditioning unit.

Photos by Joe Feliciano

configure new and used vans. Prior to configuration, the 20-member MOFAC staff refurbishes the reusable vans by stripping the existing configuration, removing any corrosion; making electrical, door, lock and sheet metal repairs; and painting. Only then is the van re-configured to customer specifications for lighting, cabinetry, tooling, and environmental needs.

MOFAC primarily services Marine Aviation Logistic vans, but other customers include the Seabees, Space and Naval Warfare Systems Center, and Naval Sea Systems Command.

“The Army recently contacted us for basic maintenance work on their vans, and Littoral Combat Ship Mission Modules Program Office (PMS 420) contacted us for maintenance work on the new type of van for the littoral combat ships,” said Jackson.

“The Gichner vans we have for the Marines are steel framed with aluminum skins. But we also use vans manufactured by Sea Box, Inc., that we’re configuring

for the Seabees. These are steel containers. Littoral combat ship vans are steel containers, too, and these come to us through Naval Air Systems Command,” Centman said.

Completed vans are ordinarily transported via ship to their intended destination, and many are permanently installed aboard ships as office spaces. The units may also be transported via C-5 Galaxy, or C-130 Hercules cargo aircraft, as well, Centman said.

“The lifespan of the vans is really determined by the elements. Generally, these are used in the fleet for 20 to 25 years,” Jackson noted.

MOFAC logistics manager Hector Saldivar said more than 300 units will be inspected for refurbishment this year. In total, approximately 5,500 vans are currently in fleet service.

MOFAC has been outfitting and maintaining vans for almost 30 years at Naval Air Station North Island, and since 1995, has occupied Buildings 488, 342, 1544 and the immediate grounds. ▲



MOFAC AIR *Speeds* to Increase Work Capacity

By JIM MARKLE

Necessity is often called the “mother of invention,” but for the Mobile Facilities Branch (MOFAC) at Fleet Readiness Center Southwest (FRCSW), necessity was the “mother” of an AIR*Speed* event that resulted in improved operations in a significantly smaller work area.

MOFAC maintains and equips the versatile, trailer-like units referred to as “vans” that are used by the Defense Department for temporary work spaces, storage, and other logistic needs.

Hundreds of the vans are received at

MOFAC throughout the year, and because one van is typically 8 feet wide and 20 feet long, storing those units poses a significant challenge.

“For many years, we had a large storage area for our vans near the test line; but we were forced to leave that area by Naval Air Station North Island facility managers who wanted to reclaim that space for other uses. We had the capacity to store up to 600 vans there,” said Jim Sorrells, MOFAC coordinator.

Limited to its remaining storage areas within or near Buildings 488, 342, and

1544, MOFAC found it necessary to stack the vans to compensate for its lost storage, and increase its working capacity to accommodate more vans.

Although stacking the vans provides more storage, it requires a great deal of forward planning and additional van movements to rotate the available units, Sorrells noted.

Currently, 120 units are stored with 20 to 30 units in work at any time, Sorrells said.

“When we started the AIR*Speed* process, we asked ‘how can we get more vans in here to work on?’ We had to vacate

Sheet metal mechanic Ellis Jones uses a power washer to remove debris from the bottom of a van prior to painting, while logistics specialist Henry Ragsdale operates the forklift.
Photo by Scott Janes





our old storage area and at the same time had to maximize our space here and learn to better manage the space we already have. That led to realizing we needed to improve some buildings. All of this fueled our AIRSpeed efforts,” Sorrells said.

Led by MOFAC manager and AIRSpeed Green Belt David Jackson, an AIRSpeed team was formed with representatives from L-3 Communications in April to revamp MOFAC work areas by targeting storage, inventory, and tooling concerns.

Sorrells said identifying inventory and parts used in outfitting the vans was a primary goal to achieving a more efficient operation.

“We had a build-up of materials over the years caused by customers changing orders when equipping their vans. So, we ended up with excess materials that we needed to return to the Marines, recycle, or send to the Defense Reutilization Marketing Office,” Sorrells said.

Van materials stored in Building 342 were organized and shelved according to MOFAC projects. Previously, project materials were mixed, forcing artisans to search for parts, said electrician Randall Baker.

Reorganization of the corrosion control area included the removal of unnecessary hoses and curtains, and placing the MOFAC pressure washer on a cart. Carting the washer increased the ease and mobility of the tool, and with hoses neatly stored, it created a safer work environment, Baker said.

“The metal cutting area had become a storage place for toolboxes and carts. We designated space for toolbox storage, cleared the clutter, and sorted the metal stock by size. We also designed a layout table for accurate measuring,” said sheet metal mechanic Ellis Jones.

Similar steps were taken in the electric shop: Unused tools and parts were removed to accommodate essential equipment, and a new measuring tape

was installed on the shop’s layout table to increase accuracy of work, Baker said.

In the pre-expanded bins (PEB) and kitting area, excess hardware and items were removed and a door was installed to combine the two work centers and reduce artisan travel, Jones said.

“We’re trying to cut down unnecessary walking, which is definitely AIRSpeed driven, and bring resources closer to the work and worker,” Sorrells said.

“We also centralized the tool room by bringing it into a common area to increase access and tool accountability. And we’re also looking to save time by getting kits delivered to artisans at their work sites,” Baker added.

“At this point we’re about 80 percent complete. We’ll address the other processes needing changes as we continue to develop our AIRSpeed war room. But there will always be procedures to improve on,” Jones said. ▲

Continuous Process Improvement Terms



Buffer - It is time that ensures that the constraint is protected from variation occurring anywhere else.

Business Value Added - They are non-value added steps in a process that are important to the operation of the business.

Cascade Effect - It is the result of uncertainties in an organization which can lead to delays and pressures resulting in the abandonment of a pull system.

Constraint - It is a bottleneck in a process which limits the process’s capacity.

Continuous Flow - It is the steady, consistent progression of a product or service through the various steps in a value stream. The product or service is always being worked on and people are

always working on that product or service.

Core Team Members - They are on the project team for the duration of the project.

Cost Avoidance - Type Three intangible benefits difficult to put a price on; i.e. improved quality of work-life.

Cycle Time - It is the total time it takes to complete a work sequence including queue and move times.

Drum - It is the pacesetter of a process. It is usually the constraint, but at times, it can be the customer.

FRCSW Artisans Restore Stockdale Era A-4 Skyhawk

By JIM MARKLE

PHOTOS BY JOE FELICIANO, BRYANT MITCHELL AND AT2 IAN MORRIS

A remnant of naval aviation history – a renovated A-4 Skyhawk aircraft – now welcomes Sailors, employees, and visitors entering Naval Air Station North Island (NASNI) through the Vice Adm. James B. Stockdale Memorial Gate.

