



# *FRCSW* ALMANAC

Delivering Cost-Wise Readiness "Fix it Once, Fix it Right, Fix it On Time"

Published for members of Fleet Readiness Center Southwest

Volume 1 No. 3

September - October 2007

**V** Fleet Readiness Center  
Southwest's  
**YOYAGE**

**R** **REPAIR**

**T** **TEAM**

FRCSW Field Service Team  
aboard *USS Ronald Reagan*

**CH-53E**

Direct from FRCSW to Global War on Terror

**High Performance  
Organization (HPO)**

New AIRSpeed strategy integrates  
systems and people



# From the Skipper

Happy New Year!

**T**hat's right teammates, welcome to Fiscal Year 2008. You did a spectacular job closing out one of our most successful years ever; 2007 was a winner for the Naval Aviation Enterprise in large part due to your work inside Fleet Readiness Center.



Capt. Fred Cleveland

Let me throw some accomplishment statistics by you: 257 major industrial events on aircraft delivered back to the flight line. That's over half of the COMFRC annual deliveries and more than any one institution in either the public or private sector. Over 95,000 component repairables repaired and returned to the fleet or supply shelves from both Intermediate and Depot-level work centers. Eight LM2500 and 121 T700 engines completed and issued to both surface and air units.

Goals set at the beginning of the year were achieved, squeezing both turnaround time and unit cost equating to a collective 20 percent reduction plant-wide. This could not have been accomplished without tightly coordinated execution by all support and production groups working together as a team. Financial execution was better than planned, hitting our given Net Operating Result target and allowing for the local facility and AIRSpeed upgrades I had spoken to you about at the Tailgates.

October marks the anniversary of our first full year as a Fleet Readiness Center, combining the officer, chiefs, and enlisted crew with the government civilian force, uniting the "ole AIMD and Depot" into one activity. And what a year this has been: Petri-dish events, AIRSpeed, integrated I & D work centers, High Performance Organization workshops, and so much more.

FY08 will have great challenges for us, and I can't think of a better team to be on than this one right here. In Naval Aviation, one is only as good as the last RFI (Ready For Issue) fix or flight, reputations do count; so everyday you come to work, ask yourself and those working with you: "Have I made a difference for the fleet today?"

## FLEET READINESS CENTER



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COMMAND ADDRESS

Commanding Officer  
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San Diego, CA 92135-7058

FRCSW WEBSITE

[www.frCSW.navy.mil](http://www.frCSW.navy.mil)

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.

**FRCSW ALMANAC**

Staff

PUBLIC AFFAIRS OFFICER

Steve Fiebing

EDITOR

Bill Bartkus

PUBLIC AFFAIRS SPECIALISTS

Jim Markle

Terry Moran

GRAPHIC ARTISTS

Chuck Arnold

Bryant Mitchell

PHOTOGRAPHERS

Joe Feliciano

Scott Janes

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# FRCSW ALMANAC

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### *About the Cover*

Fleet Readiness Center Southwest Voyage Repair Team supervisor Tom Bryant (left) looks toward the forward end of a catapult as welder Ricardo Barron and aircraft launching and arresting devices mechanic Rick Morales adjust a launch valve aboard *USS Ronald Reagan (CVN 76)*.

*Scott Janes*

FRCSW electronic integrated system mechanic Travis Boecker adjusts instrumentation in the nose of a CH-53E Super Stallion helicopter in Building 378.  
Story: page 8. *Scott Janes*

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



## Voyage Repair Team

# VRT

## Keeping *USS Reagan's* Flight Deck Battle Ready

By Jim Markle

In a 1988 Cold War victory speech to the nation, President Ronald Reagan declared: “One thing is certain: If we’re to continue to advance world peace and human freedom, America must remain strong. If we have learned anything these last eight years, it’s that peace through strength works.”



Keeping the flight deck of his namesake, *USS Ronald Reagan* (CVN 76), in top operating condition to meet the challenges of the 21st century is the job of Fleet Readiness Center Southwest's (FRCSW) Voyage Repair Team (VRT).

Work started on the nuclear-powered aircraft carrier in April, when the VRT went aboard to overhaul the ship's four catapults, three arresting gear and visual landing aids on the 4.5-acre flight deck. Work was scheduled to be completed in September.

VRT supervisor Tom Bryant said overhauling the catapults of the San Diego-homeported carrier calls for removing and rebuilding the 21-inch cylinders. The overhaul requires approximately 1,500 man hours and removing and installing more than 3,000 bolts.

"Catapults propel an F/A-18 Hornet to 160 miles per hour in about two and one-half seconds," said Bryant. When landing, the aircraft stops in approximately 340 feet.

When deployed, the aircraft is home to as many as 85 aircraft, including: F/A-18 Hornet, F/A-18 E and F Super Hornet, C-2A Greyhound and E-2C Hawkeye and EA-6B Prowler.

"We repaired the water breaks on all

catapults along with the steam-powered piston assemblies," he added. Water breaks are an integral part of the arresting gear that work with arrestor cables to stop aircraft as they land on the flight deck.

*Reagan's* arresting gear is now the most



VRT personnel repair *USS Reagan* deck lighting.  
Joe Feliciano

up-to-date in the fleet, Bryant said. The Advanced Recovery and Controls System, which eliminates all drive system cables and chains from the arresting gear engine, is the most significant change in the past 30 years and was installed on the ship. The system reduces human error to ensure safe aircraft recovery operations.

"We're a multi-traded outfit," said

Ricardo Barron, as he installed flight deck lighting at the bow of *Reagan*. A welder and 29-year VRT member Barron added, "That is, we get to do different jobs other than welding, like the electrical work today."

The VRT overhauled all lighting from the "island" (the ship's super structure that towers above the flight deck and is the ship's main control center) to the flight deck. Bryant said more than 100 landing lights may be used to illuminate the flight deck alone. Lighting components are overhauled in the VRT shop at Naval Air Station North Island, and then reinstalled aboard ship. "What we can't overhaul in the shop, we overhaul on the ship," Bryant stated.

Team members are deployable to service the five aircraft carriers based on the West Coast.

Occasionally, they may be dispatched to the East Coast or sent to urgent assignments overseas. Bryant said a team went to Singapore last year to replace a launch valve on *USS Kitty Hawk* (CV 63).

John Thompson, an aircraft launching and arresting devices mechanic, is one of the 15 VRT artisans working on *Reagan*. He said that he joined the VRT for its traveling opportunities and to expand his skills by learning the ship's catapult system.

"*Reagan* is a lot different than what I've normally worked on, because I've worked on smaller ships. I worked on the Recovery Assist Securing and Traversing (RAST) System which is similar to this catapult system, but used for helicopters," he said.

Following completion of their work on *Reagan*, the team will overhaul the flight deck of *USS Nimitz* (CVN 68) when it is scheduled to arrive in San Diego early this fall. ▲



## Launch and Recover

An F/A-18E Super Hornet rockets down number two catapult aboard *USS Reagan* and takes flight while the Nimitz-class carrier was deployed in support of operations in the western Pacific (above). An F/A-18C Hornet makes an arrested landing (right). FRCSW VRT maintains all catapults and arresting gear for *USS Reagan*.

MC2 Aaron Burden



## Catapults in Aviation History

### Helical Spring

#### Gravity

1905 - Wright Brothers drop weight from top of a derrick at rear of launch rail pulling airplane down track and into the air.

### Flywheel

Compressed Air  
Gunpowder-packed  
Rocket-propelled

#### Hydraulic

1939 - Successful takeoffs from the *Yorktown* and *Enterprise*. Most widely used before advent of steam catapult. Over time increased aircraft weights call for increasingly dangerous hydraulic pressures. 1954 explosion aboard the *Bennington* kills 103.

#### Steam

All U.S. carriers today utilize steam powered catapults capable of propelling a 78,000 pound aircraft to launch speed.

#### EMALS

Electromagnetic Aircraft Launch System currently in development.



# Working Smarter

Artisan's Ideas, Experience  
Makes Work Easier at Miramar

By Jim Markle

“WORK SMARTER, NOT HARDER” IS NO cliché to David Sanchez. The aviation sheet metal mechanic, who works for Fleet Readiness Center Southwest (FRCSW) on Naval Air Station North Island, created a work stand for the CH-53 Super Stallion helicopter engine air particle separator (EAPS) in June. The work stand significantly improved maintenance and repair handling ease of the separators.

The EAPS is a large air filtration system that is attached to the front of the engine cowling on the large, heavy-lift helicopters. There are three EAPS per aircraft, and their purpose is to filter out sand and other debris which may result in foreign object damage (FOD) to the engine. EAPS houses a sandwich-type construction of screens which capture any FOD as air enters. FOD is then expelled ensuring clean air goes into the engine.

When disassembled, each EAPS weighs less than 100 pounds. But the size and dimensions of the unit make it awkward to maneuver when performing repairs.

“I saw a need to position the EAPS so it'd be easier to work on. It's just something I made up off the top of my head – I thought if I cut the wood in a manner to the shape of the EAPS, and added some foam padding, I could get it to stand up in the position I needed,” Sanchez explained.

Previously, EAPS were simply laid on the ground or on a table. Artisans, with help, would turn the units to work on them. Sanchez's work stand eliminates that need.

Sanchez joined FRCSW in August 2003. He transferred in April, from the Composite Repair Shop in Building 250, to Marine Corps Air Station Miramar (MCAS) and is assigned to the Marine Aviation Logistics Squadron (MALS) 16 metal shop.

“They (FRCSW) canvassed the artisans and asked if anyone was interested in a position at Miramar. They were standing up this shop focused on EAPS repair capability at the intermediate level and asked if anyone was interested in working on them. Being a former Marine, I had worked on them, and I live close to the area,” he said. The 46 year-old retired gunnery sergeant said he worked as an aircraft structural mechanic, and in his 22-year career “touched about every aircraft in the Marine Corps inventory” including F-4s, CH-53s, CH-46s, Cobras, AH-1s, and Huey helicopters, and

F/A-18 Hornets.

Still working on helicopters, he is now organizing the new shop. “There are a lot of growing pains. This is a first for this command, for the Marines here, and it's a first for me. We're trying to establish a supply line for the needed parts, the technical support and just about the ‘whole nine yards’ of getting this off the ground,” he said.

Meanwhile, because of his expertise, Sanchez is relied upon to assist MALS 16 in other areas including fiberglass and sheet metal work. But his primary focus remains the CH-53, its backlogged EAPS and the smartest way to work on them.



