FRCSW ALMANAC

Volume 3 No. 6 March - April 2010

FRCSW Teams Place Well in AMT Competition

Skipper's Corner:

Sustaining Our Environment

Capt. Fred Melnick

In the course of our daily work to provide mission-ready fighter and support aircraft to the fleet, it is imperative for all of us at Fleet Readiness Center Southwest (FRCSW) to remain vigilant of the effects our work has on the environment.

As a naval MRO facility, FRCSW is regularly monitored by local and federal authorities in air, water, and other pollution emissions; but it is up to each of us to respond to requests to support our environmental efforts. Prior to forecasted storms, we are regularly notified through *All Hands* to be mindful of the ground pollutants that can threaten San Diego's bay and beaches, and are asked to lend a hand in cleaning up the surrounding areas outside of our buildings to eliminate any run-off pollution.

Other pollution prevention and conservation measures we have in place include purchasing "green" or environmentally friendly products for office and industrial use, recycling, and the continual improvement upon our Energy Management System, which is based upon the International Organization for Standardization 14000 to create proactive environmental programs.

This year, our environmental efforts were recognized at the CNO and SECNAV levels; and on June 2, we will be honored with a DOD Environmental Award for Sustainability in the Industrial Installation category during ceremonies at the Pentagon. The award reaffirms our solid procedures and abilities to identify, evaluate, and implement programs that surpass established environmental standards.

We are on the right track. But as our workload expands through commercial service agreements with industry, the demand on our environmental programs will require that all of us find, and recommend, new ways to increase the efficient use of our resources to ensure that the North Island environment remains suitable not only for those of us who work here, but for all residents of San Diego County.

FRED MELNICK
Captain, U.S. Navy
Commanding Officer

FRCSW CO to Hold Video Tailgate

Fleet Readiness Center Southwest Commanding Officer Capt. Fred Melnick will address FRCSW personnel in May via the closed-circuit television system on channel 14.

Questions for the Skipper maybe be submitted by contacting the Public Affairs office at:

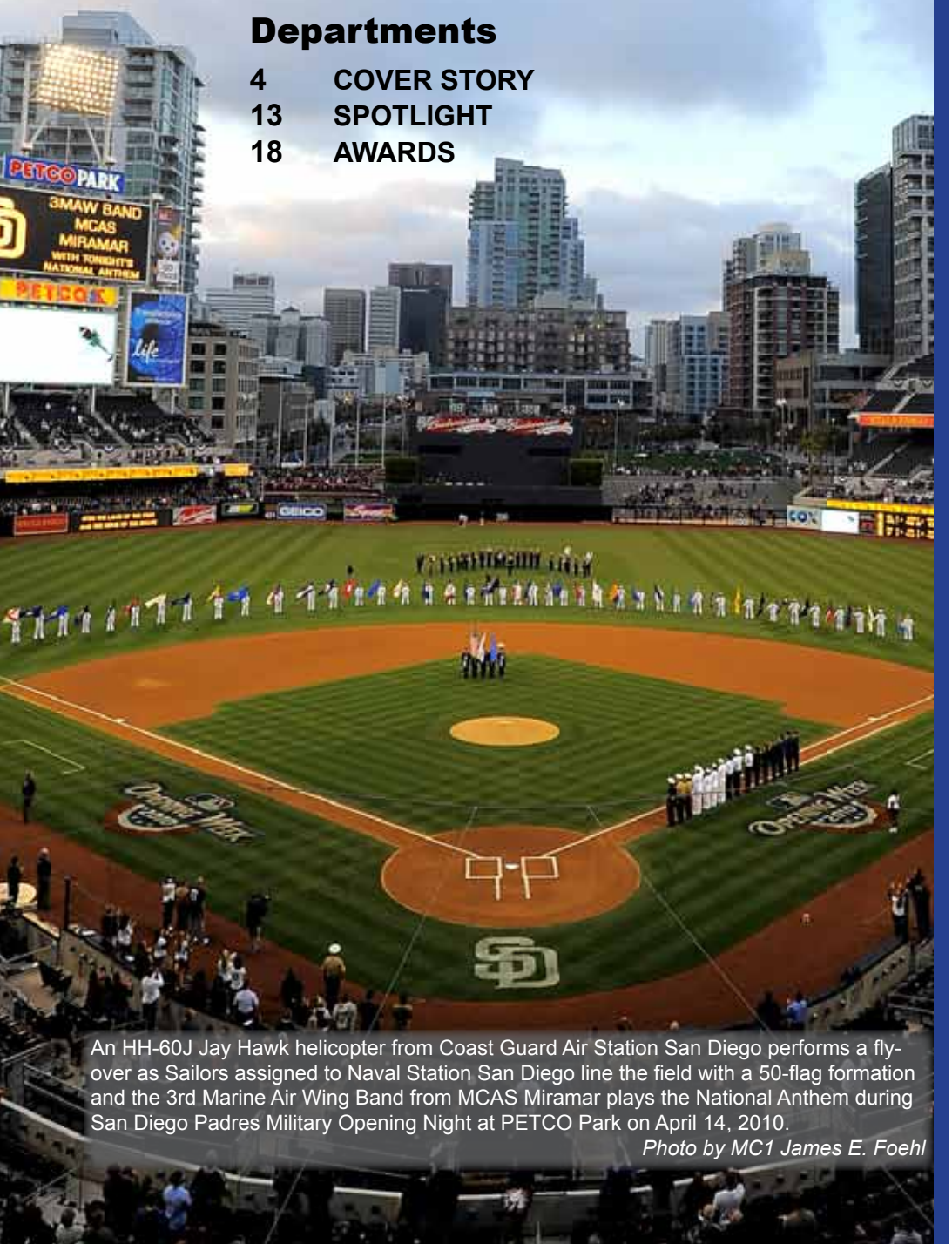
FRCSW_PAO@navy.mil.