The aircraft is the final element to be placed at the air station's Main Gate, which was dedicated to the memory of Vice Adm. James B. Stockdale in 2007. The A-4 Skyhawk was the type of aircraft piloted by Stockdale when he was shot down in combat over North Vietnam on September 9, 1965. He was the highest-ranking naval officer captured during the war, and he spent almost eight years as a prisoner of war in the Hao Lo prison, the infamous "Hanoi Hilton."

The Skyhawk was placed on a concrete pylon August 1. The aircraft was dedicated in a ceremony August 9, with several Fleet Readiness Center Southwest (FRCSW) artisans and command representatives in attendance, to see the fruit of their labor be placed on public display.

"This plane belonged to Naval Air Station Pensacola (Naval Aviation Museum) who loaned it to the USS Midway Museum. It's the first A-4 we've renovated," said Anthony McClure, FRCSW preservation production team supervisor.



McClure, along with other paint department artisans in Building 466 and Industrial Production Support Department (IPSD) artisans in Building 805 were instrumental in preparing the A-4 to go on public display.

The McDonnell Douglas aircraft arrived at FRCSW for restoration in early June and painting was completed on July 17.

“I did a walk-around the plane and saw a lot of corrosion,” said Journeyman aircraft painter Ken Caliver. “Generally, any aircraft that is earmarked for the Midway Museum is in very poor condition. But some areas (of the aircraft), were in immaculate condition, like its wing tips and verticals (wings). Ordinarily these end portions are corroded.”

He also noted that the aircraft had not suffered any significant warping or damage to its sheetmetal due to flight stresses.



“These were the original colors, except volunteers from the Midway Museum brought in blue paint for the squadron markings. The rest was military specs paint that we have in stock that was used then, and is still used today,” Caliver said.

Once painted, the Skyhawk was moved to Building 805 where approximately 10 artisans from the IPSD attached the pedestal mounting plate, or “saddle,” to the aircraft.

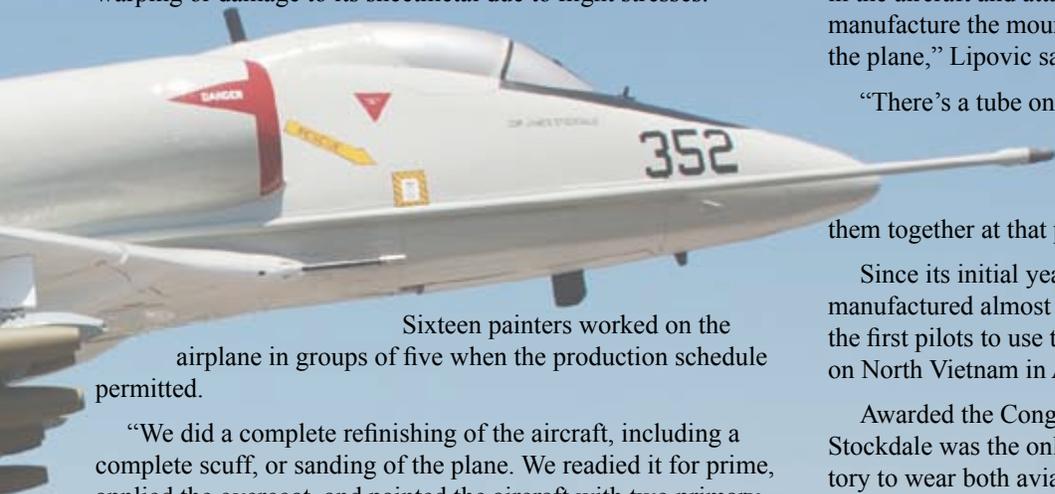
Made of one-inch, low carbon steel and weighing approximately 800 pounds, this was the first aircraft mounting plate ever created by FRCSW artisans, noted mechanical engineer Alex Lipovic.

“Engineers Derrick Pettit and Rick Mendoza designed the saddle. A contractor supplied the plate and tubes that were machined and welded together; and then we machined 60 holes in the aircraft and attached the plate. It took about four days to manufacture the mounting plate and about six hours to attach it to the plane,” Lipovic said.

“There’s a tube on the pedestal, and a tube on the bottom of the mounting plate attached to the aircraft. Those two tubes mate together to mount the aircraft on the pedestal, and we welded them together at that point,” said Lipovic.

Since its initial year of service in 1956, McDonnell Douglas manufactured almost 3,000 A-4 Skyhawks. Stockdale was one of the first pilots to use the A-4 in combat via carrier-launched raids on North Vietnam in August 1964.

Awarded the Congressional Medal of Honor in 1976, Stockdale was the only three-star admiral in naval history to wear both aviator wings and Medal of Honor. He retired from the Navy in 1978 and lived in Colorado until his death on July 5, 2005, at age 81. 



Sixteen painters worked on the airplane in groups of five when the production schedule permitted.

“We did a complete refinishing of the aircraft, including a complete scuff, or sanding of the plane. We readied it for prime, applied the overcoat, and painted the aircraft with two primary colors - gray and white - and then added the markers: the insignias, serial numbers, chevrons and so on,” Caliver said.





FRCSW Military Appreciation Day at Sea World

STORY AND PHOTOS BY AT2 IAN MORRIS

Fleet Readiness Center Southwest (FRCSW) Sailors enjoyed a day at Sea World San Diego during the command's annual Military Appreciation Day on August 14.

The event began with a buffet served in Sea World's Nautilus Pavilion located adjacent to Mission Bay. Sailors, their families, and friends chatted as the scent of hamburgers, hotdogs, and other foods, filled the glass-enclosed pavilion.

After the lunch service, FRCSW Executive Officer Capt. Fred Melnick announced the names of winners of multiple drawings. Happy faces ran to the stage to claim gift certificates, gas cards, a GPS system, an MP3 player, and the grand prize: a Nintendo Wii system.

Before leaving the pavilion, children had the opportunity to have their pictures taken with Sea World's mascot, Pete the Penguin.

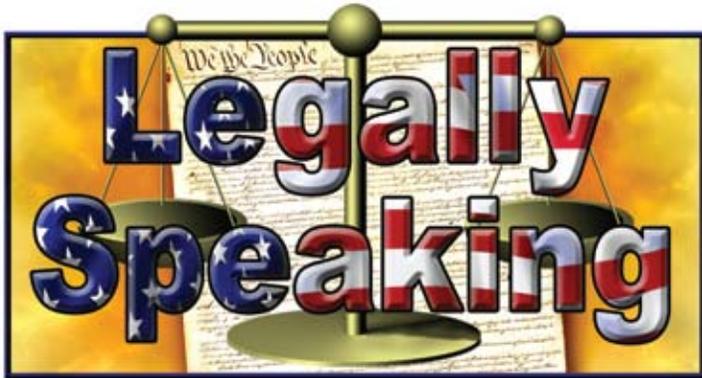
For FRCSW Sailors, it was a well-deserved day off, affording them the opportunity to spend time with their families and friends.