With the work stand he made in place, aviation sheet metal mechanic David Sanchez demonstrates the ease of access he'll have to work on an engine air particle separator. *Joe Feliciano*

“It's really the artisans, the people doing the day-to-day work, that make the greatest impact on how this organization operates,” said Capt. Fred Cleveland, commanding officer, FRCSW. “It's the innovativeness of artisans like David Sanchez that help to keep this command as one of the premier aviation maintenance organizations in the Navy.”

“I have some other ideas. I want to make another work stand, again, for ease of maintenance. This one would be for installing rivets where it would be easier for someone to position themselves on one side of the EAPS, and another artisan can be on the opposite side bucking (installing) the rivets. It would be easier on the body and less awkward that way,” Sanchez stated. ▲



**By Jim Markle**

**A** new continuous process improvement “tool” which complements the AIRSpeed toolset is joining the Fleet Readiness Center Southwest (FRCSW) way of doing business.

The High Performance Organization (HPO) Change Model integrates “organizational performance, business and management systems, and people to the AIRSpeed equation,” according to FRCSW Change Agent (facilitator) Tim Hoffmann.

When the AIRSpeed components of Lean, Six Sigma (the elimination of superfluous procedures in tasks to improve completion time) and the Theory of Constraints (the concept that organizations are systems made of resources and their respective processes) are implemented, they create changes in existing production, business, and administrative systems; and procedures and processes. How workers respond, their roles in organizational AIRSpeed changes and higher-level management systems and processes, are inclusive of the HPO Change Model.

“This new toolset embodies a common vision and set of values that drives behaviors from the top of the organization; from the commanding officer, all the way down to the floor where we can start to synchronize activity within all of our competencies and product lines,” stated Cmdr. Douglas Lucka, FRCSW’s former director

of quality and AIRSpeed officer.

“Organizational and team working climate” is an essential element in the HPO model. “A successful team climate is one which has the inherent diversity of workforce cultures in sync with workplace values,” Hoffmann said.

HPO embraces the values and beliefs that “when you come to work here, you expect to be treated ‘this way’ and we expect you to behave ‘this way,’” Hoffmann noted.

A quality work environment (a safe, clean work area) contributes to team climate, but the HPO philosophy delves

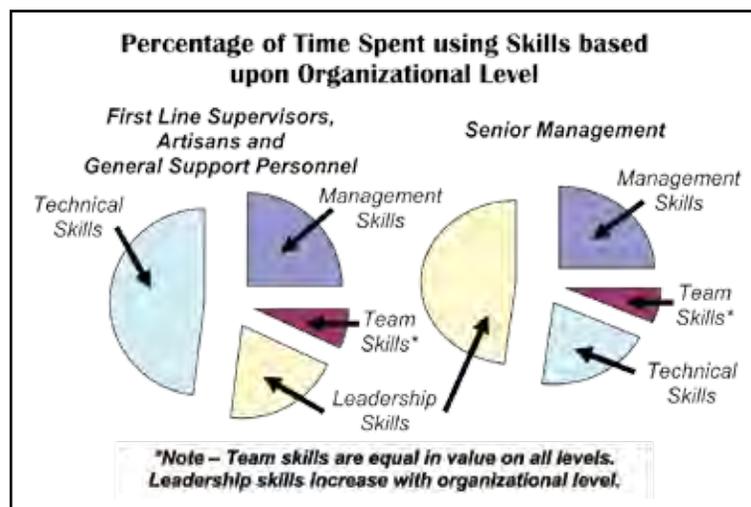
managerial standpoint, Lucka said, the new tool will help managers learn how to deal with an AIRSpeed-empowered workforce that’s taken control and ownership of their processes and continual improvement.

The new HPO AIRSpeed tool is currently being piloted in the F/A-18 and Multi-Line programs. Commonwealth Centers for High Performance Organizations, Inc., oversees the training and implementation efforts and focuses on organizational and team performance improvement in the public and private sectors. Thus far, seven classes have been held with approximately 30 to 40 personnel attending each class. All levels of personnel – artisans through deputy program managers – attend the same classes, Lucka said.

“Everyone needs technical skills, leadership skills, management skills, and team skills. What changes is the amount or slice of the pie: Artisan skills will be dominated by technical skills. And as you go up the first line, management skills will dominate; up higher, leadership skills will dominate. That’s the central concept that leadership and management aren’t

just ‘upstairs.’ It’s everywhere within the organization. It’s just the percentages that change. But it’s everybody taking responsibility,” Hoffmann said.

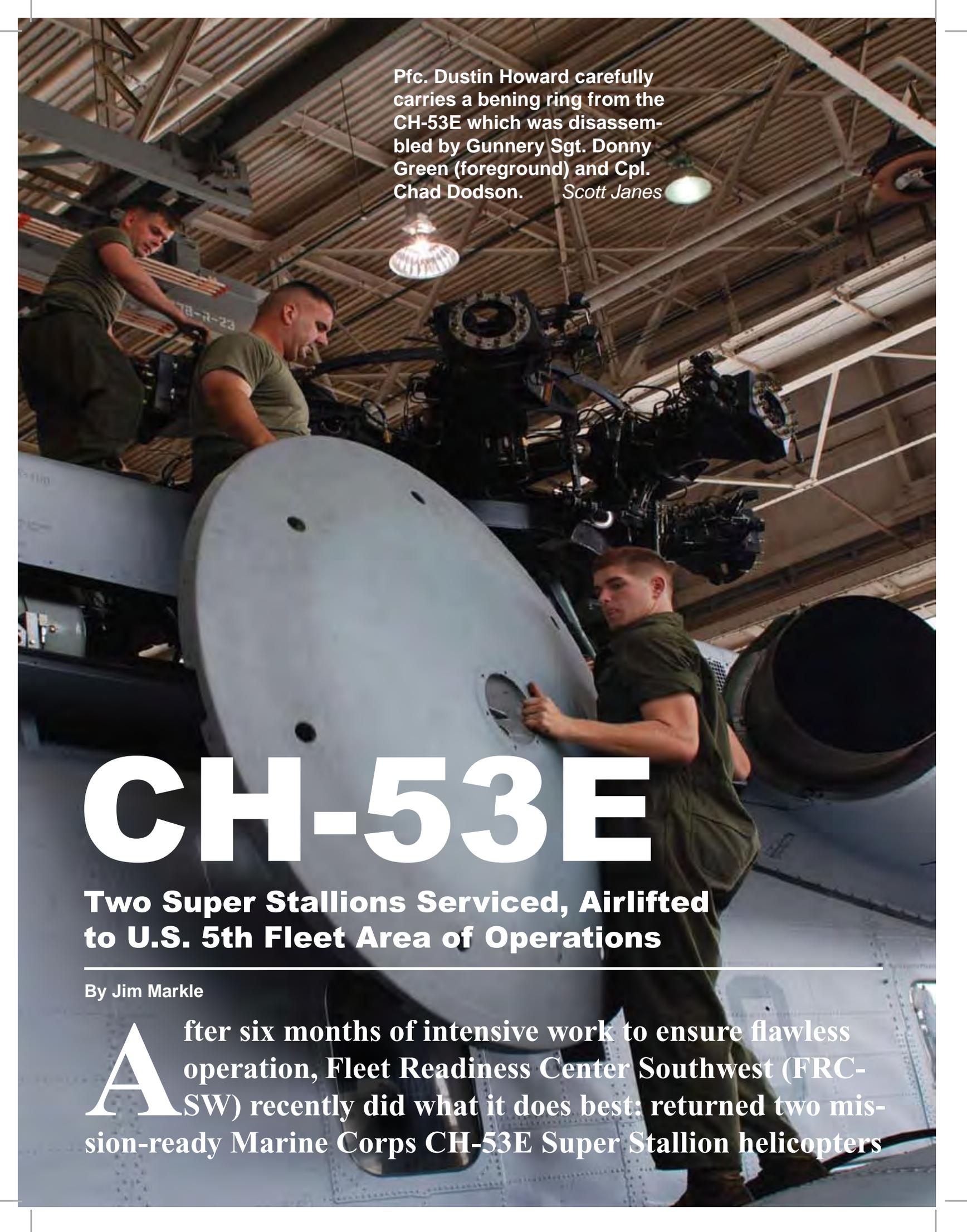
“All of us at FRCSW know that it isn’t the buildings and it isn’t the tools that make the difference, but the people in the buildings who are using those tools that makes all of the difference,” Cleveland said. ▲



deeper and addresses the quality of working relationships.

“HPO is about the working relationship with your coworker, with your peers, your boss, with the people you need to help you get your job done. So it’s a bit beyond the quality of work life, but it does include that,” Hoffmann said.

AIRSpeed initiatives enabled employees to redesign processes. And from a



Pfc. Dustin Howard carefully carries a bening ring from the CH-53E which was disassembled by Gunnery Sgt. Donny Green (foreground) and Cpl. Chad Dodson. *Scott Janes*

# CH-53E

**Two Super Stallions Serviced, Airlifted to U.S. 5th Fleet Area of Operations**

By Jim Markle

**A**fter six months of intensive work to ensure flawless operation, Fleet Readiness Center Southwest (FRC-SW) recently did what it does best: returned two mission-ready Marine Corps CH-53E Super Stallion helicopters

directly to the U.S. 5th Fleet Area of Operations in support of the Global War on Terrorism.

The two helicopters were flown directly to the Middle East via an Air Force C-5A Galaxy transport aircraft following their overhaul at FRCSW. As these aircraft were delivered, two more CH-53Es were dropped off at Naval Air Station North Island for service.

Ron Cobb, FRCSW Airframes Branch deputy product manager, said work on the aircraft included fuselage frame structure repair; replacing the skin, transition bulkhead, and cockpit floorboard; accessory changes for structural enhancements, KAPTON electrical wiring upgrade, and corrosion repair throughout the fuselage.

Matt Stanley, a hub scheduler on the CH-53 Production line, said the Super Stallions went through an integrated maintenance program. "We do depot-level work on them like major structural repairs, and we'll usually have them for about six

months. And while they're here, we'll also perform the organizational-level work (routine maintenance) which is ordinarily done at the squadrons. So, we encompass

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**"Upon induction, examinations revealed a combined total of approximately 14,630 labor hours of major structural defects for the helos." Ron Cobb**

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all of it. Then they'll go back out in the fleet for 48 months, making a complete 54-month cycle," he said.

When preparing the aircraft for overseas flight, a total of six personnel (military and civilians) perform shipment preparations and usually take two and a half days per aircraft, Stanley noted.