FRCSW ALMANAC

March - April 2010

Features

Departments



An HH-60J Jay Hawk helicopter from Coast Guard Air Station San Diego performs a fly-over as Sailors assigned to Naval Station San Diego line the field with a 50-flag formation and the 3rd Marine Air Wing Band from MCAS Miramar plays the National Anthem during San Diego Padres Military Opening Night at PETCO Park on April 14, 2010.

Photo by MC1 James E. Foehl

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

FRCSW ALMANAC

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About the Cover

Advanced composite fabricator and FRCSW Blue team captain Renee Eller conveys aileron rigging checks to judges as aircraft mechanic Leo Asis performs the task during the Aircraft Maintenance Society's 3rd Annual Maintenance Skills Competition *Photo by Jack Braun*

Production controller Roger Smith represents FRCSW in the safety wiring event.

(Above) AE2 Cesar Torres-Medrano, right, runs air through a pneumatic pump while Gold team captain AM2 Kelly Valdez inspects for leaks during the rigid hydraulic line event.

(Below) Avionics technician Jeff Glover, left, and AE2 Cesar Torres-Medrano compete in the hydraulic pump removal and installation event of a Pratt and Whitney JT8D turbine jet engine.

FRCSW Teams Finish High in Maintenance Skills Competition

By Jim Markle
Photos by AMC Steve Flemens and Jack Braun

Two teams from Fleet Readiness Center Southwest (FRCSW) placed a strong showing in the Aircraft Maintenance Professionals Society (AMPS) 3rd Annual Maintenance Skills Competition March 16-18 in Las Vegas, Nev.

The AMPS promotes the craft of professional aircraft maintenance technicians, and opens the competition to student, licensed airframes, and power plant mechanics and military personnel.

This is the second consecutive year FRCSW has participated in the AMPS competition, and FRCSW was the only Navy command to participate in the event.

FRCSW's Blue and Gold teams captured second and third places, respectively, in the competition's military category, and finished third and seventh, respectively, in the overall event.

AM2 Tony Breidenbaugh flares a number four hydraulic line during the rigid hydraulic line event.

"The competition is now global, meaning there were teams from Australia and China, and there were a total of 25 teams this year," said Chief Aviation Structural Mechanic Steve Flemens, who served as an alternate and handled FRCSW's logistics and teams training for the event.

Flemens said that the competition was divided into five categories: commercial and general aviation; schools; maintenance, repair, and overhaul; and military.

Southwest Airlines was the top overall finisher and captured the first spot in the commercial category; the Aviation Institute of Maintenance Schools from Atlanta, Ga., finished first in the schools category; and Continental Airlines took first place in the MRO category. *(Continued on page 14)*

The FRCSW Blue and Gold teams finished third and seventh, respectively, in a field of 25 teams. Pictured is the Blue team (foreground, from left) AT2 Jeremiah Watson, AM2 Tony Breidenbaugh, avionics technician Travis Boecker, team captain advanced composite fabricator Renee Eller, and aircraft mechanic Leo Asis. The Gold team (from left) team captain AM2 Kelly Valdez, production controller Roger Smith, AE2 Bryan Martinez, AM2 Cesar Torres-Medrano, and avionics technician Jeff Glover.

FRCSW Captures DOD 2010 Environmental Award

By Jim Markle

In recognition of its consistent and effective environmental operations, Fleet Readiness Center Southwest (FRCSW) was chosen by the Department of Defense (DOD) to receive the 2010 Environmental Award in the Sustainability - Industrial Installation category.

The award announcement was made through a DOD news release April 13. Thirty-four installations from all four branches of the armed services competed in nine categories.

Representing the Navy, FRCSW competed against Marine Corps Air Station at Cherry Point, N.C., Letterkenny Army Depot in Pa., and Defense Supply Center Columbus, Ohio, in the final Sustainability - Industrial Installation category.

"Organizations like ours (FRCSW) used to strictly concentrate on conforming to the law. That's called compliance. And in that regard there are environmental, safety, and other related compliance laws. But as organizations mature, they strive to exceed compliance. That effort evolves into what we call sustainability," said environmental engineer Mark Weir of the FRCSW Environmental Program Office (EPO).

With a staff of 13, the FRCSW EPO is a branch of the Industrial Compliance Operations Department (ICOD) and handles the command's environmental programs ensuring that local, state, and federal regulatory requirements are met.

FRCSW's environmental efforts are guided and based upon the International Organization for Standardization (ISO) 14001, a framework of 17 environmental management elements designed to work in concert with an organization's management processes.

(Continued on page 15)

Lucy Sapien, Fleet Readiness Center Southwest energy and water conservation manager (left), and building maintenance manager Lenny Romano review a lighting chart of the command's Building 94 hangar. Lighting installers from Progressive Lighting and Energy Solutions, pictured in the background, prepare to replace 1,000 watt high intensity discharge lamps with four-foot 300 watt fluorescent lamps. *Photo by Joe Feliciano*

FRCSW Preparing to Service Seahawk Common Cockpit

By Jim Markle

Fleet Readiness Center Southwest (FRCSW) is well on its way to servicing the common cockpit (CC) avionics of the MH-60R and MH-60S multi-mission Seahawk helicopter.

The command was selected by the Navy last year as the sole facility to maintain and repair the 11 CC components of the two helicopter platforms, and is adapting more than 2,000 square feet in Building 463 to accommodate the first two phases of the new workload.

"The first contract to purchase equipment was established in June 2009. It's a 16-month contract. We'll buy duplicate test equipment of the original equipment manufacturers (OEM) and get training from them to learn their procedures," said Steve Manganelli, engineering supervisor of the project.

"Some of the equipment has been delivered, and we've had some of the training, and we've used their procedures. At this point, we're about 40 percent through vetting the whole process," Manganelli added.