The celebration culminated under a beautiful evening sky filled with fireworks.



Understanding the

Freedom of Information Act



“A popular Government without popular information or the means of acquiring it is but a prologue to a farce or a tragedy or perhaps both. Knowledge will forever govern ignorance, and a people who mean to be their own governors, must arm themselves with the power knowledge gives.” James Madison.

What is the FOIA?

The Freedom of Information Act (FOIA), enacted in 1966, establishes the public's right to request existing records from Federal Government agencies. Its purpose is to ensure an informed citizenry and prevent secret law. Federal agencies are required to make records promptly available upon request unless records are protected from disclosure by exemptions or exclusions of the FOIA.

There must be a public interest in withholding the information as in the case of national security, privacy, or law enforcement.

The FOIA's scope includes Federal Executive Branch departments, agencies, and offices. Congress, the Federal Courts, and parts of the Executive Office of the President are not subject to the FOIA. State and local governments are likewise not subject to the Federal FOIA, but some states have their own equivalent access laws for state records. In California, the Sunshine Law added freedom of information principles to the State's constitution.

FOIA requests can be made for any reason whatsoever. Requesters are not required to show a need or purpose for records and do not have to justify their requests.

Who can file a FOIA request?

Any person can file a FOIA request, including U.S. citizens, foreign nationals, organizations, universities, businesses, and state and local governments.

What is a record?

Agency records are records that are: either created or obtained by a U.S. Government agency in connection with the transaction

of public business, and are under agency control at the time of the FOIA request.

Records can be in any form or format, but requesters must ask for existing records and provide a reasonable description of records. The FOIA does not require federal agencies to create a record to satisfy a FOIA request, or answer questions, render opinions, or provide subjective evaluations.

What are the FOIA exemptions?

Records (or portions of records) will be disclosed unless that disclosure harms an interest protected by any of nine exemptions or three exclusions. The three exclusions, which are rarely used, pertain to especially sensitive law enforcement and national security matters. The nine exemptions cover:

- (1) classified national defense and foreign relations information,
- (2) internal agency rules and practices,
- (3) information that is prohibited from disclosure by another law,
- (4) trade secrets and other confidential business information,
- (5) inter-agency or intra-agency communications that are protected by legal privileges,
- (6) information involving matters of personal privacy,
- (7) certain information compiled for law enforcement purposes,
- (8) information relating to the supervision of financial institutions, and
- (9) geological information on wells.

How are FOIA requests handled?

Susan Tinsley is the Fleet Readiness Center Southwest FOIA coordinator, and she processes all records requests from outside sources. She is located in the Office of Counsel in Building 94. Any private person, business or organization requesting records should be directed to Tinsley at 619-545-2929.

FOIA contact information can be found on the Command's public website at <http://www.frcsw.navy.mil/frcsw/>.

FOIA requests are required to be submitted in writing to the FOIA coordinator. The request must describe specific records being sought and include a statement of willingness to pay applicable fees.

The FOIA coordinator works with personnel having cognizance over requested records to determine if records exist and if any harm can come from the release of the records. The Office of Counsel determines if FOIA exemptions apply to the records before the FOIA Coordinator provides releasable documents to the requester.



(Left) Electronic integrated systems mechanic Max Arias installs a circuit card used for testing a generator control unit. (Below) Electronic integrated systems mechanic Greg Howard tests the voltage regulator of a generator control unit. *Photos by Joe Feliciano*

Consolidated Automated Support System Key to E-2/C-2 Avionics Work

By JIM MARKLE

Using an E-2C Hawkeye airborne early warning aircraft to radar or navigation problems could be catastrophic to an aircraft carrier battle group, which would lose the ability to identify and assess potential air and surface threats provided by the surveillance plane.

To keep aircraft trouble-free and flying, Sailors aboard ship and technicians at Fleet Readiness Centers (FRCs), rely upon the Consolidated Automated Support System (CASS) to help pinpoint and resolve avionic component problems. Once identified, faulty component(s) are repaired or replaced, resulting in a ready-for-issue product.

CASS is used on a variety of Navy and Marine Corps aircraft including: H-60 helicopters, E-2 and C-2 aircraft, F/A-18 fighters, and S-3 Viking anti-submarine

aircraft airframes.

CASS entered the fleet in the early 1990s to replace the Navy's aging, larger automatic test equipment for avionic electronic systems.

But just as cars need gasoline to run, CASS needs test program sets (TPS) to operate.

"It's not unlike the software you would receive for your home computer. We create the avionic TPS and give it to the fleet. It's made of software, an instruction book, and a software disk," said E-2/C-2 Fleet Support Team (FST), TPS/Support Equipment (SE) team lead Tom Thornton.

The FST is part of the In-Service Support Center North Island and includes a staff of electronic engineers, technicians, and logistics management specialists. In Building 317 aboard Fleet Readiness Center Southwest, the team is responsible

for 27 TPS designed to test approximately 125 E-2/C-2 avionic components including radar, navigation, radio, display, and flight control systems.

"In the fleet, Navy avionic technicians conduct tests on shop replaceable assemblies (SRAs), which are typically circuit cards. The cards go into 'weapons replaceable assemblies,' or 'boxes' which hold the circuit cards that comprise an avionic function, like radar, for example," said Thornton.

"The CASS station, as directed by the TPS, runs many electronic signals through the component being tested and measures the ensuing response. If a response indicates a bad circuit board chip, for example, the Sailor replaces that chip and reinstalls the circuit board back into the box, and the box back into the aircraft," Thornton said.

"An avionics component could very easily cost \$2,000 to replace. If several of these fail each year over the life of the aircraft, the cost to support this avionics component would be staggering. But if a test program was available to Sailors that would enable them to test and fault-isolate the problem to a component that costs only a few dollars, that's a tremendous savings to the Fleet both in component replacement costs, as well as troubleshooting and repair hours," said Maggie Thorn, E-2/C-2 FST, Operational Test Program Set senior engineer.

CASS testing is done at the SRA or "box" level. Circuit cards may test well while in the box, but fail when tested with a TPS. Thorn said this scenario was the most

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Motorcycle Safety, as American as Apple Pie!