"Marines from (Marine Corps Air Station) Miramar have provided most of the

manpower. We have assisted by putting the helos in the hangars and running the overhead crane and things like that," he said.

Primary components of the aircraft that are removed for shipment include: the main rotor and tail rotor blades; the main rotor head; the tail rotor gearbox assembly; the external fuel tanks and bat wings (a fearing assembly). The components are bundled to the body, while the main rotor is shipped on a separate pallet.

Re-assembling a CH-53 may take up to two weeks – considerably longer than the two and a half days it took to prepare it for shipping, Stanley was quick to note.

"Taking something apart is usually easier than putting it back together. As a result of having to put the larger pieces back on it, they (assemblers) will have to do a complete ground check and a functional flight check which will involve testing all the systems and the performance of the aircraft," he said.

Stanley said the two Super Stallions were the first helicopters that FRCSW overhauled and returned directly to the 5th Fleet.

"We will induct 10 CH-53Es for fiscal year 2007. For fiscal year 2008, we will induct 13. So, we're adjusting our resources and manpower to meet the increasing tempo of our work to service the customer," said Stanley. ▲



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(Top left) On the loading ramp of an Air Force C-5A Galaxy transport aircraft, MCAS Miramar Marines discuss placing a CH-53E Super Stallion helicopter into the C-5 cargo bay. (Top right) Marines secure the CH-53E in the cargo bay of the C-5A. (Left) Lance Cpl. James Eardley prepares to remove a CH-53E tail rotor head. MC3 Chelsea Kennedy and Scott Janes



From the

# Bottom Up

FRCSW Point Mugu junior enlisted Sailors showcase their successes during “Boots-on-the-Ground” tour.

**By Jacquelyn Millham**

Current Readiness/Enterprise AIRSpeed PAO

**T**he colorful standard work charts posted in the T-56 engine repair shop at Fleet Readiness Center Southwest at Naval Air Station Point Mugu, Calif., piqued the interest of Rear Adm. Michael Hardee, commander, Fleet Readiness Centers, during a recent “Boots-on-the-Ground” tour.

Commander, Airborne Command Control and Logistics Wing, FRCSW, and the Aviation Support Division (ASD) at Point Mugu hosted the “Boots-on-the-Ground” tour. The visit was an opportunity for leaders from Commander FRC (COMFRC), Naval Air Systems Command (NAVAIR), Naval Inventory Control Point (NAVICP), Defense Logistics Agency (DLA), and other Naval Aviation providers to get a first-hand look at the continuous process improvement (CPI) successes at intermediate maintenance organizations (IMA) and for IMAs to present their concerns to decision makers.

The charts listed the steps to be performed on the engine and provided a space for a maintainer to sign-off on his or her work. Each step was color coded: green for a value-added process, yellow for a non-value-added process that a “customer” (the flight

Lt. Eric Walker, Maintenance Material Control officer at FRCSW Site Point Mugu, (left) shows Rear Adm. Michael Hardee, Commander, Fleet Readiness Centers (center), standardized toolboxes and phase kits in the T-56 engine repair shop during a “Boots-on-the-Ground” tour at Site Point Mugu. The T-56 engine is used in E-2/C-2 aircraft.

*PSSN Dulce Cedomioramirez*

line) would pay for, and red for a non-value-added process that the customer would not pay for but which couldn’t be eliminated and had to be performed.

“What made you think of doing this?” Hardee asked Carol Johnson, AIRSpeed site core manager, an aviation machinist mate 2nd class petty officer, and the idea’s originator.

“I was frustrated with the maintenance process,” said Johnson. There were as many as five to seven engines in work at any given time. The same people rarely worked on the same engine two days in a row and the work-in-progress (WIP) lacked organization. In addition, Navy publications gave instructions on

how to perform a single function, but did not indicate the order of multiple functions, she said.

“I knew that there had to be a better way, so when I saw this in a depot, I decided to adapt it to our use,” she explained to the “Boots-on-the-Ground” attendees.

Johnson was able to impact her workcenter thanks to Enterprise AIRSpeed which introduced the culture of CPI to Site Point Mugu in April 2006. Enterprise AIRSpeed is a Naval Aviation initiative created to teach maintenance and supply personnel better business practices by using industry-proven tools such as the Theory of Constraints, Lean Manufacturing, and Six Sigma. Junior Sailors and Marines are responsible for generating ideas on improving the process flow in their work centers and implementing the centers’ redesigns.

Coupled with the creation of standardized phase kits (five drawer roller carts located at the point of use with the exact consumable parts required to fix engines) and the creation of three single-piece flow lanes (a designated area where assigned crews work on tearing down and building up an engine from start to finish), the time to produce an engine fell to 21 days from 124 days – a reduction of 83 percent.

Johnson said that the introduction of the standard work chart produced additional benefits. “At any given time, supervisors can

see what stage a maintainer is in during the process of fixing an engine. We can see how close he or she is to finishing a job without having to interrupt. The improvements promoted a standard work and a sense of ownership,” she said.

Aviation Electrician’s Mate 1st Class Aaron Long, AIRSpeed leading petty officer, is another innovator at Site Point Mugu. Hardee awarded him a Navy and Marine Corps Commendation Medal for his work on the FRC AIRSpeed Flying Hour Cost Avoidance Program (FASCAP). FASCAP is a software solution that will allow all FRC sites to manage and report AIRSpeed savings generated from process improvement initiatives that target the Mission and Other Flight Operations account. The program will be used Enterprise-wide, providing a common approach for reporting AIRSpeed savings.

Hardee also noted the command’s decrease in its time to reliably replenish (TRR) in the Consolidated Automated Support System shop (to 72 days from 150 days), the hydraulic shop (to 15 days from 57 days), the structural repair shop (to 24 days from 50 days) the T-56 engine module repair shop (to 29 days from 72 days) and the propeller shop (to 18 days from 41 days). TRR is the total time it takes once a part is pulled from the supply shelf until it is returned ready to issue.

The command’s WIP has been reduced by 63 percent and the number of items in the black (an item that exceeds the number

of days allotted for maintenance) has been reduced by 79 percent since March 2006.

In March 2007, seven depot-level artisans joined Site Point Mugu and in just four months, realized more than \$1 million in cost-avoidance savings in beyond capable maintenance (BCM) interdictions. BCM interdiction refers to items formerly shipped to the depot for maintenance that are now fixed on site by the artisans.

Cmdr. Greg Munning, FRCSW Site Point Mugu officer-in-charge, credited the success of the initiatives to the commitment of middle management and to maintainers who continually adhered to the process improvement plan.

Hardee said that the “Boots-on-the-Ground” tours are edifying experiences for him. “I always learn during these events. We see if we are meeting our requirements to our customers – this is a measurement in reverse,” he said.

Capt. Fred Cleveland, FRCSW commanding officer, urged Site Point Mugu management to keep striving toward their CPI goals and to continue to welcome innovative ideas from junior enlisted.

“The cycle of learning here is impressive. Listen to the maintainers on the floor. They want to tell you their solutions,” he said. “Our job as leaders is to pull the ideas up from the shop floor and bring them into reality.” ▲

**Congratulations**  
to our newest AIRSpeed Black Belts!

Chris Clayton      Don Coles      Michele Marien

Greg Martin      Dennis Narlock

**New FRC Southwest Black Belts**

**The Navy's first class of Black Belts taught by in-house experts is pictured here with instructors and leaders.**

**From left to right, front row:** Stu Young, John Schmelzle, Sabrina Martin, Michele Marien, Joyce Owens, Joanne Wills, Denise Gontarek, Rob Mattedi, Karen Magnelli, Aaron Bolin, and Ron Deville.

**Back row:** Barry Barefoot, Chris Clayton, Greg Geiger, Jewel Wall, Greg Martin, Karl Voigt, Dennis Narlock, Jose Rodriguez, Don Coles, Dave Purdy, Paul Campos, Alex Miller and Tom LaBatt.

*Courtesy photo*

# Paint Shop Improving Business the AIRSpeed Way

By Jim Markle

The Paint Department of Fleet Readiness Center Southwest (FRCSW) at Naval Air Station North Island is integrating AIRSpeed continuous process improvement techniques into its operations by using a common sense approach and embracing the premise that eliminating waste leads to a better way of doing business.

The first step in the AIRSpeed process is to identify the present “as-is” state, by documenting steps involved with each task and work package, and evaluating the completion time (cycle time or turn-around time) of tasks within the department.

“This way, any waste involved in completing a task may be identified,” explained Walt Loftus, Paint Shop deputy program manager. He added that some procedures are required by regulations, such as compliance with environmental issues, and

instructions which must be followed to comply with technical data.

In implementing the AIRSpeed Study, one of the first questions asked of the team was: How do you improve your processes by removing the waste out of the system so you can recover that time back to productive time? “That’s what we wanted to look at,” Loftus said.

After a seven week analysis, the 16-member AIRSpeed team, which included artisans, identified areas for improvement including time utilization.

“One of the things we identified is the ‘walk and wait time’, where the people are out of the work area, walking or waiting, to get something” (to accomplish a task), Loftus said.

Work area lighting was another area identified for improvement and had a secondary benefit of being a safety improvement. One of the lighting concerns identified involved working inside of aircraft.

Loftus said artisans spent time looking for appropriate lighting to facilitate work safely inside of helicopters once the aircraft’s floor boards are removed. Now resolved, the increased lighting significantly reduces potential mishaps.

New storage benches with electrical outlets were placed in areas within the department providing artisans ready access to power for tools, lighting and supplies.

“AIRSpeed helps us to do our jobs. It increases our efficiency and because of the centralizing of tools, it helps our parts flow processes so we can increase the capacity of the workload,” said Patrick Orcales, crew leader of the Plastic Media Blast shop.