The first phase CC OEMs are Lockheed Martin Mission Systems and Sensors Telephonics Corporation, which specializes in communication systems technology and manufactures three of the 11 avionic systems.

"We'll get some of the broken avionic units to repair on our new equipment to prove we get the same results as the OEM, and declare ourselves capable. We'll be a performance based logistics (PBL) partner with them (OEMs) for the repairs. They'll supply us the parts, test data and support for mutual success," Manganelli stated.

Electronics engineering technician Tom Sablin noted that artisan training on OEM procedures and equipment are key to FRCSW achieving depot capability on the CC avionics systems. He said a total of eight artisans will be trained.

"We've recently been trained on two of the 11 systems: the mission computer and the flight management computer. Three more are part of this first phase: the audio management computer, relay assembly, and the communications system controller," Manganelli said. "We're training on those at Telephonics in Long Island, NY, and by October 30 we'll be working on all five of the systems. In a few more years, we'll be handling the remaining six."

Electronics mechanic Bill Thayer said that the second phase will include the avionic systems of the CC multi-functional display and smart avionics multi-functional display. The displays integrate all flight information into an optical format on the pilot and co-pilot instrument panels.

"Displays are high maintenance items because they have glass that gets scratched and push buttons and knobs that wear out," Sablan added.

Using newly installed state-of-the-art equipment, artisans will test and repair the weapons replaceable assemblies, or boxes that contain shop replaceable assemblies (SRA), or circuit cards, of the CC components, Manganelli said.

A surface mount rework station will improve the procedures of removing circuit card chips or components.

A selective solder and rework station streamlines the removal of circuit card connectors or older chips. The cards typically have seven to 14 layers; with only two visible layers.

"This station enables us to line the board upside down to melt all of the holes or solder on the card at once, instead of manually de-soldering each hole and risking damage to the board's eyelets," Sablan said.

"There's also less potential damage to the board because the procedure is done at a lower temperature --- about 550 degrees, whereas a soldering iron is at least 650 degrees," Thayer noted.

Other equipment includes an x-ray machine that will be used to verify repairs to circuit card connections and their layers; a solder paste dispensing machine which evenly applies solder paste before the rework station melts down new chips to circuit cards; and a high-powered microscope inspection station to view the visible layers of circuit cards.

Future first phase equipment purchases include automated test equipment to troubleshoot the Seahawk audio management computer SRAs, and testers for the relay assembly, audio management computer, and communications system controller. Also, a heater and refrigeration unit will be used to simulate the extreme temperatures avionic components are exposed to in flight.

"Approximately 275 CC have been installed in the MH-60 R and S Seahawks. Overall, about 550 R and S models will have the CC, and production is about 60 percent finished. Six North Island squadrons have already transitioned to the SH-60S platforms, and two to the MH-60R," Manganelli said.

FRCSW QA Teams Target Foreign Object Debris

By Jim Markle, Photos by Joe Feliciano

Foreign object debris (FOD), or any errant material that may prove harmful to an aircraft engine or its components, cost the global aerospace industry more than $3.9 billion annually, according to National Aerospace FOD Prevention, Inc.

"The most serious damage that I had seen caused by FOD was the engine implosion of a new F/A-18 E/F Hornet at Naval Air Station Lemoore," stated quality assurance (QA) representative Frank Martinez.

"Somehow, an engine door in the front of the aircraft opened while the plane was in flight, forcing the 'Remove Before Flight' locking pins into the engine's intake. The pins also caused significant damage to the back end of a stabilizer," Martinez said. "That's why mandatory quality verification is required by a QA on all doors, panels, repairs, sheet metal, rivets, and structural modifications."

Eliminating FOD is a priority among QAs, Martinez said. "I'll often hold presentations with staff at off-site locations to let them know what we are looking for, what we are trying to incorporate, and how to make sure there are no FOD mishaps so people stay safe," Martinez said.

"For example, when artisans complete an assignment, we ask they observe the '18-inch rule,' meaning they inspect within that diameter of a performed task to eliminate any potential FOD. Moves like this can help avoid a catastrophic event," he said.

Assigned to the Fleet Readiness Center Southwest (FRCSW) Industrial Quality Department, Martinez also handles assignments through the command's Voyage Repair Team.

For the past five years, he has served as one of four QAs who work 90-day rotational assignments inspecting aircraft at FRCSW sites Yuma, El Centro, and China Lake; Naval Air Stations Fallon, Nev., Whidbey Island; and Fort Worth, Joint Reserve Base at Carswell, Texas.

QA teams are also deployed throughout the fleet to Indonesia, Japan, Italy, and Spain.

Flight test line personnel conduct a visual FOD inspection. During November 2009, more than 120 pieces of FOD were identified and removed from the test line.

Samples of foreign object debris (FOD) collected from the FRCSW flight test line at NAS North Island.

FRCSW quality assurance representative Frank Martinez inspects an AV-8B Harrier aircraft at FRCSW Site Yuma aboard Marine Corp Air Station Yuma. *(Courtesy photo)*

"Ever since I joined the non-destructive inspection (NDI) program around 1980, I've traveled. My family knew this was part of the job. But back then, the assignments that required traveling were not that long. We'd go as a support group and stay a few days and then come home," Martinez said.

Just as NDI artisans must hold depot-level certifications in their inspection methods, QA representatives must be depot-level certified with the airframes they inspect.

In addition to containing FOD, QAs perform audits, monitor and check certifications of artisans, and act as liaisons to the squadrons who are their customers. They also review in-service repairs and perform preventive maintenance interval inspections that address electrical, sheet metal, and mechanical issues.

FRCSW performs more than 400 aircraft component inspections monthly, and 1,500 to 2,000 quality requirement inspections on aircraft annually, Martinez said.