Motorcycle riders from Fleet Readiness Center Southwest (FRCSW) departed San Diego in late July for the small mountain town of Julian, Calif.; combining motorcycle safety principles and learning, with the goal of raising funds to support the command picnic by selling apple pies.

Located about 60 miles east of San Diego, Julian is known for its apple pies and other baked goods.

FRCSW Command Traffic Safety Coordinator AE1(AW) Aram Zakarian and several mentors provided the riders with a basic safety brief before the excursion, utilizing the Motorcycle

Safety Foundation Guide to Group Riding. Learning objectives of the outing included risk management, rider attitude, military regulations that govern motorcycle riding, the responsible use of speed, stopping; and approaching, entering, and exiting intersections.

Once in Julian, the riders purchased 131 pre-ordered apple pies, and returned to Naval Air Station North Island where they were distributed. The group's effort raised \$850 for the FRCSW First Class Association and Morale, Welfare, and Recreation (MWR) to help sponsor the command's Military Appreciation Day (see page 14).



Fleet Readiness Center Southwest (FRCSW) Sailors stop at a Julian restaurant prior to their return to Naval Air Station North Island July 27. In conjunction with the First Class Association and Morale, Welfare, and Recreation (MWR), the 19 motorcycle enthusiasts raised \$850 for MWR and FRCSW's Military Appreciation Day 2008 by selling Julian apple pies. Photo by AE1(AW) Aram Zakarian

Shingo

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the timing for parts at specific work cells became evident, said Brian Delaney, deputy product manager for E-2/C-2.

As a result of these efforts, TAT for E-2C aircraft was reduced from 250 to 180 production days, and C-2A aircraft TAT dropped from 390 to 330 days.

Cultural Enablers and a Consistent Lean Enterprise Culture were the other criteria examiners looked for during their visit. The FRCSW Concert Program and AIRSpeed training were featured as command solutions.

The FRCSW Concert Program empowers artisans with authority and ownership over their own work by enabling them to perform quality inspections on the production line.

"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," Delaney said.

The FRCSW AIRSpeed training program reinforced a consistent lean enterprise culture throughout the command, by training a majority of the workforce and new employees in the principles of the Navy's AIRSpeed program.

In the notification e-mail that was sent to the command, Shingo Prize associate director Shaun Baker wrote, "You have joined a very distinguished group of recipients that have demonstrated a commitment to achieving Operational Excellence. We are proud to add your facility to that elite group of recipients."

FRCSW representatives will join fellow

2008 Public Sector Silver Medallion recipients at the 4th Annual Public Sector Shingo Prize Awards ceremony in Washington, D.C., October 9.

Fellow Silver Medallion recipients include: Fleet Readiness Center East, Cherry Point, N.C.; Fleet Readiness Center Southeast, Jacksonville, Fla.; and Red River Army Depot, Texarkana, Tex.

2008 Private Sector Silver Medallion recipients include: Lockheed Martin Missiles and Fire Control Camden Operations, Camden, Ark.; Raytheon Integrated

Defense Systems, Integrated Air Defense Center, Andover, Mass.; Global Engine Manufacturing Alliance, Dundee, Mich.; and Luminant, Martin Lake, Tex.

"[Capt. Kelly], Congratulations to you and the entire E-2/C-2 team. As the customer, I am extremely pleased with the product you have been providing to the fleet, as are the squadron Commanding Officers who send the aircraft into harm's way. You are running a great show, the fleet appreciates it, and this award is testament to your superb efforts."

Capt. Paul G. O'Connor
Commander, Airborne Command
Control and Logistics Wing

CASS

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common dilemma.

“We have TPS users all around the world. We support stateside and deployed squadrons and our foreign allies. We get discrepancy reports from all users. Investigating those reports leads us to look at the TPS to see if we can heighten the capability. Our changes can be very minor, from a temporary work around where it authorizes avionics technicians to do the fix so they can continue the testing and not be held up, to a very in-depth software change,” Thorn said.

Fleet avionics technicians typically test 15 to 20 SRAs weekly, but their reasons are not always to isolate reported failures of aircraft components. They must also run TPS updates due to modifications to aircraft components or CASS support equipment.

“There are many reasons to update TPS software. Aircraft avionics are under constant change and updated often, especially while the aircraft is in production. Obsolescence is also a common problem with aircraft that have been in service for many years. Consequently, TPS assets must be updated and maintained to provide repair support. So that’s where we come in, to update that test program to accommodate that change,” Thorn stated.

“When companies like Lockheed Martin create new components and TPS, they send them to the fleet and a copy to us. Our engineers take those TPS when equipment is not working right, and create a software fix and put that update out to the fleet,” Thornton added.

Thornton said the FST also supports the in-service engineering needs of older test equipment still in use by the FRC and allied countries including Egypt, France, Japan and Taiwan.

“Some allied countries have very small fleets and cannot afford large expensive testers, including the infrastructure that the U.S. Navy is implementing. As avionics and the associated test equipment gets more complicated, it also gets more expensive. We constantly look for less expensive alternatives,” Thornton said. ▲

FRCSW Officer Earns Bronze Star Medal



Commander Timothy Spitzer, Fleet Readiness Center Southwest (FRCSW) Industrial Business Operations Department Deputy Director for Strategic Planning, is presented the Bronze Star Medal from FRCSW Commanding Officer Capt. Michael Kelly,

Spitzer was deployed to Camp Fallujah, Iraq, from September 10, 2007 to July 4, 2008, where he served as an electronic warfare officer on the Multi-National Force West staff, working as a counter-radio controlled improvised explosive devices electronic warfare (CREW) officer as part of the 1st and 2nd Marine Expeditionary Forces in support of Operation Iraqi Freedom.

During his tour of duty, Spitzer regularly traveled throughout the Al Anbar Province to monitor and direct CREW actions to minimize potential casualties caused by road side bombs.

Prior to his departure, the 39-year-old was the E-2/C-2 deputy product manager.

Photo by Joe Feliciano

Welcome Back USS Kitty Hawk (CV 63)!

In a goodwill gesture to the ship and its crew, Sailors from Fleet Readiness Center Southwest’s First Class Association paint a fresh *USS Kitty Hawk* logo on warehouse doors of Building 651 on August 6. Painting the logo are, from left: AD1(AW/SW) Hector Asoau, AD1(AW) Luz Jasso, AM1(AW) Mason Weems, AT1(AW) Paul Keough, AS1(AW/SW) Theo Inman, and AD1(AW) Daniel Finley. Next stop for the 47-year-old *Kitty Hawk* will be Bremerton, Wash., where she will be decommissioned in January 2009 and be placed in mothball.