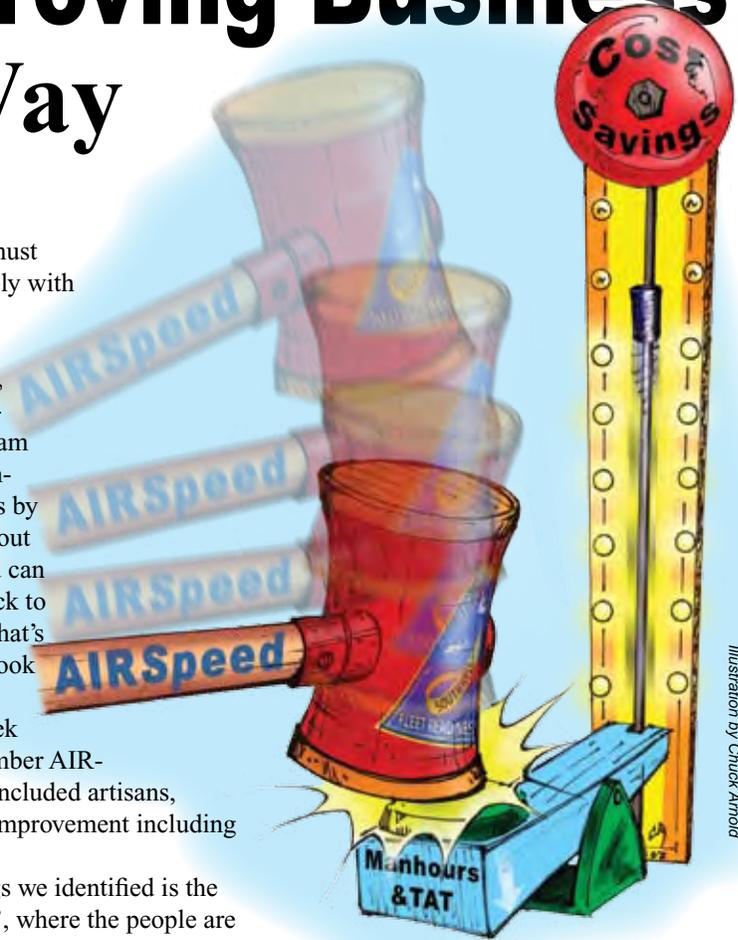


Illustration by Chuck Arnold

A Lean Black Belt, Loftus spent two years applying AIRSpeed tools to the FRCSW F/A-18 Program. He said the path to increasing efficiency and safety within processes may also lie in tooling. For example, he said the AIRSpeed team may review equipment currently used in stripping E-2 rotordomes to see if there’s a better stand for the domes, or a better and safer way to contain stripper as it is removed from aircraft.

Loftus said empowering workers is key to pinpointing areas of improvement. And providing employees with Lean and AIRSpeed training was “laying the foundation for the improvements.”

“We’re basically just there as facilitators for the employees as we try to guide them through the process. They are not our recommendations, but theirs. They come up with the ideas, we help them refine them, and bring them along through the process,” Loftus said.

“AIRSpeed is a continual process. It will never be completed. Initial improvements are usually the easiest ones to make,



Stefan Mussen, a painter helper with L-3 contracting takes a roll of tape from the new supply bin in Building 466.

Joe Feliciano

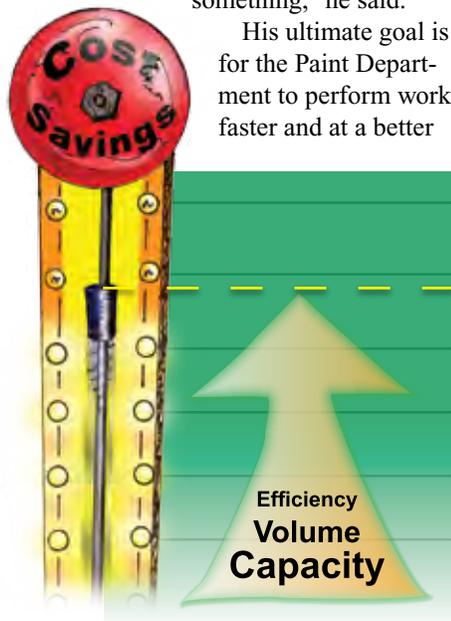


Patrick Orcales, Plastic Media Blast Shop crew leader, tapes an F/A-18 Hornet panel in preparation for painting in Building 466.

*Joe Feliciano*

but as you progress through the AIRSpeed effort, it gets a little more difficult and savings are a little less. With us, even if it's four hours, that's half a shift. And here, where we have a five- and six-day turnaround time, for us to reduce that by half a day, that's really something," he said.

His ultimate goal is for the Paint Department to perform work faster and at a better



cost. "It's recovering the time back from nonproductive time, and by doing that we may eliminate 20 percent of the hours it takes us to complete the job and the turnaround time. So, we're shortening the turnaround time and reducing the man-hours it's costing us." Loftus said.

"Increasing volume and flow, through the facility, improves capacity," said Loftus. "It will eventually turn into cost-savings for the command." ▲



### CHIEF SELECTEES: FUTURE NAVY LEADERS

These Fleet Readiness Center Southwest first class petty officers have been selected for promotion to chief petty officer, and they will be frocked in the fall and authorized to wear the khaki uniform. They are front row (from left): AM1 Steve Flemens, AS1 Glennese Concepcion, SK1 Vonetta Beale, and AT1 William Martinez; back row: AS1 Eleazar Garcia, NC1 Damion Perry, AT1 Brian Hughes, and AT1 Jason Upchurch. Not in photo: AD1 Armando Anaya.

*Scott Janes*

### SPIRIT OF SERVICE AWARD

Paul Morin, American Legion national commander, and Gen. Charles C. Campbell, U.S. Army Forces Command, present the American Legion Spirit of Service Award to Fleet Readiness Center Southwest Sailor AM2 Gaurav Patel.



The American Legion honored one member from each of the U.S. armed forces for their spirit of volunteerism, during the organization's national conference in Reno, Nev., in August. FRCSW Commanding Officer Capt. Fred Cleveland nominated Patel for the award.

*Courtesy photo*



Before

# RESTORATION

## RESTORING AN AGING BEAUTY

**After**

Fleet Readiness Center Southwest aircraft painters (below wing, from left) Mike Trejillo, Rick Narag, Mike Ruiz, Edgar Romero and Hector Romero prepare the underside of an AD-4W Skyraider for painting while Ron Benz (above wing, left) and Daniel Hernandez work on its fuselage in the Building 466 Paint Department. The finished product (below) was recently delivered to the San Diego Aircraft Carrier Museum aboard the World War II carrier *Midway* (CV 41). Manufactured by the Douglas Aircraft Company starting in 1944, production of the AD Skyraider ended in 1957. Of the 3,180 aircraft produced, only 57 are known to remain.

*Joe Feliciano*



Information provided by the American Heart Association and the National Lung and Blood Institute



someone's heart if it stops after they arrive. A spouse, friend, or coworker can't do that or render any help if they are driving. In the ambulance, there are enough people to render the necessary help and get the victim to the hospital immediately.

**Question:**

How do I know if I am having a heart attack?

**Answer:**

Often, it is not easy to tell; however, there are symptoms such as an uncomfortable pressure, squeezing, fullness or pain in the center of the chest that lasts more than a few minutes – or goes away and comes back; discomfort in other areas of the upper body, which may be felt in one or both arms, the back, neck, jaw or stomach; shortness of breath, which often occurs with or before chest discomfort, and other symptoms like breaking out in a cold sweat, nausea or light-headedness. When in doubt, check it out! Call 9-1-1. Don't wait more than a few minutes – five at the most. Call right away!

**Question:**

What is angina? How does it differ from a heart attack?

**Answer:**

Angina is not a heart attack. However, people with angina report having a hard time telling the difference between angina symptoms compared to those of a heart attack. Angina is a recurring pain or discomfort in the chest that happens when some part of the heart does not receive enough blood temporarily. A person may notice it during exertion (such as in climbing stairs.) It is usually relieved within a few minutes by resting or by taking prescribed angina medicine. People who have been diagnosed with angina have a greater risk of a heart attack than other people.

**Question:**

What's the rush? I would rather wait until I am sure something is really wrong.

**Answer:**

Clot-busting drugs and other artery-opening treatments work best when given within the first hour after a heart attack starts. The first hour also is the most risky time during a heart attack – it

# Heart Attack: FAQs

is when your heart might stop suddenly. Responding fast to symptoms increases the chance of surviving.

**Question:**

If I'm going to die, there's not much I can do about it anyway, is there?

**Answer:**

Not true. There is something that can be done about a heart attack. Doctors have clot-busting drugs and other artery-opening procedures that can stop or reverse a heart attack, providing that these life-saving medications are given quickly. These drugs can limit the damage to the heart muscle by removing the blockage and restoring blood flow. Less heart damage means a better quality of life following a heart attack. Given that these new therapies are available, it is very sad to know that so many people cannot receive these treatments because they wait too long before seeking care. The greatest benefits of these therapies are gained when patients come in early (preferably within the first hour of the start of their symptoms.)

**Question:**

Emergency medical personnel cause such a commotion. Can't I just have my spouse, or a friend, or a colleague take me to the hospital?

**Answer:**

Personnel assigned to emergency medical services (EMS) bring medical care to you. They can bring oxygen and medications. And they can actually restart

**Question:**

What about taking an aspirin like those ads on TV?

**Answer:**

Do not delay calling 9-1-1 to take an aspirin. Studies have shown that people sometimes delay seeking help if they take an aspirin (or other medicine.) Emergency department personnel will give people experiencing a heart attack an aspirin as soon as they arrive. So, the best thing to do is to call 9-1-1 immediately and let the professionals give the aspirin.

**Question:**

I carry nitroglycerin pills all the time for my heart condition. If I have heart attack symptoms, shouldn't I try them first?

**Answer:**

Yes. If a doctor has prescribed nitroglycerin pills, follow the doctor's orders. However, persons should check with their doctor if they are not sure about how to take their nitroglycerin when they get chest pain.