"The command is required to be in compliance with a number of instructions including the OPNAVINST 4790 (Joint Depot Maintenance Program), QA manual, tool control instructions, and FOD control instructions," Martinez noted.

"Everybody holds a responsibility to ensure that we are in compliance with the inspections of FOD and tool control. We need to communicate daily to the artisans that their accountability is paramount to our success, to hold FOD walks, and to make and be open to improvements to lessen the chance of failure. Pilots are depending on our quality," Martinez said.

FRCSW Providing Helping Hands to Community Youth Programs

AT2 Katie Munoz, FRCSW avionics electrician, assists Savannah from Perkins Elementary School with her math journal. The school allows FRCSW personnel into the classrooms in an effort to help the children learn and to inspire them to achieve greater things in life.

Photos by Joe Feliciano

FRCSW / NAVAIR engineers, Amado Ailes and Jennifer Hickman, assist fifth grade students with their experimental rocket designs. The community outreach program was held on March 11 at Hancock Elementary School.

The Eastlake High School team *(number 2543)*, assisted by FRCSW / NAVAIR engineering personnel, ranked number one overall in the robotics competition held on March 5 at the San Diego Sports Arena. The team also won the special Coopertition award for displaying unique kindness and respect in the face of fierce competition.

FRCSW / NAVAIR chemist, Paul Johnson *(kneeling)*, works with Michelle (age 10) on the launch of her rocket as others look on. The community outreach program was held at Hancock Elementary School on March 11.

FRCSW / NAVAIR aerospace engineers, Alberto Buenaventura *(front left)* and Daniel Nguyen *(throwing plane)* show Farb Middle School students how to land a plane on a makeshift aircraft carrier during the outreach program session in Bldg. 94 at FRCSW.

FRCSW Captures Gold in 2009 CAPE Awards

By Jim Markle

Fleet Readiness Center Southwest (FRCSW) was recognized for its selection as the single, Gold-level recipient of the 2009 California Award for Performance Excellence (CAPE) from the California Council for Excellence March 18 in Newport Beach, Calif.

The CAPE Award is based upon the Malcolm Baldrige National Quality Program, and is given to companies and organizations that demonstrate quality programs and best-in-class performance in several key business areas.

The Malcolm Baldrige National Quality Program and Award were named after the U.S. Secretary of Commerce (1981-1987) and established by Congress in 1987 to promote quality awareness within U.S. businesses and organizations. It is the only award program to have the President of the United States seal of approval, and is the highest honor within the realm of performance excellence.

"The CAPE award is not only an affirmation, but a confidence builder that we are going in the right direction, and doing those things that we need to do to stay on top," said FRCSW Commanding Officer Capt. Fred Melnick.

Thirty-three of California's leading organizations from business, healthcare, education, manufacturing, service, and non-profit were recognized with CAPE Awards.

FRCSW earned the Gold-level for superior performance in targeted areas of business including leadership, strategy planning, customer and workforce focus, measurement analysis, knowledge management, and processes and results in providing maintenance, repair, and overhaul services to Navy and Marine Corps aircraft.

Since the 1990s, the command had achieved the Silver-level category five times, according to Kevin Suarez, deputy director of the Industrial Business Operations Department.

"We've been on the CAPE journey for about 10 years. When we look back, whether it was an inspection or an evolution, we either did poorly, or if we did well, it was extremely difficult to do. Then the next year when we had to do that evolution, it was just as hard, or it was the same things we had to fix: There was no gain or progression," Capt. Melnick said during his keynote speech at the awards conference.

"When we looked at everything we were doing -- mulling through inspections and processes -- the underlying issue was a lack of systematic approaches to manage and improve our organization. The Baldrige criteria gave us guidance to that systematic approach," Melnick said.

Using the Baldrige criteria as a model, the command's senior leadership was tasked with identifying the key areas of management functions essential to organizational success.

From this assignment, the FRCSW Integrated Leadership and Management System was formed to introduce systematic improvement measures within 10 aspects of the command's management structure including communication, action planning and customer relationships.

"We had a lot of process improvement throughout the plant, but they were not integrated in anyway, so they were short-lived. This is where we came up with our process system of IDEALS, or Identify, Design, Analyze, Learn, Share, and Sustain," Melnick said.

Promoting the sharing of best practices, the IDEALS approach served as a catalyst and means to quality programs throughout all competencies within the command.

Baldrige criteria also led to aligning programs and their performance metrics to the command's strategic objectives, mission, and vision.

"We did this by committing to an organizational cascading balanced score card from the lower levels all the way up to the most senior level of the organization," Melnick stated, "That promotes real success. When you create integration you have a successful organization because it's aligned with what everybody is doing."

"The Baldrige program is more than an awards program. It's a way in which you do business. If the questions on each of the six categories, and the seventh category being results, are applied as to how you develop business, measure business, and how you do business, it becomes a way of life. So, you're not doing a Baldrige or CAPE program, you're really using the Baldrige criteria as your business plan," Melnick said.

FRCSW Solves MH-60 Launch Rack/ Cargo Hook Assembly Problem

By Jim Markle

The artisans and engineers assigned to Fleet Readiness Center Southwest (FRCSW) often create innovative solutions to resolve maintenance and repair issues of the MH-60 multi-purpose Seahawk helicopters they service.

In February, their expertise was called upon by Helicopter Sea Combat Squadron 85 (HSC-85) to handle a unique problem: how to prevent recurring damage to the cargo hook assembly of an MH-60 used in supporting a Mark (MK) 146 MOD 1 launch system.

"The launch rack, which never hits the water, carries a Mark (MK) 30 Anti-Submarine Warfare (ASW) training target system, and is supported about 20 feet below the helo," explained MH-60 site manager Victor Brambila.