Photo by AE1(AW) Jay Mapson



Ever wonder if there is such a place as an injury-free company --- an organization that has discovered some way to prevent all mishaps?

While it may be possible to identify risk and the areas where injuries may occur; it is highly unlikely a work environment could ever be totally free of mishaps.

A mishap free workplace may sound like a dream, but no one should ever stop dreaming.

A more realistic approach to creating an injury free work environment is to help workers understand that achieving a mishap free workplace is a goal they should strive for – no one wants to be injured.

Typically, safety campaigns are used as motivational tools; but it is best to set realistic goals that can be achieved.

“Mishap free” is a goal or an objective to work toward. For example: setting a goal of no lost-time mishaps this month.

A first step to such an achievement is to ensure that every employee within the



Developing a Positive Safety Culture

BY TOMMY J. DOWDY, BA, MBA, CSC, CSM
DIRECTOR, OCCUPATIONAL SAFETY AND HEALTH

organization is aware of the goal, from the Skipper to the artisan.

A second step is to learn from mishaps that have taken place by identifying the root causes, taking preventative measures to reduce future mishaps, and improve employee awareness to prevent reoccurrence.

For example, it isn't bad luck when employees get injured repeatedly – it's a failure to properly evaluate the situation, identify the hazards, and

take corrective action before additional mishaps occur.

Safety goals are more likely to be achieved by taking the time to conduct an operational risk management assessment of the area and situation, to help everyone be safe. The process is simple and doesn't take long. It's like crossing a street: take a moment to ensure it is safe before stepping off the curb.

Supervisors make workplaces safer by stressing their support of the command safety program during stand-up

meetings. Everyone experiences moments when they fail to pay attention to detail, or practice one simple step that would have prevented a mishap. Supervisors should remind employees about good safety practices to reduce those periods and reduce the number of mishaps.

Everyday, Fleet Readiness Center Southwest personnel demonstrate a true concern for not only their personal well being, but the well being of fellow employees. This demonstrates a positive safety

culture throughout the command.

As the safety director of this prestigious command, I thank each and every member of FRCSW for their continuous safety efforts.

Remember to take that moment to do a risk assessment, evaluate the area and situation, and enjoy a safe and healthful day.

Thank you for supporting the FRCSW safety program and striving to make this the safest place possible.



2007 CNO Aviation Safety Award

Commander, Fleet Readiness Centers Rear Adm. (select) Paul A. Grosklags (fourth from left) presents the Chief of Naval Operations 2007 Aviation Safety Award to Fleet Readiness Center Southwest (FRCSW) Aviation Safety Officer Lt. Benjamin Harrison. Pictured are (from left) FRCSW Commanding Officer Capt. Michael Kelly, Test Line Director Cmdr. Kenneth Shick, Lt. Harrison, Rear Adm. (select) Grosklags, F/A-18 Deputy Program Manager Cmdr. Craig Reiner, Occupational Safety and Health Director Tommy Dowdy, Industrial Quality Director and AIRSpeed Officer Cmdr. Peter Olep, and Military Deputy Product Manager Lt. Cmdr. Mark P. Kempf.

Photo by Joe Feliciano

Civilian Awards

Retirements

Sharon Akers
James Barnett
Richard Bonnett
Gloria Case
Carl Davis, Jr.
Dale Fallert
Johnny Jenkins
Daryl Jones
Robert Martinez
Gilbert Moreno
Frank Nothnagel
Auburn Oby
Pedro Quezada
Kenneth Thulin
Eugene Tolbert
Rick Votaw

Promotions

Nya Ayala
Gilbert Babcock, Jr.
Ronald Batty
Cesar Castillejos
Stewart Cheek
Jeffrey Clem
Alvaro Diaz
John Donohue
David English
Jarvis Gaspar
Laura Gordonnolan
Timothy Guilbert
Erin Gutierrez
Elizabeth Hernandez
Richard Howard, III
Oliver Johnson
Matthew Jones
Kenneth Jordan
John Lindsay
Michael Lyons
Philip Magahis
Troy Monaghan
Gary Nelson
Daniel Newell
Manuel Perez-Preve
Donald Potenza
John Powanda
Aaron Rains
Alejandro Reyna
Michael Rhoiney
Jamie Riddle
Tommy Rocha
Scott Rollins
Arturo Santos
Kurt Saunders
Nancy Scott
Jacqueline Smith
Larry Vega
Richard Vintayen
Elizabeth West
Edward Whited

Length of Service

35 Years

Edward Abeid
Donato Baca
Joseph Caoile
Patrick Garcia, Jr.
Lisa Parker

30 Years

Renato Benitez

Rick Defend
Michael Delfin
Danilo Diaz
Edward English
Conor Goulding
Eladir Hazzard
Victoria Hepfner
Tranquilino Rodriguez
Benton Tam
Jeanne Tanida
Raul Torres
Cesar Valdivia

25 Years

Daniel Gogue
Louise Nicoloff
Edward Salanski

20 Years

Edwin Manansala
Raymond May
Timothy Snipes
Roger Stensland

15 Years

Donald Brockett
Russell Inouye
Pete Perez
Ricardo Santos
Arthur Toledo

10 Years

Shannon Covington

5 Years

Joshua Alfasy
Matthew Jones
Rebecca McDaniel

Special Act

Frederick Abano
Danny Abbott
Edward Abeid
Chuck Adair
David Adams
Drew Adams
Danilo Adao
Joan Agustin
Michael Albert
Roy Alcobia
Roberto Alequin
Joshua Alfasy
Edward Alonzo
Richard Alvarez
Robert Amaichigh
Carl Ames
Ernesto Amparo
James Anderson
Rick Anderson
Charles Ankerberg
Neil Anstedt
Michael Anthony
Robert Anthony
Lloyd Appgar
Cesar Apilado
Dennis Apodaca
Mitchell Applegate
Carl Aquino
Mike Arabaca
Pedro Aragon
Nestor Aranda
Arsenio Arce