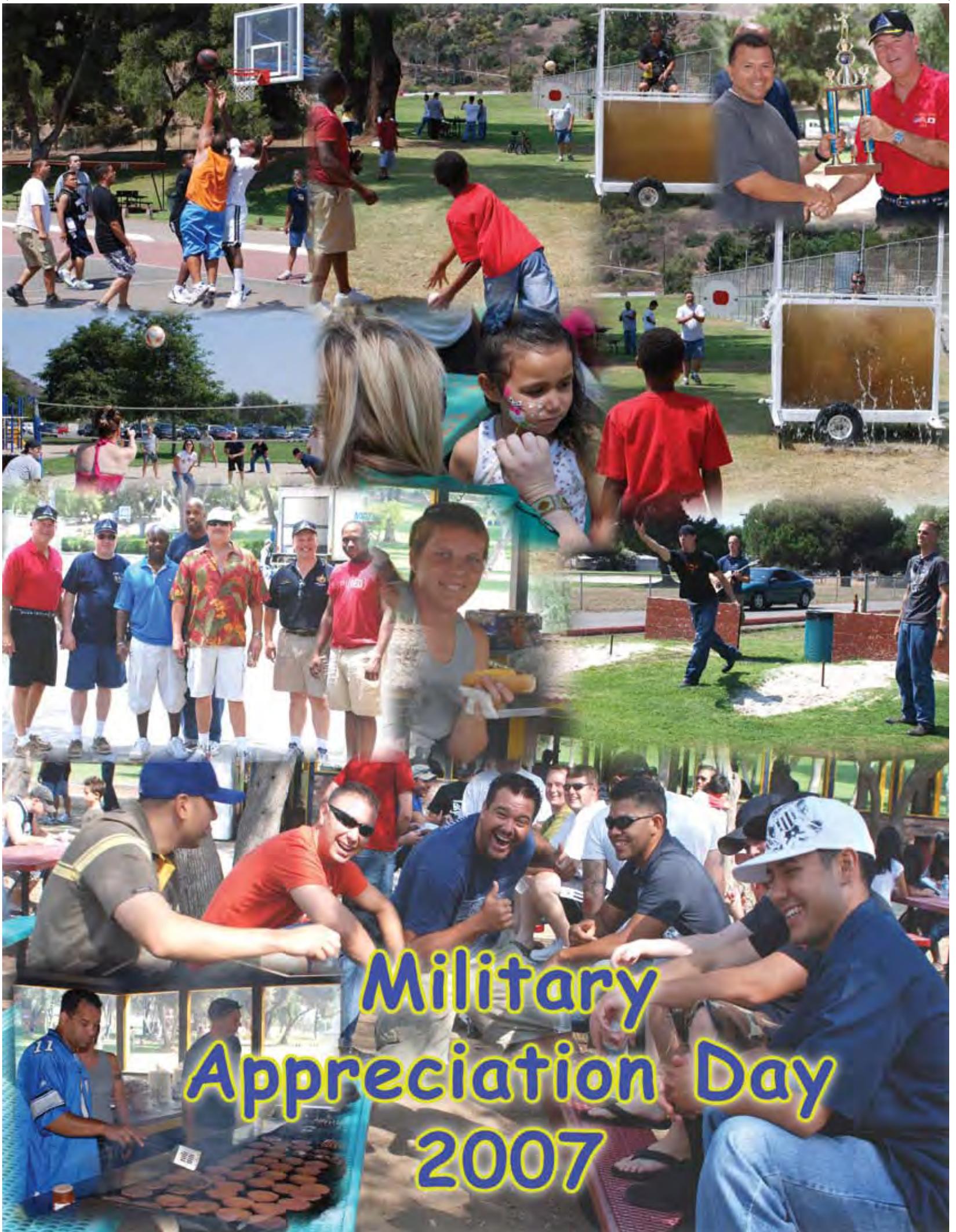
**Question:**

I'm not sure I can remember all this. What can I do to make it easier for me?

**Answer:**

Make a plan and discuss it in advance with family, friends, coworkers and doctors. Then rehearse this plan, just like a fire drill. Keep it simple and know the warning signs. A person should keep this information – such as what medications they are taking – in one place.

There are six key steps to reduce heart attack risk: stop smoking today; lower blood pressure; reduce cholesterol levels; aim for a healthy weight; exercise daily; and manage diabetes. ▲



**Military  
Appreciation Day  
2007**

# Here's a TIP: Save Gas, Reduce Traffic

By Jim Markle  
Photos by Scott Janes

**F**leet Readiness Center Southwest (FRCSW) Sailors and federal employees, including non-appropriated fund employees, who work at Naval Air Station North

Island and enroll in the Navy's Transportation Incentive Program (TIP) receive quarterly vouchers to help cover the daily cost of bus, train, trolley, or vanpool transportation to work, which also saves daily wear and tear on their vehicles.

The program is managed in conjunction with the Department of Transportation, in an effort to help reduce traffic congestion, gasoline usage, and air pollution. TIP reimbursement is not available to carpools, motorcyclists, contractors or bicyclists, unless they use a bus or ferry as part of their commute.

"The vanpool is a very popular commuting option and it works really well," said FRCSW Administrative Services Officer Beverly Robinson.

"We have quite a few people who live north of the base in areas like Murrieta. It's great that they have coordinated these vanpools. One person rents the van and advertises on 'All Hands' (the FRCSW horizon intranet) looking for additional riders to fill



Passengers disembark the Coronado Ferry *Silvergate*. The ferry has a passenger capacity of 300.



The Ferry approaches and prepares to moor at NAS North Island's Flag Landing.

the vanpool. I think that's really great," said Robinson.

Vanpools must have at least five members in order to negotiate a contract to lease a vehicle from a program vendor. Vanpools receive a maximum TIP subsidy of \$110 per rider, per month, according to Tom Wall, TIP manager for Commander, Navy Region Southwest.

Using the Coronado Ferry is also a very popular means of transportation for commuters. "The ferry is free. But normally the riders might use TIP vouchers to catch the bus or commuter train to the ferry," said Robinson.

"Once employees apply for the program, there's not much else they have to do besides pick up their vouchers at the regularly scheduled time. Tom Wall gets them all squared away for the program, then he has a quarterly distribution of the vouchers at his building," said Robinson, who has overseen TIP operations for FRCSW vouchers the past two years.

Wall said new TIP applicants receive vouchers at the end of a given month, and they do not have to wait until the next quarterly distribution. Those who are unable to pick up their vouchers at the quarterly distribution are placed on an absentee list and notified when vouchers arrive via Fed Ex.

TIP information and online applications are available through the Naval Base Coronado website <http://www.nbc.navy.mil/index.asp> by accessing the "Services" and then "Ride Share" portion of the site.

Robinson said that FRCSW personnel may enroll at anytime through her office in Building 94 (door 39). Completed applications are forwarded to Tom Wall.

According to Wall, more than 1,300 Naval Air Station North Island employees are enrolled in the program. ▲



A bicyclist disembarks the *Silvergate* while deck hand Jason Haskell looks on.  
Scott Janes

# FISC

## Fleet Industrial Supply Center

2nd Annual

# Employee Appreciation Lunch

(Top) Fleet and Industrial Supply Center San Diego Commanding Officer Capt. Glenn Robillard (third from left) joins new International Standards Organization (ISO) 9001:2000 internal auditor course graduates (from left) Dennis O'Berry, Margaret Deckard, Charles Douglas, Norma Solinap, Aaron Santos, Gary Loretz, Ken Bell, Barbara Forester, and Grace Baptiste. Course completion is a requirement of FISC's Quality Management System program. (Middle picture) FISC Supervisors Tony Suarez (foreground) and Gerry Giacalone cook up a storm. (Below) Fleet Readiness Center Southwest (FRCSW) Executive Officer Capt. Michael Kelly gives a "thumbs up" during the Fleet and Industrial Supply Center (FISCSW) luncheon while FRCSW Readiness Officer Lt. Cmdr. Shawn Henning (seated across from Kelly) looks on. To Kelly's right are Clem Tumbaga, Barbara Forester, and FRCSW Commanding Officer Fred Cleveland. Chuck West is seated to Henning's left.

*Courtesy photos*





# STRAIGHT TALK

## *AIRSpeed* Means Home Improvement

In August, I reported to you that Fleet Readiness Center Southwest (FRCSW) is fast becoming a High Performance Organization based on your excellent performance in using *AIRSpeed* tools and techniques. This command has paved the way in cost efficiency and returning aircraft and components back to the fleet in unseen numbers. FRCSW is the command to emulate.

Your drive and determination over the years since the inception of *AIRSpeed* have meant that the cost-saving funds will be returned to the command and used for numerous improvement projects and quality of life programs that will reap some of the benefit for you, the command, and the fleet.

Fiscal Year 2007 funds have been obligated for many projects within FRCSW that we will be able to execute in FY 2008. These include two tube benders that will increase capacity and capability to increase readiness; a vector machine that measures tube bends; reroofing Building 2; upgrade computer and software on the Zeiss coordinate measuring machine that will allow the command to import, read, and process solid models faster and more efficiently; a stretch former to manufacture F/A-18 sheet metal workload parts; installing an overhead bridge crane for the Wing Shop; replacing the heater vents in Building 465; repairing the freezer compressor system in Building 250; and replacing air piping in Building 464.

Also in the works: replacing frequency converters in numerous buildings; procure FDM Rapid Prototyping for Design/Programming Verification which enables us to take our 3-D computer model and build a three dimensional part by building layers upon layers of material without having to perform machine set-ups or sacrificing actual material which can be costly and improving throughput; purchase Meta-Lax for stress relieving parts before removing from fixtures; demolish and replace the wooden mezzanine in Building 27; upgrade Haas Super Mini Mill with a larger work table - totally enclosed which not only enables us to machine with coolant but also creates a safer environment for the artisan.

Looking over the horizon, FRCSW Facilities is refurbishing the bathroom in Building 317 -1, and remodeling and refurbishing office spaces in Building 341 for the Security, Environmental, and Safety Competency, and relocating VRT from four buildings to two buildings. Many other projects are on the drawing board.

I am proud to lead a command of such talented and hard-working individuals. Our *AIRSpeed* efforts are showing positive results and we are reaping benefits.

Fred Cleveland  
Captain, U.S. Navy  
Commanding Officer

# AWARDS

*Applause*

## Civilian Awards

### Special Act

#### A

Rodney Abad  
Edgardo Abarca  
Edgardo Abellar  
Menandro Abueg  
Jose Acasio  
Drew Adams  
Nelson Advincula  
Mohsen Ahmed  
Carlos Alarid  
Michael Albert  
Mason Albright  
Michael Alderman  
Harris Aldridge Jr.  
Richard Alexander  
Sean Alexander  
Josh Alfasy  
John Alferos  
Reynold Alhambra  
James Allen  
David Allison  
Romeo Almerol  
Timothy Amerine  
Ronald Anast  
Antonio Ancheta  
Clyde Anderson  
James Anderson  
Jorge Andrade  
Neil Anstedt  
Lloyd Apgar  
Dennis Apodaca  
Mitchell Applegate  
Dante Aquino  
Nestor Aranda  
Patrick Archer  
Gregory Arias  
Charles Arnold  
Antonio Asiain  
Leonel Asis  
Albert Auderer  
Ronald Avera  
Richard Ayala

#### B

Donato Baca  
Peter Bacal  
Hai Bach  
Philip Bailey  
Nick Balagtas  
Kenneth Ball  
Efrén Ballestamon  
Jesse Ballesteros  
Danny Balvenada