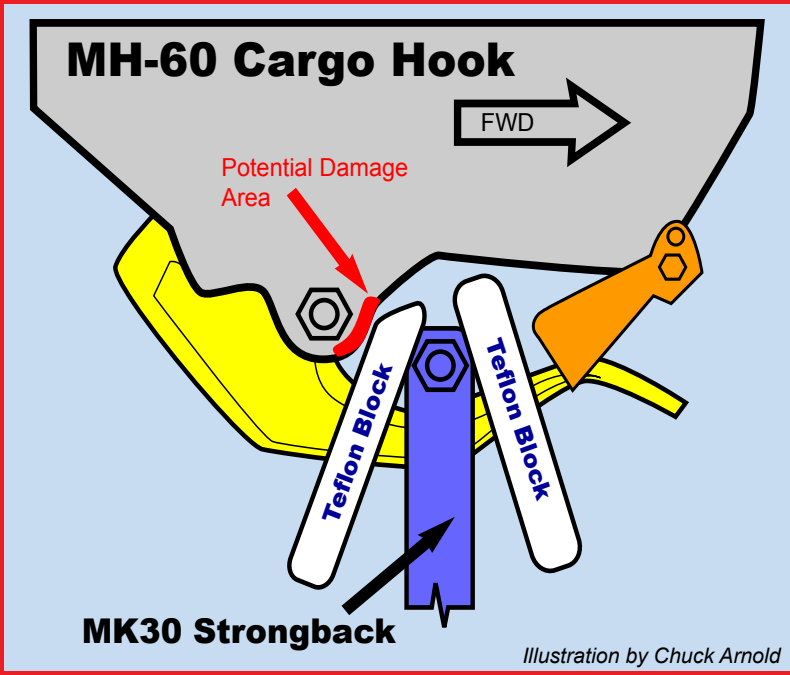


Illustration by Chuck Arnold

"As the launch system was being towed, the cargo hook assembly was being damaged by the MK 30 launch adapter. The damage that was being incurred during each flight required replacement of the cargo hook assembly. Each cargo hook replacement was costing the squadron $8,600," Brambila said. "This severely impacted the training mission of all ASW platforms in the Southern California operating area."

To prevent the damage and replacement costs, HSC-85 initially contacted Naval Sea Systems Command (NAVSEA) who proposed a rubber pad to protect the hook and side plate lugs. The rubber pads failed after two MK 30 launches.

"They (HSC-85) contacted In-Service Support Center. On-site H-60 structures engineer Rodney Madsen developed a design solution using two plates manufactured out of Teflon," Brambila said.

Using a piece of Teflon 0.648 inches thick, Madsen modified the NAVSEA rubber pad dimensions to 5.5 inches by 4 inches wide. FRCSW artisans working with Madsen's design created a prototype.

"The plates are designed only for towing the launch rack, and won't be used for any other cargo," Brambila stated.

"Lanyards hold the plates in place; so if one slips off the hook, there's a safety feature to make sure it doesn't fall off the aircraft," noted Greg Zulim, MH-60 shop supervisor for disassembly.

"It took us one week from the initial identification of the problem to resolve this issue," Brambila added.

County Supervisor Greg Cox Visits FRCSW

By Mike Furlano

On March 29, San Diego County Supervisor Greg Cox of the first district visited Fleet Readiness Center Southwest (FRCSW) to better understand the relationship between the command and the San Diego community.

Plant leadership gave him a full command overview as well as a tour of industrial facilities.

A strong supporter for the protection of coastal watersheds and beaches, he was impressed with the environmental efforts currently being made at FRCSW.

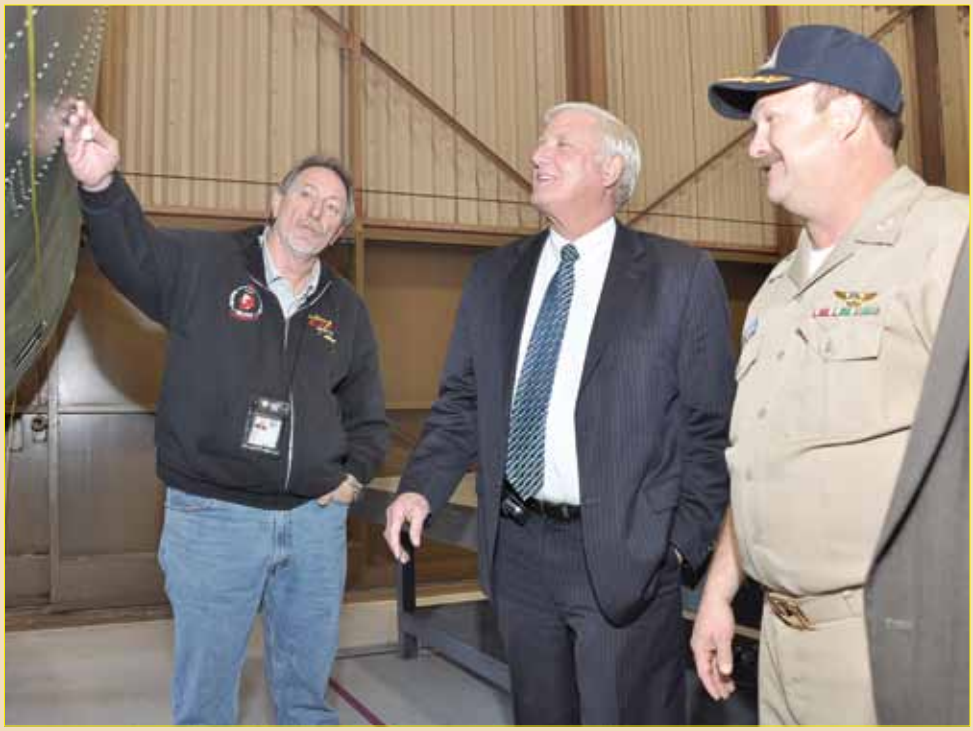
"It was nice to see Supervisor Cox acknowledge our hard work and accomplishments in preserving the environment – especially since the county is in charge of the air quality inspectors." – FRCSW Plant Manager, Bill Reschke.