Mark Archuleta
David Arenas
Gregory Arias
Charles Arnold
Dave Arnold
Antonio Asiain
Mark Atanasoff
Larry Atkinson
Ken Ausdemore
Andres Avila
Amado Aviles
Mario Avilez
Richard Ayala
Guilbert Babcock
Donato Baca
Hai Bach
Simeon Bagalso
Nimitz Bagtas
Rodiardo Bagtas
Jack Bailey
John Bailey
Philip Bailey
Donald Bair
Lloyd Baker
Steve Baker
Nick Balagtas
Zolito Ballester
Jesse Ballesteros
Chester Banaga
Thanh Banh
Steven Banks
Kimberly Barber
Tomas Barber
Nestor Bariuan
Ruben Basuel
Pete Bauerlein
Nelson Baylon
Thomas Bedania
Anne Beeson
David Belger
Neil Belmont
Gilbert Benitez
Pepito Benitez
Darren Benjamin
Christopher Bentley
Ro-Anne Bermio
William Bernard, Jr.
Rainier Bernardo
Robert Bersamira
Thomas Bever
Gregory Binde
Thomas Blgrave
Dana Blair
David Blais
Mary Anne Blaum
Dion Blount
Juan Blount
George Boerke
William Bogdanski
Bernardino Bolanos
Craig Bonny
Donald Booth
Keith Borrer
Steve Bosset
Victor Brambila
Larry Bratton
Bridget Breidenbach
Paul Breniser
John Brenner
William Bridges
Robert Brinkmeier

Alejandro Briseno
Lee Brock
Donald Brown
Douglas Brown
William Brown
Kevin Brunson
Thomas Bryant
Raymond Buckman
Al Buenaventura
Sylvia Buhay
Eron Bullock
Emitero Bumbasi
Benjamin Bunag
Louis Burns
William Burns
Francisco Bustos
Kurt Butler
Herman Butts
David Bye
Abraham Cabal
Albert Cabusi
Kevin Cadigan
Ruben Cadua
James Cady
Raymond Cahalan
Lawrence Calhoun
Kenneth Caliver
Jose Campa
Arnel Canja
Romeo Canonizado
Cesar Caramanzana
Arthur Cardone
Eileen Carman
Joseph Caruso
Todd Casagrande
Ricardo Casalme
Edward Casiple, Jr.
Alejandrin Castillo
Vic Castillo
Henry Castrence
Alfredo Castro
Restyx Catalasan
Harold Celeste
Jovencio Cenina
Mike Chabot
Cynthia Champagne
Gregory Champagne
Peter Chan
Colan Chandler
Dan Chau
Katerina Chau
Peter Chin
Ichien Chow
Bernadette Chudy
Leroy Chung
David Clark
Mansueto Claro
Christopher Clayton
Jeffrey Clem
Keith Clemente
Patricia Clower
Ron Cobb
John Cofey
Lyn Coffey
Steve Coffey
Jeffrey Cohen
David Cole
Melvin Coleman
Donald Coles
Kay Collins
Michael Collins

Luis Colon
Chris Colvin
Patricia Como
Vic Concepcion
Sheila Considine
Marilyn Contreras
James Cook
Tamara Copp
Michael Corbin
Anthony Cordero
Diane Cordero
Guendalena Cornute
William Cornute
Selma Cozart
James Craig
Christian Crawford
Robert Crawford
Angela Crenshaw
Robert Cress
Kristopher Cronin
John Crouch
Dennis Crowley
Andrew Crump
Jose Cruz
Joseph Cruz
Van Cully
Rick Curtis
Camanh Dang
Richard Daniels
Angelito Dano
David Dao
George David
James Davis
Ronald Davis
Jason Day
Joel De Alba
Jorge Dearmas
Rick Defend
Angelito Defensor
Regina Degracia-Bailey
Roy Degurse
Julian Dela Cruz
Isagani Delacruz
Willard Delagardelle
Dean Delano
Gil Deleon
Richard Delgadillo
Alberto Delmar
Katheleen Delosreyes
Jose Delreal
Armando Demara
Olimpio Denina
Carmelita Devera
David Devera
Jerry Dewell
Allan Diaz
David Dielman
Webster Dizon
Duane Domingo
Robert Dominguez
Reginald Donaldson
John Doren
Ryan Drake
Thomas Drake
Kenneth Duenas
Gail Duffield
Raymond Duncan
John Dunn
Stevie Dunson
Giong Duong
Pedro Duran
Teresa Durazo
Joshua Duryea
Stephen Duryea
Benard Duysings
William Eaker
Amy Eang
Tim Eang
Stephen Early
Stephen Earner



Ninian Eberman
 Dennis Echavarry
 James Elgie
 Renee Eller
 James Ellington
 Robert Ellington
 Eugene Ellis
 Henry Ellis
 Robert Emmerich
 Marianito Endozo
 James Engel
 Douglas England
 Rick Erickson
 Archimedes Escondo
 Conchita Espinosa
 Robert Espinosa
 Joseph Espinoza
 Rizalito Estacio
 Jesse Estrada
 John Estrada
 Michael Evans
 Edward Evers
 Linda Falcone
 Chu Fang
 Lisa Faul
 Kathleen Fava
 Fernando Feliciano
 Lourdes Felix
 David Ferguson
 Robert Ferrell
 Ramon Ferrer
 Pete Ferreria
 Arthur Fife
 Oussam Filali
 Keith Finch
 Edward Fisher
 Bobby Fitzsimmons
 Devetta Flanagan
 David Flury
 Elmo Flynn
 Clarence Fontenot
 Derek Foster
 George Foster
 Joseph Foster
 Robert Fraiser
 Howard Francis
 Napoleon Francisco
 Earl Frazier
 Gary Frazier
 Dean Frazine
 Jeffrey Freedman
 William Freeman
 Charles Froehlich
 Pedro Fuentes
 Dave Fulbright
 Gary Fulbright
 Lawrence Fuller
 Andrew Funke
 Edward Gadson
 Kurt Gaenzle
 Dennis Gahuman
 David Gaipa
 Linda Galley
 Stephen Gamberale
 Claudia Garcia
 George Garcia
 Kathy Garcia
 Samson Garcia
 Thomas Garcia
 Brett Gardner
 Vincent Gargiulo
 Avelino Garlejo
 John Gartrell
 Lennie Gatpandan
 Brandon Gemlo
 Reza Ghanimati
 Cody Gholston
 Anthony Giles
 William Glazewski
 Justin Glines