Kimberly Barber  
Shane Barfoot  
Cedearee Barnett  
Blitz Barrera  
Ricardo Barron  
Aida Basco  
Ruben Basuel  
Daniel Batungbacal  
William Baughman  
Victor Bayani  
Nelson Baylon  
Thomas Becker  
Pepito Benitez  
Renato Benitez  
Ro-Anne Bermio  
Servillano Bernardo  
Rolando Beronilla  
Michael Bethea  
Jesse Beverly  
Ronald Billy  
Juan Blount  
Travis Boecker  
Timothy Bolden  
Richard Bonnett  
Kenneth Boone  
Suzanne Botzer  
Allen Bourdreaux  
Terry Boyd  
Kenneth Brady  
Jack Braun  
Rocky Brazil  
Gail Brazley  
Richard Breitenbach  
Sean Brennan  
John Brenner  
Denise Brent  
Leon Brillon  
Robert Brinkmeier  
Alejandro Briseno  
Reynaldo Brito  
Fred Brooks  
Donald Brown  
Frank Brown  
Steven Brown  
Richard Buchmann  
Raymond Buckman  
Matthew Bunker  
Richard Burris  
Elizabeth Butch  
Donald Butler  
Kurt Butler  
David Bye

#### C

Emmanuel Caandoy  
Abraham Cabal  
Manolito Cabanilla  
Albert Cabusi  
August Cade  
Kevin Cadigan  
Ruben Cadua  
Andre Callahan  
Michelle Calhoun

Dennis Campbell  
Irone Campbell  
O C Campbell  
Jerry Cano  
Nelson Canter  
David Cantu  
Joseph Caoile  
Arthur Cardone  
Eileen Carmen  
Marlon Carter  
Joseph Caruso  
Gloria Case  
Alfredo Casillas  
Alejandrino Castillo  
Ceri Castillo  
Vic Castillo  
Alexander Castro  
Vicente Cayabyab Jr.  
Dorothy Cedillo  
Harold Celeste  
Philip Centman  
David Charboneau  
Michael Chabot  
Cynthia Champagne  
Peter Chan  
Allen Chang  
Leslie Chang  
Mark Chapman  
Peter Chase  
Dan Chau  
Jose Chavez  
Curtis Chin  
Mildred Chrisman-  
Robershaw  
Emily Chronowski  
Bernadette Chudy  
David Clark  
Gary Clark  
Steven Clark  
Ronny Cobb  
Sidney Codrington  
Nancy Coker  
Patrick Colchin  
James Coleman  
Paula Coleman  
Daniel Collins  
Joyce Collins  
Arthur Comandante  
Patricia Como  
James Compagnon  
Victor Concepcion  
Daniel Conley  
Thomas Considine  
Marilyn Contreras  
Michael Cooper  
Mark Corbilla  
Michael Corbin  
Anthony Cordero  
Diane Cordero  
Renato Coronel  
Reynaldo Cortez  
Michael Cossey  
Selma Cozart  
Gerald Cowell  
Daniel Crawford

Angela Crenshaw  
Eduardo Crescini  
Arline Critchlow  
Arthur Cross  
David Cross  
Jose Cruz  
Joseph D. Cruz  
Joseph F. Cruz  
Mary Cruz  
Daniel Cummins  
Robert Currier

#### D

Alan Dallas  
Camanh Dang  
Billy Daniels  
Richard Daniels  
Angelito Dano  
Laurie Davies  
Stella Davies  
Edwin Davis  
Alan Dawson  
James Day  
Joel De Alba  
Regina Degracia  
Thomas Degrood  
Michelle Delagardelle  
Willard Delagardelle  
Milda Delarosa  
Diana Delgado  
Alberto Delmar  
Francisca Delorie  
Miguel Del Rosal  
Kathy Delosreyes  
Samuel Delrio  
Armando Demara  
Joseph DeMartino  
Olimpio Denina  
Carmelita Devera  
Jerry Dewell  
Teddy Dial  
Alvaro Diaz  
Louis Diaz  
David Dielman  
Michael Dinkins  
Ven Diomino  
Robert Dishong  
Erik Doepke  
Dennis Doleshal  
Nestor Dominguez  
Edward Donagal  
Michael Donish Jr.  
John Donohue  
Clarence Doucette  
Ryan Drake  
Gaybie Drinko  
Kenneth Duenas  
Thomas Duenas  
Gail Duffield  
Louis Dufresne  
Hue Duong  
Teresa Durazo  
Joshua Duryea

#### E

Amy Eang  
Tim Eang  
Dennis Echavarry  
James Elgie  
James Ellington  
Joseph Ellis  
Eugene Ellis  
Shelby Emele  
James Engel  
Stephen English  
Cody Engstrand  
Javier Escobales  
Robert Espinosa  
Annjanette Esquibel  
Jose Esteban  
Horace Estrada  
Luis Estrada  
Edward Evers

#### F

Roy Fabio  
Dale Fallert  
Robin Famador  
Chu Fang  
Lisa Faul  
Fernando Feliciano  
Florentino Feliciano  
Rebecca Ferguson  
George Fernandez  
Robert Ferrell  
Timothy Fertig  
Steve Fiebing  
William Fields  
John Fielding  
Robert Fierro  
Qussam Filali  
Carol Flanagan  
Devetta Flanagan  
Clarence Fontenot  
Matthew Fort  
Derek Foster  
David Fowler  
Howard Francis  
Brian Frank  
Gary Frazier  
Robert Frasier  
Dean Frazee  
Jeffrey Freedman  
William Freeman  
Charles Froehlich  
Lawrence Fuller  
Andrew Funke

#### G

Kimberly Gaar  
Kurt Gaenzle  
Dennis Gahuman

Roy Gaines  
David Gaipa  
Wesley Galapir  
Linda Galley  
Sebastian Galvante  
Stephen Gamberale  
Donald Ganoe  
Guillermo Garaicoa  
Michael Garber  
Darwin Garcia  
John Garcia  
Joseph B. Garcia  
Rodolfo Garcia  
Samson Garcia  
Brett Gardner  
John Gartrell  
Lennie Gatpandan  
Richard Geith  
Brandon Gemlo  
Michael Gendreau  
Adam Gergen  
Gholam Ghanimati  
David Giesenschlag  
Jason Gilmore  
Thomas Gilmore  
Richard Giorgis  
Charles Glenn  
Jeffery Glover  
Linda Glover  
Michael Godwin  
John Goelze  
Linda Goelze  
John Goldsworthy  
Norman Gomes  
Gabriel Gomez  
Michelle Gomez  
Antonio Gonzales  
Richard Gonzales  
Antonio Gonzalez  
Oscar Gonzalez  
Rudolph Gonzalez  
Frank Gordon  
Julie Gordon  
Robert Gourdin  
Cleo Gower  
Gary Grace  
Craig Graham  
Jakob Grant  
Russell Green  
William Greer  
George Guay  
Linda Guerra  
Tedskip Guinto  
Ernest Gumataotao  
Abraham Gumbayan  
Edward Gutierrez  
Erin Gutierrez

#### H

Khanh Ha  
Mark Hagedorn  
James C. Haines  
James W. Haines Jr.

Michael Hall  
Robert Hall  
Jeffrey Hancock  
Tommie Hancock  
James Hansen  
Peggy Happ  
Robert Hardesty  
Barbara Harris  
Bethany Harris  
Kathleen Harris  
Michael Harris  
Michael Harrison  
Joel Hartt  
Victoria Haug  
Robert Haupt  
Edwin Hawkins  
James Hawks  
Larry Hayes  
Randall Heath  
Richard Heinrich  
Victoria Hefner  
Joseph Hernandez  
Liwayway Hernandez  
Marty Hernandez  
Nestor Hernandez  
Cheryl Hespenshide  
Richard Hessler  
Jonathon Hickie  
William Hickman  
Eric Hilderbrand  
Donald Hill  
Robert Hill  
Linda Hirschman  
Gary Hise  
Paul Hobbs  
Leandro Hocson  
Rodney Hogue  
Gaylord Holck  
Mike Holder  
Michael Holleron  
John Holliday  
Thomas Honeycutt  
James Hood  
Richard Hopkins  
James Horsfall  
Alister Horton  
Gabriele Howard  
Michael Howard  
Richard Howard  
Sheila Hubbard  
Gary Huber  
Garrett Huguley  
Rosalind Hunt  
Gary Hunter  
Richard Huot  
Robert Hutchison  
Ky Huynh  
Tan Huynh

**K**  
Henry Kaminski  
Michael Kane  
Frank Kaparic Jr.  
Vincent Kaparic  
Courtney Kearns  
Charles Kelly  
Sherry Kelly  
Terrance Kenny  
Nalani Keopuhiwa  
Inthavo Khounborine  
Jeffery King  
Paul King  
Jerry Kittrell  
Adolph Klass  
James Klein  
Barbara Knapp  
Erik Knowles  
Allen Kosmalski  
Paul Kozar  
George Kozlik  
Joseph Krasko  
Richard Krasko  
David Kretschmar  
Haddon Krista  
Christopher Krolik  
David Kruger  
Jason Kubitz  
Thomas Kuhn  
Miles Kurashima  
Andrew Kurup

**L**  
Alexander Ladrillono  
Kathryn Lacy  
Lawrence Lai  
Thanh Lai  
Toss Lamoureux  
Lawrence Lane  
Geoffrey Langford  
Vincent Langston  
Lawrence Lausin  
Steven Lawrence  
Tinh Le  
Dennis Lee  
James Lee  
Rollie Legaspi  
Craig Lentz  
Irma Letchaw

Kam Leung  
Mavis Lewis  
Michael Liggins  
John Lindsay  
John Limon  
Michael Lindke  
Aleksandar Lipovic  
Isaac Llimas  
Robert Locke  
William Lofton  
Stuart Lolly  
German Lopez  
James Lovell  
Lucas Low  
Christopher Lozano  
Richard Lozano  
Samuel Lozano  
Alison Lozares  
Lorie Lucas  
Cruz Lucero  
Angelo Luciano  
Mary Ludovissy  
Phuong-Chi Ly  
Alan Lyman

**M**  
Kay Ma  
Benedicto Mabalot  
Dana Mace  
Gavin MacKenzie  
Bill Mah  
Mary Manalili  
Steven Manganelli  
Lamerto Mangat  
Daniel Manibusan  
Gregory Mann  
Jaime Manzano Jr.  
Roger Manzano  
James Maples  
Michele Marien  
Jeffrey Markin  
James Markle  
Merry Marthlamb  
Armando Martin  
Richard Martindale  
Carol Martinez  
Edwin Martinez  
Frank Martinez  
Jesse Martinez  
Robert Martinez  
Jorge Martinez  
Thomas Martinez  
Vincent Martinez  
Jaime Mastascuso  
Jaime Mata  
Keith Maurice  
Roger Maury  
David McAdams  
Brian McAfee  
John McArdle  
William McBride  
Mark McCaughey  
Anthony McClure  
Michelle McCormick  
Hugh McCowat  
Thomas McCrary  
Timothy McElhinney  
Paul McGinty  
Lynette McMahan  
Brad McNamee  
Albert Means  
Louis Medina  
Marcelino Medina