Supporting the work performed by FRCSW employees, Supervisor Cox has issued an endorsement letter for future UAV workload that may come to the plant.

He also acknowledged the command's efforts to alleviate some of the commuting concerns presented by having the counties largest aerospace employer located in close proximity to the City of Coronado.

Cox represents more than 640,000 people of the first district, which extends from the Pacific Ocean in the west to the Otay San Miguel Mountains in the east. Included are the City of Coronado, North Island, and FRCSW.

The San Diego County board of supervisors meets every Tuesday and Wednesday at 9 a.m. in the county administration building located at 1600 Pacific Highway.



Mr. David Lindsay *(left)*, E-2/C-2 Production Control Supervisor and production war room manager discusses the repair of an E-2 Hawkeye in Building 460 with Greg Cox, San Diego County Supervisor, and Capt. John Smajdek, FRCSW Executive Officer, during a tour of industrial facilities on March 29, 2010.

Photo by Joe Feliciano

AMT Competition *– (continued from page 5)*

In the military category, the U.S. Air Force (USAF) McChord team from Washington State finished first in a field that included FRCSW, three other USAF teams, and one team from the U.S. Coast Guard.

"The Air Force's four teams were essentially the same teams they had last year. The team from McGuire Air Force Base (in New Jersey) was our number one competition because they took first place last year in the military category. We actually out did them this year --- they finished in fifth place," Flemens said.

Formed in January, the integrated FRCSW teams were comprised of five Sailors and five artisans; each team with five members. Advanced composite fabricator Renee Eller served as Blue team captain, and AM2 Kelly Valdez as Gold team captain.

"These teams truly displayed what FRCSW is really about along the lines of diversity and integration. With the exception of the Chinese team, we were the only team that had a female member. And our Air Force and Coast Guard counterparts were awed by the fact that we submitted teams with an integration mindset of having active duty military and DOD employees working together," Flemens said.

"We sent out email requests for volunteers from every line: E2/C2, F/A-18, H60, and H53 along with the entire military side of the house. We took the listing of names with a brief description of their qualifications and went through an administrative-like interview to determine who was best qualified to represent the command, and who would be the most compatible with what we were trying to achieve with the maintenance skills competition," Flemens said. *(continued on next page)*

The competition was comprised of 12 maintenance events over the three-day period. Tasks were assigned to one technician per team, and scoring was based upon time completed with a 20-minute limit. Teams were penalized (time added to the total final score) for safety infractions, maintenance infractions, or missed procedures.

Two team events, featuring all five members simultaneously, were also held: The first was a Boeing DC-10 hydraulic pump installation/removal and tachometer inspection event which was allocated the most time at 40 minutes, and the second was the Gulfstream IV private jet main landing wheel and brake assembly event, which was allocated the shortest completion time at 15 minutes.

"In 2009, we had to remove the wheel assembly from a supporting floor stand, inspect the brake and install the wheel back on. This year we had to completely remove the wheel and the brake assembly, inspect the line, brakes, and the connections and reinstall everything. It was the same event and time allocated, just more in depth," Flemens said.

Other events included electrical and avionics troubleshooting events, safety wiring, flight control rigging, technical publications research, and a written test on the life and work of Charles E. Taylor, who designed and built the first engine used by the Wright brothers.

Flemens said that the Air Force introduced a hydraulic line event this year which challenged technicians to locate a failure, manufacture a repair, and re-install and test the system. FRCSW introduced an advanced composite repair event.

"We (FRCSW) took fist and second in composite repair; both of our teams finished in negative time frames. The Blue team finished seven minutes and 45 seconds under the allotted time, and the Gold, six minutes and 12 seconds under," Flemens said.

"Within the AMT Society we have a rivalry going on. I'm sure that next year McGuire AFB will want to retake the ground that they'd lost, and I'm sure the Coast Guard will step up their preparations for next year. Their team was picked from all over the country and didn't even meet each other until that Monday morning. So, they were at a great disadvantage," Flemens said.

USAF McChord completed the overall competition in 279 minutes and 48 seconds. FRCSW's Blue team finished in 294 minutes and 17 seconds; while the Gold team finished in 342 minutes and 11 seconds.

Environmental Award – *(continued from page 6)*

The EPO established an Environmental Management System (EMS) in 1999 when the command became the first federal facility to register to the ISO 14001 standard.

Facilities registered to the ISO 14001 are regularly audited to monitor and document environmental improvements and performance.

After nearly 11 years, ISO 14001 auditors from "QMI" determined that the EMS of FRCSW had achieved full performance to the standard — a significant measure of sustainability.

To achieve the best possible results and to ensure its EMS consistently operates as intended, FRCSW augments the QMI external audits with internal audit "sorties" of its own, targeting a single department at a time.

Audit sorties began three years ago and are performed by EMS manager Richard Pfieffer, and a contracted second party auditor.

"Audit sorties are performed once a week. We'll pick a shop and look at how well they are conforming to the 17 elements of the ISO 14001. Then we generate an audit report and document any non-conformances," said deputy director for ICOD Michele Marien.

"Typically, we don't have a lot of non-conformance issues, but we'll have a lot of 'opportunities for improvement,' which means conformance to the standard, but that there are better ways to meet that requirement," Marien said.

"Rich (Pfieffer) acts as a liaison through the different shops that are assigned different tasks, but in terms of environmental issues it's all the same requirement. The idea is to take the procedures that work best and spread them around. It's another way to build continuous improvement," Marien added.

During fiscal year (FY) 2009, FRCSW continued to garnish improvement in environmental stewardship and financial performance.