Jeffery Glover
 Linda Glover
 Norman Gomes
 Gabriel Gomez
 Jesse Gomez
 Michael Gonzales
 Richard Gonzales
 Antonio Gonzalez
 Jill Gonzalez
 Victor Gonzalez
 Frank Gordon
 Julie Gordon
 Manuel Goulart
 Conor Goulding
 Alfred Grace
 Stephanie Grant
 Gene Graves
 Richard Gray
 Steve Gray
 Emery Green
 Russell Green
 Jesse Greer
 Gary Grela
 Michael Grice
 John Griego
 Maurice Griggs
 Marie Guadarrama
 George Guale
 George Guay
 Mario Guigayoma
 Ted Guinto
 Ernest Gumataotao
 Abraham Gumbayan
 Randy Gunderson
 Steven Gustin
 John Gutierrez
 Lopez Gutierrez
 Pete Guzman
 Khanh Ha
 Rick Hall
 Brad Hallock
 Carol Hammell
 Peter Hampton
 James Hansen
 Robert Hardesty
 Steve Hardy
 Mostafa Haririan
 Kenneth Harper
 Edward Harris
 Kathy Harris
 Joel Hartt
 Earl Hatch
 Victoria Haug-Coles
 Larry Hayes
 Charles Haynes
 Mark Heacock
 Richard Heinrich
 Kristopher Helsing
 Alan Helton
 Shawanda Henderson
 Claudie Henry
 Elizabeth Hernandez
 Joseph Hernandez
 Leandro Hernandez
 Liwayway Hernandez
 Luis Hernandez
 Marty Hernandez
 Nestor Hernandez
 Barry Hespenshide
 Cheryl Hespenshide
 Richard Hessler
 Jon Hickie
 Jennifer Hickman
 William Hickman
 Manual Higares
 Donald Hill
 Joshua Hill
 Otis Hines
 William Hines
 Linda Hirshman

Roger Hirst
 Gary Hise
 Paul Hobbs
 Leandro Hocson
 Terry Hogan
 Michael Holleron
 John Holliday
 Mary Holmes
 Richard Hopkins
 Danny Howard
 Richard Howard
 Shelia Hubbard
 James Hudson
 Rosemary Huerta
 Lori Hughes
 Tracie Huguley
 Alexander Humilde
 Rosalind Hunt
 Gary Hunter
 Richard Huot
 Tan Huynh
 Larry Hyman
 Donald Icaman
 Jose Inigo
 Orlando Irwin
 Valerie Isales
 Roger Izon
 David Jackson
 Donald Jackson
 Luther Jackson
 Walter Jackson

David C. Johnson
 David W. Johnson
 Deborah Johnson
 Jathaniel Johnson
 Mary Johnson
 Oliver Johnson
 Paul Johnson
 Raymond Johnson
 Vilma Johnson
 Chad Jones
 Glen Jones
 Theresa Jones
 Virgle Jones
 Joanne Jordan
 Manuel Jotie
 Reynaldo Julian
 Terrance Kenney
 Nalani Keopuhiwa
 Ronald Kidwell
 Frank Kielbasa
 Jeff King
 Ronald King
 Ross Kirk
 Jerry Kittrell
 Dale Klahn
 Adolph Klass
 Barbara Knapp
 Alvin Koehler
 Jeff Koehler
 Robert Kohl
 Roger Koza

Denton Labar
 Wendell Labran
 Robert Lacy
 Hung Lai
 Thanh Lai
 Thanh Lam
 Timothy Lana
 James Landry
 Vincent Langston
 Rodelio Lansangan
 Rolando Lapuz
 Jennifer Lattuca
 Dennis Latza
 Kenneth LaVere
 Hanh Le
 Larry Le
 Tuan Le
 Brian LeCault
 Rosa Lecias
 Ben Lee
 Michael Lee
 Richard Lee
 Rollie Legaspi
 Irma Letchaw
 Brittney LeValley
 Anthony Lewis
 Larry Lewis
 Wade Lewis, Jr.
 Evelyn Leyco
 Patricia Leyva
 Benjamin Liemandt
 Xu Li-Jones
 Andrew Lima
 Rhea Linck
 Michael Lindke
 David Lindsay
 Lynzetta Lindsey
 Jennifer Lloyd
 Rex Lofton
 Amanda Loftus
 Katie Loftus
 Walt Loftus
 Stuart Lolly
 Louis Lonero
 Crisanto Lopez
 Elena Lopez
 German Lopez
 Ricky Lopez
 Lucas Low
 Samuel Lozano
 Alison Lozares
 Kiet Luc
 Chris Lucero
 Gordon Ludden
 Marylou Ludovissy
 Mike Luster
 Jimmy Luu
 Than Luu
 Ho Ly
 Alan Lyman
 Michael Lyons
 Kay Ma
 Danny Macahilas
 Armando Macias
 Lori Macias
 Gavin Mackenzie
 Manuel Madrid
 Bill Mah
 Vincent Mahn
 Constance Malone
 John Maloney
 Edwin Manansala
 Steve Manganelli
 Lamberto Mangat
 Daniel Manibusan
 Gregory Mann
 Philip Manzano
 Jeff Markin
 James Markle
 Ryan Marquez



The Best in NAVAIR
 In-Service Support Center senior engineer Chinh Dang and logistics management specialist Roberta White stand with Fleet Readiness Center Southwest (FRCSW) Commanding Officer Capt. Michael Kelly when they were recognized for their selection as Commander, Naval Air Systems Command 2008 national award winners for logistics and industrial support. *Photo by Joe Feliciano*

Charles Jacobs
 James Jaggars
 George Jaime
 Celso Jamito
 Jay Janabal
 Scott Janes
 Adolfo Jaramillo
 Norris Jarmon
 Gary Jensen
 Rolando Jiao
 Rudy Jimenez
 Brian Johnson
 Charles Johnson

Eric Kozakiewicz
 Betty Kozar
 George Kozlik
 Joseph Krasko
 Richard Krasko
 Richard Krick
 Christopher Krolik
 Joe Kroupa
 David Kruger
 Michael Kubina
 Jason Kubitz
 John Kuhl
 Andrew Kurup

Merry Marthlamb
Ernesto Martin
Michael Martin
Roberto Martin
Carlos Martinez
Jennifer Martinez
Leonard Martinez
Marites Martinez
Robert Martinez
John Mason
Jaime Mastascuso
Jaime Mata
Chauncey Mathews
Keith Maurice
Roger Maury
Alan Mayo
Gregory McCalester
Anthony McClure
Kevin McConville
Hugh McCowat
Thomas McCrary
John McDaniel
Rebecca McDaniel
Tim McElhinney
Sandra McKellips
Shawn McSweeney
Scott Meacham

William Moore
Michael Morasco
Jessie Moreno
Carter Morgan
Daniel Morin
Lisa Morin
Richard Morris
Thomas Morrison
Devonie Morrow
Terrie Mortensen
Eric Movido
Pamela Mua
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Sarah Mundwiler
John Munnoch
Geoffrey Munsell
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George Nacker
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Pete Negrete

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John Reyes
Lorie Reyes
Marcelino Reyes
Reynaldo Reyes
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Joann Rodgers
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Scott Rollins
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Joaquin Romero
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Romeo Rosano
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Jacob Roush
Dana Rowe
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Michael Ruiz
Mitchell Ruiz
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Mona Russell
William Russell
Maria Ruth
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Thomas Sablan
Carlos Sais
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Armando Salazar
Danny Sanares
Charles Sanchez
Dave Sanchez
Janet Sanchez
Jerry Sanchez
Jesse Sanchez
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Richard Sanders
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Joseph Tannarome
Pepito Tantoco
Juave Tavarez
Arnoldo Taya
Alice Taylor
Dennis Taylor
James Taylor
Michael Taylor
Rolando Telebrico
Ruben Terrones
Mark Thaidigsman
Michael Thier
James Thomas

In Memoriam



Ivan Schedel, 46, a pneudraulic systems mechanic at Fleet Readiness Center Southwest, passed away July 22. He had been employed here for six years.