**N**  
Richard Medley  
Edward Meeks  
Shawnie Meeks  
Ricky Megginson  
Alexander Mejia  
Jaime Melad  
William Melton  
Jerry Mendiola  
Ignacio Mendoza  
Laurel Mendoza  
Modesto Mendoza  
Ricardo Mendoza  
Celestino Menguita  
Filipe Mesquita  
Cleo Metzendorf  
Lewis Meyer  
Simon Michael  
Roger Mikulec  
Alvin Miller  
Denton Miller  
Lewis Miller  
Noah Miller  
Steven Miller  
Bertha Mitchell  
Bryant Mitchell  
Steven Mitschke  
Kenneth Moen  
Troy Monaghan  
Arthur Montoya  
Efrén Monzon  
Mario Monzon  
Charles Moore  
Gladys Moore  
Johnathan Moore  
Timothy Moore  
William Moore  
Loderico Morales  
Luis Morales

**O**  
Terry Moran  
Walter Moran  
Maria Morgan  
Charles Morris  
John Morris  
Mitchell Morris  
Richard Morris  
Thomas Morrison  
Terrie Mortensen  
Ronald Moten  
Anthony Motte  
Edward Mua  
Ronald Mueller  
Ryan Multerer  
Elizabeth Muna  
Sarah Mundwiller  
Kathryne Murray  
Lowell Myers

**P**  
Jason Nabors  
George Nacker  
Mark Nakamura  
Alvin Nakao  
Rafael Navarro  
Robert Navarro  
Teresa Neal  
Juan Nelmidia  
Dean Nelson  
Gary Nelson  
Larry Nelson  
Laura Nelson  
Florante Nepomuceno  
Constancio Neri  
Guy Newton  
Anthony Ngo  
Diep Nguyen



**PROMOTION**

Howard and Cindy Caler pin silver oak leaf insignia on their daughter, Cmdr. Cristal Caler, during her recent promotion ceremony. The newly-promoted commander is deputy Components manager for Fleet Readiness Center Southwest.  
*Scott Janes*

**R**  
Thomas O'Donnell  
Ian Okada  
Sean O'Leary  
Alexander Oliver  
Michael Oliver  
Fernando Olmos  
Loren O'Neil  
Tony Ong  
Terence Ongtawco  
Randall Orand  
John Orłowski  
Michael Ortega  
Marshall Owens

**S**  
Elizabeth Padgham  
Edward Padilla

**T**

## In Memoriam



Anita White, 49, a tool crib attendant at Fleet Readiness Center Southwest, passed away Aug. 25. She had been employed here for more than 28 years. She is survived by a son, both parents, and two sisters.

James Page  
Steven Painter  
Nicholas Palmares  
Jason Palmer  
Steve Palyash  
Elizabeth Panganiban  
Joselito Pangilinan  
Ronald Pangilinan  
Rasil Parcon  
Gail Patacil  
Clara Patton  
Michael Paul  
Robert Paul  
Raymond Paulson  
Jose Pazos  
Narcisca Pedrena  
Paul Pelanek  
Mark Pelayo  
Epifanio Penera  
Peter Perez  
Charles Peterson  
Derrick Pettit  
Richard Pfeiffer  
William Pfeiffer  
Hien Pham  
Quy Phan  
Thomas Phan  
Christopher Pinson  
Howard Pippen  
Francis Pitman  
Daniel Plale  
Richard Plant  
Richard Pledger  
Kenneth Plunkett  
Mark Poblete  
Ruben Porras  
Teotimo Posas  
Brian Powell  
Edward Preble  
Curtis Price  
John Prince

### Q

Vicky Quach  
Loretta Qualls  
Dwight Quella  
Angelo Quilalang  
Jose Quinene

### R

Jonathon Ramba  
Edmundo Ramirez  
Frank Ramirez  
Adelaida Ramos  
Cesar Ramos  
Louis Ramsey

Ellis Rance  
Jamie Rangel  
Sergio Rayle  
Tammy Reed  
Christine Renfro  
Christine Resch  
William Reschke  
David Reyes  
John Reyes  
Alejandro Reyna  
Terri Reynolds  
Emelito Ricasata  
Alcide Richards  
Merlyn Richards  
William Richards  
Ruth Richardson  
Thomas Richmond  
Carmen Rico-Schlegel  
Jamie Riddle  
William Ridge  
Jefferson Riley  
Jennette Riley  
Jarvis Ringstad  
Joshua Rivera  
Ed Roberson  
Albert Robles  
Juanita Robles  
Steve Robles  
Perry Rodebaugh  
Anubis Rodriguez  
Eliseo Rodriguez  
John Rodriguez  
Scott Rogerson  
Michael Rohman  
Ronald Rolka  
Robert Rollins Jr.  
Edgar Romero  
Joaquin Romero  
Christopher Root  
Romeo Rosano  
Richard Rosen  
Alex Rosete  
Rodney Rosier  
William Ross  
Karl Roundy  
Jacob Roush  
Michael Rude  
John Ruiz  
Mitchell Ruiz  
Mona Russell  
William Russell  
Maria Ruth

### S

Donn Sadler  
Lisa St. Mary  
Angelica Sais

Jennifer Salamat  
Michael Salas  
Armando Salazar  
Eduardo Salmon  
Frank Saludado  
Gregory Samplawski  
Danny Sanares  
Ismael Sanchez  
Jesse Sanchez  
Janet Sanchez-Roberts  
Christina Sandoval  
Dustan Sandoval  
Guillermo Sandoval  
Rogelio Sandoval  
Myl Sangar  
Alfredo Santiago  
Paul Santiago  
Jesus Santillano  
Anthony Santos  
Benito Santos  
John Santos  
Ray Santos  
Ricardo Santos  
Thomas Sapien  
Noly Sapinosa  
Andres Sarsoza  
Danilo Sarsoza  
Stephen Satterthwaite  
Matthew Schafer  
Hilarie Schmalz  
Frederic Schneeberger  
Jennifer Showalter  
Gerald Schrader  
James Schrope  
Jerry Schultz  
Dean Scott  
Leonard Seaman  
Maziar Sefidan  
Pamela Sellers  
Ronald Senesac  
Klara Sesztak  
Lois Shaffer  
Ralph Sharp  
James Sharp  
William Shearer  
Richard Shimizu  
Daniel Shockley  
Michael Short  
Kristin Shott  
Gilbert Sia  
William Simmons  
Mary Simo  
Harry Simpson  
Harry T. Simpson  
Deborah Skannal  
Edward Smith

Jacqueline Smith  
James Smith  
Marcie Smith  
Michael Smith  
Robert Smith  
Wilber Smith  
William Smith  
Ronald Snipes  
Frank Snook  
Karen Sommers  
Edwin Soriano  
James Sorrells  
Thomas Spears Jr.  
Kenneth Stallion  
Robert Stanfield  
Michael Stanley  
Chrys Starr  
Roger Stensland  
Robert Stephens  
Daniel Stokes  
Lee Strother  
William Struiksma  
Paul Stubbs  
Donald Sturman

### T

Dennis Tagulao  
Raina Taitano  
Michael Tajima  
Michael Talton  
Benton Tam  
Benjamin Tan  
Tanya Tang  
William Tang  
Jeanne Tanida  
Joseph Tannarome  
Dennis Taylor  
Michael Taylor  
William Taylor  
Ruben Terrones  
Tim Thai  
William Thayer  
William Thibedeau  
Joymarie Thomas  
Gary Thompson  
Gary T. Thompson  
Kevin Thompson  
Nicholas Thompson  
Scott Thornton  
Thomas Thornton  
William Thornton  
JB Thurmond  
Kenneth Ticaric  
Susan Tinsley  
James Todd  
John Tolentino  
Matthew Tom

Percival Tomas  
Betty Tong  
Quyen Tonnu  
Guillermo Toribio  
Martin Torres  
Raul Torres  
Teodoro Torres  
Russell Touchette  
Bill Tran  
John Tran  
Roger Tran  
Susan Tran  
Joseph Treat  
Arthur Trimble  
Ronald Triska  
Frank Tuchowski  
Clemente Tumbaga  
Alberto Tungcab  
Dennis Turner  
Michael Turner

### U

Earle Uhrich  
Gene Ulibarri  
Linda Urich  
Todd Uzzell

### V

Larry Valadez  
Ruben Valdez  
Patrick Valentino  
Tanya Valenzuela  
Donald Van Gundy  
Larry Vega  
Renato Velunta  
Querubin Verdeflor  
Mark Vezzani  
Floyd Vialpando  
Russell Vickery  
Ruben Villa  
Maria Villagomez  
Barry Vinson  
Ismael Viramontes  
Alfred Viruegas  
Dean Vo  
Hausmann Vo  
John Vo  
Quang Vo  
Vuong Vu

### W

Christopher Walker  
Jerry Walker

Leonard Walker  
Ronald Walker  
Shujen Walker  
Thomas Wallis III  
Mike Warren  
Colter Wasson  
Mark Watkins  
Diane Waltman-Moore  
Dennis Weddle  
Jacob Weintraub  
Patrick Wells  
Philip Werth  
Douglas West  
Elizabeth West  
Marilyn Wevley  
Paul White  
Roberta White  
William White  
Frank Widick  
Brian Wiemken  
Donna Wiley  
Theodore Willette III  
Kenneth Wilson  
William Wilson  
William Winne  
Kevin Wholey  
Sharon Wicke  
John Williams  
Margaret Williams  
Sandy Williams  
Theodore Williams  
Eric Wilson  
Margaret Winbury  
Alvin Winge  
Curtis Witherspoon  
David Witthoft  
Andy Wolf  
David Wolfe  
Martin Wolk  
Robert Wong  
Laura Workman  
Michael Wray

### Y

James Yaeger  
James Yakes Jr.  
John Yao  
Jimmy Yeh  
Kent Yen  
Edward Young

### Z

Andrew Zablocki  
Gisele Zeffaro  
Sandoval Zuniga

## Productivity Recognition

### Quarter

Leon Brillon  
Michelle Calhoun  
Marlon Carter  
Christina Diaz  
Marvin Frizell  
Tony Ramos