Costs for the command's environmental programs were 16 percent less than those of FY 2008.

The command's environmental stewardship program received no notices of violation or non-conformance during FY 2008-2009.

Further, FRCSW reduced its water consumption by 10 percent, industrial waste water by 18 percent, and hazardous waste was reduced by seven percent.

By streamlining and consolidating its waste collection and disposal procedures during FY 2009, the command reduced waste disposal by 50,000 pounds annually.

FRCSW projects targeting energy reduction in FY 2010 include high bay lighting replacements throughout the command which will save an estimated $160,000; heating, air conditioning and ventilation upgrades that will reduce energy consumption by approximately $600,000; and reducing air pollutant emissions by two tons per year through substituting ingredients currently used in paint stripping tanks.

"Our environmental achievements and selection to receive the DOD 2010 Environmental Award is a direct reflection on the culture of this command. It's a culture of innovation and continuous improvement that constantly strives to achieve the best results possible," Marien said.

The DOD award presentations will be made in a ceremony at the Pentagon Center Courtyard in Washington, D.C., on June 2.

FRCSW, DLA, NAVICP Work to Improve Service to the Fleet

By Mike Furlano

Creating and repairing more than 35,000 unique components used on Navy and Marine Corps tactical and support aircraft makes the Fleet Readiness Center Southwest (FRCSW) components program a critical part of the Navy-wide supply system.

To enhance its service to the supply system, the FRCSW production team is improving its already successful relationship between the Naval Inventory Control Point (NAVICP), North Island Defense Logistic Agency (DLA), and FRCSW.

A ground-breaking performance based agreement (PBA), signed on January 7, 2010, unites the three organizations in an effort to raise customer satisfaction and provide better service to the fleet.

The template for the PBA is based upon one currently in use between Fleet Readiness Center Southeast (FRCSE) and NAVICP. It includes performance metrics that will enhance NAVICP's repair of organic repairables under Navy Enterprise Resource Planning 1.1.

"The agreement provides quality, financial, total operating cost and turnaround time measures. It also requires recurring meetings to evaluate established metrics and a joint NAVICP-FRCSW lean six sigma event." – FRCSW production director Dustan Sandoval

The NAVICP level schedule workload is the largest share of the FRCSW components program, bringing in more than $100 million in revenue per year, and is the portion most affected by the agreement, Sandoval said.

The PBA calls for specific reductions in aged component work at FRCSW by requiring that the measurements outlined are reached on a scheduled basis.

Measurements that are required to be met by October 1, 2010, include a 10 percent decrease in fleet backorders and overdue work in process; a 10 percent increase in on-time delivery with the goal of being 100 percent on time; and a reduction in the gap between components that are in material delay and the material that is actually on order.

FRCSW, DLA, and NAVICP will meet on a quarterly basis to verify that all statistical indicators are trending in the proper direction.

"Strengthening the partnership between DLA, FRCSW, and NAVICP and getting everyone pulling in the same direction is the key to the success of this agreement." – Cmdr. Edmond Gawaran, commander, DLA North Island, Site FRCSW

FRCSW Commanding Officer Capt. Fred Melnick and NAVICP Operations Director Capt. Timothy J. O'Brien sign a performance based agreement between FRCSW and NAVICP on January 7, 2010, in Philadelphia.

Photo by Selicia Russo

One of the most important aspects of the PBA is the ability of NAVICP, DLA, and FRCSW to develop better forecasting models for future material needs. The action should result in a reduction of the overall cost and amount of time it takes for FRCSW artisans to create and repair the components needed by the fleet and Marine Corps.

Improved forecasting and a reduction in turn-around times will enhance customer satisfaction, which is the primary goal of the PBA.

"Based upon our ability to perform like we can, this agreement should result in increased workload as a secondary benefit" – FRCSW production director Dustan Sandoval

Improved customer satisfaction will create a tangible secondary benefit of increasing the workload for the FRCSW components program. In recent years, the components program experienced a drop in workload primarily due to the fleet removal of the F-14 Tomcat fighter aircraft and the multi-mission S-3 Viking aircraft, Sandoval stated.

As future contracts with NAVICP come up for review, the improved relationship, coupled with FRCSW's ability to "perform like we can," should highlight the command's ability to serve the Navy-wide supply system, increase workload, and directly improve readiness to fleet aviation customers, added Sandoval.

Additionally, the PBA will improve the collection of benchmarking data which can be submitted to award programs such as the Malcolm Baldrige and the California Award for Performance Excellence (CAPE).

These award programs not only help to distinguish FRCSW as the premier maintenance, repair, and overhaul (MRO) facility on the west coast, but also enable the command to measure itself against what the original equipment manufacturers (OEM's) are doing, giving FRCSW a benchmark to judge future success.

Can't Stand the Heat? Stay Out of This Shop!

By Jim Markle

Reworking the metallic and structural components of aircraft that have sustained hard landing, fire, or similar damage is a primary task of the Fleet Readiness Center Southwest (FRCSW) heat treat shop in Building 472.

"The heat treat process heats a metal to a certain degree to gain a specified hardness. To repair a damaged wing of an F/A-18, for example, the skins are removed and we'll heat treat the wing's ribs and frame work, and straighten them to the original specifications," said heat treater Ross Kirk.

Heat treat shop production supervisor Harris Aldridge said the shop's four artisans primarily work with aluminum, but also process steel and titanium components of the airframes serviced by FRCSW.

The shop also handles non-aircraft items including tooling and ground support equipment.

"Titanium is the most difficult metal we process, and aluminum is the easiest. The harder and thicker the metal, the more difficult it can be to work with," Aldridge noted.

The shop receives much of its work from the command's manufacturing department, and confers with engineering on non-routine structural repairs and issues.