Albert Means
Robie Meeks
Jaime Melad
Ignacio Mendoza
Laurel Mendoza
Ricardo Mendoza
Rufino Menesis
Melaine Mercado
Filipe Mesquita
Lewis Meyer
William Meyers
Simon Michael
Mark Mick
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Lewis Miller
Noah Miller
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Patrick Mislivec
Bryant Mitchell
Kenneth Moen
Antonio Molina
Arturo Molina
Arturo Montalvan
Dominiq Montes
Jameson Montgomery
Jo Montgomery
Efren Monzon
Mario Monzon
Diane Moore
Mary Moore

Juan Nelmidia
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Michael Tong
Quyen Tonnu
Irvin Torian
Raul Torres
Russell Touchette
Henry Towns
Melchor Trajano
Bill Tran
Son Tran
Ngoc Trieu
David Triglia
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Ruben Villa
Celestino Villalpando
Sheri Villena
Richard Vintayen
Jodi Visosky
Dean Vo
Haussmann Vo
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Quang Vu
Phillip Vu
Vuong Vu
Larry Walker
ShuJen Walker
William Walker
James Walkley
Thomas Wallis
Christopher Walls
Deborah Warburton
Melinda Wasche
Donna Washington
Jimmie Watson
Henderson Watts
Mark Watts
Joe Weides
John Weitz
Wade Wendell
Gerald Westphalen
Dorothy Wheeler
Chris White
Edward White

Paul White
Roberta White
Ronald White
William White
Kevin Wholey
Sharon Wicke
Brian Wiemken
Theodore Willettee
Harold Williams
Leroy Williams
Matthew Williams
Romelia Williams
Rufus Williams
Sammie Williams
Sharon Williamson
Don Willis
Shawn Willis
Damon Willson
Dana Wilson
Thejuana Wilson
Margaret Winbury
William Winne
Brandt Wirstrom
Dan Witko
Brent Wolf
David Wolfe
Bruce Woll
Russell Wong
Sharon Wong
Samuel Woodberry
Reginald Woods
Ron Word
Jimmy Yeh
Dana Yenawine
Denzil Younce
Cassandra Young
Craig Young
Loc Yu
Andrew Zablocki
Ralph Ziegler
Cindy Zimmermann
Gret Zulim
Robert Zullo
Walter Zumstein

Productivity Recognition

Year

Dennis Doleshal

Quarter

William Baez
Marlon Carter
Virgle Jones
William Ross
Tim Thai

Month

Alfredo Alvarez
Dante Aquino
Paul Chastain
Renato Coronel
Robert Currier
Julio Deunamuno
Carol Ann Finagan
Romeo Jimenez
Tom Jones
Manuel Jotie
Benjamin Liemandt
Celestino Menguita
Gladys Moore
Auburn Obry
Shonteon Patrick
Harris Pham

Time-off

Robert Berglund
George David



Congratulations Chief Selectees!

Fleet Readiness Center Southwest Commanding Officer Capt. Michael Kelly congratulates the four first class petty officers from the command who were chosen by the Navy for advancement to the rank of chief petty officer. They are (from left to right): AM1 Harold Tower, AE1 Christopher Ramos, AT1 Thomas Alexander, and AM1 Raymond Vasquez.

Photo by Joe Feliciano

Rene Decastro
Benjamin Delacruz
Richard Emms
Matthew Galaski
Gregory Gemlo
Conor Goulding
Tina Hauer
Mark Hawkins
Wilfredo Ibay
Napoleon Julienne
Jae Kim
Leslie Kinsey
Gregory Kohlbrand
Gerardo Lorenzo
David Miller
Royce Moke
Andrew Morales
Henry Mundwiller
Hue Nguyen
Anthony Pendleton
Tersita Pino
Edward Quinteros
Florentino Quisay
Oscar Ramos
Robert Rollins
Heather Stoll
Penelope Ulander
Charles Valenzuela
John Weitz

Sick Leave Is Money

Mitchell Applegate
Wilfredo Aquino
Donald Brown
Arthur Cardone
Curtis Chin
Edwin Davis
Robert Izumihara
Larry Lewis
Marlow Martinez
Sandra McKellips
Espan Nicolas
Robert Oxley

Indar Rai
John Reyes
Ellis Slack
John Tran
Ngoc Trieu

Military Awards USN/USMC

Commendation Medal

AS1 Romano Ancheta

USN/USMC Achievement Medal

AT1 Stephen Basey
AE1 Robert Cressy
AZ1 Macarthur Eglin
AT3 Jason Ellis
AT2 Geri Jones
AE2 Charles Piggee
AT1 William Russell
AZ2 Maisha Sellers

Good Conduct Medal

AE2 John Albin
AT2 Jamie Allen
AS1 Romano Ancheta
AS2 Eliazar Campos
AM2 Jenai Carroll
ASCS Pablo Cintron

AD2 Ryan Deguzman
AM3 Rhyann Fabra
AT3 Joseph Farrish
AT3 Shannan Foley
AT3 Aaron Gabel
ASAN Jason Gliha
PR1 Kristin Glumack
AZ2 Crystal Griffin
AS2 Osadhi Gunasekera
AM2 Matthew Guttridge
AZ1 Maria Jacobsen
AS1 Paul Lazo
MR1 James Macasero
AT3 Thomas Magee
SK1 Christopher Mempin
AE3 Chad Meyer
AZ1 Carol Miller
AS2 Denis Montoya
AT2 Christopher Morgan
AE1 Christopher Ramos
AT3 John Richert
AM3 Dennis Sayson
AT2 Herbert Shelby
AT2 Andy Valdez
AM1 Raymond Vasquez
AT3 Seven Vigil
AT2 Brandon Weaver
AT3 Andrew White

Outstanding Volunteer Service Medal

AT2 Nicole West

Letter of Commendation

AS3 Anna Hernandez
AS1 Reynante Lagman
AE2 Ryan Lewis
AM3 Blair Shawn

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