### Month

David Adams  
Timothy Amerine  
Lloyd Apgar  
Leon Brillon  
Robert Castro  
John Garcia  
Regina DeGracia-Bailey  
Lawrence Estes Jr.  
John Estrada  
Marvin Frizell  
Louis Gonzales  
Manuel Higarez  
Evan Jimenez  
Michael Kane  
Leonard Kyelberg  
Jaime Mastascuso  
Jaime Melad  
Richard Morris  
Auburn O'Bry  
Tony Ramos  
Ernest Ross  
Lisa St. Mary  
Jaime Suarez  
Nancy Thompson  
Paul Thibedeau  
Mark Watts  
Theodore Willette

### Length of Service

#### 40 Years

Salvador Benitez  
Renato Coronel  
Manuel Deguzman  
Dennis Doleshal  
James Hood  
Monico Madarang  
John Mason  
James Renfro  
Cecilio Salamanca

#### 35 Years

Ismael Arabaca  
Regina Degracia-Bailey  
Edward Donagal  
Gary Donnelly  
Marsha Fox  
Frank Gordon  
Russell Green  
Frank Guerrero  
Luis Hernandez

Audrey Jackson  
David Jackson  
Manuel Lozano Jr.  
Thomas McCrary  
Terry Moran  
Richard Morris  
Rudolph Padilla  
Max Prince  
Steve Robles  
Charles Rufi  
John Ruiz  
Duane Tipton  
Stephen Vash  
Margaret Winbury

#### 30 Years

Sharon Akers  
John Anderson  
Rick Anderson  
Michael Bennett  
Robert Bersamira  
Terry Boyd  
Robert Castillo Jr.  
Danilo Decena  
Tommy Dowdy  
Robert Fierro  
David Garcia  
William Glazewski  
Michelle Gomez  
Tina Hauer  
Richard Heinrich  
Corry Jager  
Scott Janes  
Eduardo Johnson  
Anthony Lewis  
Daniel McFadden  
Maximo Mondares  
Maureen Moore  
Walter Moran  
Larry Nash  
Dennis Norman  
Michelle Norris  
Joseph Pollard  
Pryor Sanders  
Edmund Sanocki  
Pamela Sellers  
Donald Smith  
Kenneth Stallion  
Tanya Valenzuela  
Denise West

#### 25 Years

Michael Alderman  
Rodrigo Benitez  
Benjamin Bunag  
David Charboneau  
Aquilino Ga  
Oscar Gonzalez Jr.  
Mark Greenfield  
Barbara Heath  
Ronald Hale  
Tina Lassiter  
Gloria Magalong  
Nicholas Palmares  
Charles Peterson  
Karen Sommers  
Susan Tinsley

#### 20 Years

Philip Bailey

Robert Berglund Jr.  
Joseph Bonilla  
Allen Boudreaux  
Nickson Cayetano  
Patricia Como  
Guendalena Cornute  
Lillian Cross  
Richard Curtis  
Rodolfo Garcia  
Thorn Gonzales  
Maria Hassan  
Timothy Hoffman  
Roger Long  
Efren Monzon  
Francis Park  
Raymond Paulson  
Adelaida Ramos  
Christopher Root  
Nancy Thompson  
Mary Vilicich  
Joseph Willard

#### 15 Years

Weldon Bass Jr.  
Felix Benedictos III  
Vu Buu  
Darrell Carlton  
Joyce Jablonowski  
Henry Mundwiller  
James Roth

#### 10 Years

Jack Bailey  
Kenneth Ball  
Neil Belmont  
Rainier Bernardo  
Steven Brown  
David Cortez  
John Doren  
Yolanda Laws  
Sean Lee  
Rollie Legaspi  
Sonny Reyes  
Mario Sidawi  
Brandt Wirstrom

#### 5 Years

Roque Albano  
Sean Alexander  
Alvin Apilado  
Stephanie Archer  
Victor Baez  
Ronald Buxton  
Jeffrey Calalay  
Michael Chabot  
Thane Coxon  
Bennett Dahlin  
Laurie Davies  
Sebastian Galvante  
Mitsuko Hew  
Michael Hightower  
Eric Hildebrand  
Dennis Lee  
Colby Lindsey  
John Manry  
Andrew Morales  
Philip Ostrander  
Dung Pham  
Ramon Ramirez Jr.  
Perry Rodebaugh

Scott Rollins  
Gary Thompson  
Jacob Weintraub

### Time Off

Anthony Pendleton  
Dennis Santos

### Sick Leave Is Money

Donald Coles  
Rebecca Ferguson  
Paul McGinty  
Kevin Okerman  
Rasil Parcon  
William Ross  
Michael Salas  
Donald Van Gundy

### Civilian Promotions

Alvin Apilado  
Ernesto Arce Jr.  
Patrick Archer  
Blitz Barrera  
Thomas Blagrove  
Douglas Burkett  
James Cady  
Arthur Cardone  
Paula Coleman  
Nelson Donado  
David English  
Joseph Espinoza  
Alfonso Fernandez III  
Earl Frazier III  
Kimberly Gaar  
Darwin Garcia  
Brandon Gemlo  
Jakob Grant  
Laurie Gris  
Erin Gutierrez  
Jorge Gutierrez-Lopez  
Scott Ha  
Duane Halfman  
David Heck  
Albert Hewitt  
Jennifer Jenkins  
Craig Kane  
Ryan Kane  
Zaid Karim  
Donald Klaas  
Michael Knoll  
Jason Kubitz  
Jonathan Lacy  
Todd Lamoureux  
Jennifer Lattuca  
Sean Lee  
Jimmie Little  
Raymond Lujan  
Jorge Mancilla  
Philip Manzano  
Jeffery Markin  
Maryann Marques  
Rowell Mateo  
William Meyers  
Pamela Mua  
Kevin Okerman  
Gregory Patterson II  
Donald Potenza  
Manuel Preve

Curtis Price  
Aaron Rains  
Zain Rashada  
Efren Ray  
Brian Rice  
Nayarit Santoyo  
Kurt Saunders  
Nancy Scott  
Joymarie Thomas  
Crystal Tijerina  
Brianna Timothy  
Larry Vega  
Phillip Vu  
Richard Weaver  
Michael Wray  
Ashley Young

### Civilian Retirements

Richard Austin  
Alex Balce  
Fredrick Becraft  
Bernard Blaszkowski  
Robert Castro  
Richard Conrad  
Alan Dawson  
Danilo Decena  
Sally Fairchilds  
Robert Goodson  
David Hess  
Dana Huddleston  
Roland Lee  
Edward Meeks  
Donald Miller  
Daniel Neidigh  
Hon Nguyen  
Alejandro Quinones  
Roy Reynolds  
Richard Riesland  
Kenneth Robertson  
Thomas Schmidt  
Jake Taite

## Military Awards

### USN/USMC Commendation Medals

ADCS Walter Butac  
AD1 Julie Johnson  
AT1 Michael Sampson  
AM1 John Taylor

### USN/USMC Achievement Medals

AS2 Brandon Beirne  
NC2 Daniela Cossio  
AM1 Rex Cress  
AT2 Tyler Davies  
AT1 James Dixon  
AD1 Joel Fresco  
AE1 Patrick Gidley  
AT2 Joshua Hanson  
AE3 Bradley Hardin

AE2 Charles Harper  
PR1 Jason Hiser  
AS3 David Hooper  
AM1 Dawn Knatterud  
AS3 Jeremy Morgan  
AMCS Teodorico Presbitero  
AT2 David Purcell  
AS1 Rodel Quiambao  
AT1 Terry Sabatke  
AS3 Eric Seyller  
AE3 Matthew Snyder  
AT3 William Walker  
AD1 Matthew Walter

### Military Promotion

Cmdr. Cristal Caler

### Letters of Commendation

AM2 Raul Alcantara  
PR3 Karenina Aseron  
AM3 Erick Beristain  
AS2 Mark Berthiaume  
AS2 Matthew Bonds  
AE2 Ryan Corr  
AT2 Ian Cripps  
AD3 Ryan DeGuzman  
AD2 Westholas Findlow  
AS2 Weststallion Gomez  
AT3 Christopher Gumminger  
AT3 Paul Hipolito  
AM3 Robert Houghton  
AO3 Matthew Jenkins  
AT3 Alex Kaminski  
AT3 Gary Kopf  
AT3 Cory Lamp  
AS1 Truong Le  
AT3 Andrew Legolvan  
ADAN Nathaniel Miliken  
AT3 Danielle Neubarth  
A22 Eddy Odom  
AE3 Justin Palmer  
AM2 Gaurav Patel  
AT3 Joel Pichardo  
AT3 David Pousson  
AS2 Ronaldo Ramiscal  
AM2 Santos Renova-les Jr.  
AT2 Cheryl Roberts  
AS1 Erwin Samaniego  
AM2 Jose Sanchez-Cruz  
AE3 Ryan Seiser  
AD3 Souksavanh Sithisak  
AE2 Leroy Smith  
AD2 Libni Soja  
AS2 Michael Songer  
AZAN Rachel Stafford  
AT2 Eric Thompson  
AE3 Andrew Todd-smith  
AD2 Jose Vides

# STANDARDS AND CONDUCT



## CULTURE OF FITNESS

The demands of our profession require that each of us be physically fit and mentally tough at all times. This is a pure readiness issue, and it requires commitment at the command level to make fitness a priority, to provide healthy food choices, and to make exercise time available.



## OPERATIONAL EXCELLENCE and SAFETY

We will strive for operational excellence in everything we do. Safety demands the regular, formal use of operational risk management every day and 24/7 responsibility for all hands.



## PRIDE and PROFESSIONALISM

Every Sailor, officer and enlisted, will maintain a sharp military appearance in uniform, and a clean, presentable appearance while out of uniform. Behavior in public must be proper and considerate of each other and the citizens we serve.



## SAILOR RELATIONS

As professional Sailors we will treat others with professional courtesy and mutual respect and prevent unprofessional conduct (such as hazing, harassment, or discrimination) that erodes the integrity of our combat team.



## SUBSTANCE ABUSE

In our Navy we cannot and will not tolerate substance abuse. Period. Our prevention programs work, but leaders need to recommit to using them consistently fleetwide.



## MISSION

**FOSTER AN ENVIRONMENT OF PERSONAL RESPONSIBILITY AND HIGH STANDARDS OF EXCELLENCE. ESTABLISH A QUALITY OF SERVICE THAT MATCHES OUR WARFIGHTING STANDARDS. COUNTER NEGATIVE INFLUENCES OF CULTURE.**