Other customers include foreign militaries from the United Kingdom, Spain, and the Middle East, Kirk said.

The heat treating process begins with a series of hardness tests and readings to determine the degree of damage to the part. The shop uses 19 computer-controlled furnaces or ovens that deliver varying levels of heat. The method of heat treating depends on the metal.

"We have three types of equipment that deliver various levels of heat: furnaces that are high temperature; salt bath at medium heat; and medium that we do tempering and solution heat treating," Kirk said.

"Salt bath is a quenching or cooling down process where the metal is cooled to a certain degree at a rapid temperature. This procedure is primarily used on aluminums," Aldridge stated.

Solution heat treating places the metal at a high temperature for a specific amount of time then quenches it in oil, water, or air which develops the metal's hardness.

To keep metals from becoming too brittle, artisans use a heat treating procedure called "annealing."

"If a metal is too soft, the artisans will harden it up; but if the metal is too rigid, they may have to make a new part. As aircraft get older, more and more of the parts require heat treating for making the metals harder," Aldridge said.

To treat the components of newer aircraft, the shop is updating its drop bottom oven. Metals are placed in baskets or on a grid, and are positioned under the oven and attached to a lift mechanism. The baskets or grid are lifted into a chamber and the doors, located on the bottom, are closed as the heat treating begins. At a set time, the doors open and the materials are lowered into a waiting quench tank.

"We have an older version of the drop bottom oven, but it's not as efficient as the newer models. It was sufficient for the older aircraft parts that we work on, but as we start getting into the modern F/A-18, a lot of the parts that are remanufactured call for a different process," Aldridge said.

The heat treat shop handles approximately 25 items per day, and is the only naval facility of its kind on the West Coast.

Awards Applause

Retirements

Efren Ballestamon
Bruce Beesley
Craig Bonny
Daniel Borja
James Coleman
Michael Collins
Howard Dartiest
James Davis
Robert Emmerich
John Estrada
Stephen Gardner
James Hansen
Michael Harris
Richard Hogan
John King
Gregory Kohlbrand
Allan Kozakiewicz
John Mason
John Merino
Dennis Moniz
Diane Moore
Terry Moran
Norman Morgan
Blaine Moore
Gladys Moore
Richard Morris
Reynaldo Navarro
Elizabeth Padgham
Roy Parkhurst
Benjamin Pizarro
Sylvia Reyes
James Richards
Juanita Robles
Eddie Simmons
Andrew Simon
John Sytich
Curtis Vanatta
Jerry Walker
Henderson Watts
Ronald White
Kenneth Wilson
William Wilson
Brent Wolf
Loretta Qualls

Promotions

Lorie Affeldt
Francis Asuncion
Melina Baray
Tomas Barber
Felix Benedictos III
Gilbert Benitz
William Bridges
James Cady
Encarnacion Cirignano
Carina Degenkolb
Teddy Dial
Nelson Donado
Joseph Ellis
Earl Frazier
Pedro Fuentes
Vincent Garcia
Arturo Go
Daniel Gogue
Norman Gomes
Jorge Lopez-Gutierrez
David Heck
Tracy Hunt
David Johnson
Michael Kane
Ryan Kane
Christopher Lacroix
Tuan Le
Brittney Levalley
Larry Lewis
Sarah Lott
Dalmacio Maltezo
Joaquin Mason
Justin Massey
Thomas McGovern
William Melton
Jon Mercurio
Daniel Nguyen
Jay Noblin
Jason Palmer
Chris Panganiban
Dung Pham
John Refoy
Terri Reynolds
Brian Rice
Robert Richardson
Carmen Ricoschlegel
Kenneth Robertson
James Russell
Yarin Sanchez
Guillermo Sandoval
Vladimir Sinaniz
William Smith
Joseph Sorrells
Timothy Steckman
Arnaldo Taya
Michael Tena
William Thibedeau
Timothy Thompson
Jb Thurmond
Francis Tuchowski
Ruben Valdez
Tanya Valenzuela
Thea vargas
Aaron Von Vivar
Alice Wesley
Ashley Young
Kyle Zust

Years of Service

5 Years

Richard Brown
Inthavong Khounborine
Martyn McKay
Constancio Neri
Loc Pham
Truce Tran
Daniel Vera

10 Years

Benjamin Delacruz
Denton Labar
Remigio Ravalo

15 Years

Joseph Biederman
Rasil Parcon

20 Years

Nelson Baylon
Daisy Duong
Lennie Gatpandan
Richard Geith
Patrick Mislivec
Chris White

25 Years

Gayle Baugher
Rodney Belle
Deborah Buchta
Steven Coffey
Dennis Crowley
Stevie Dunson
James Ellington
Eugene Ellis
David Florez
George Foster
Ambrosio Garcia
Arsenio Gimenez
Roger Koza
Isaac Llamas
Roger Maury
Kirkland Myles
Howard Pippen
Mark Poblete
John Refoy
David Statham
John Tran
Thomas Wallis
Eric Wilson

30 Years

Randy Burkhard
Harlan Crowe
Andrew Ortiz
James Smith
Ismael Viramontes

35 Years

Clyde Anderson
Cameron Dollick
William Eaker
Michael Evans
Linda Galley
James Hill
Larry Hyman
John Larkin
Oscar Milla
James Murphy
Florante Nepomuceno
Elizabeth Padgham
Carl Piarulli
Virginia Roberson
Ismael Sanchez
Charles Tanner
Mark Todd
Jimmie Watson

40 Years

Lloyd Apgar
Anthony Cordero
Raymond Johnson

50 Years

Francisca Delorie

Time-Off

Arsenio Ginmenez
Joseph Wright

Productivity Recognition Award

Quarter

Travis Boecker
Ronald Buxton
Jose Campa
Isagani Delacruz
Rolando Lapuz
Benito Santos
Richard Smith
Gary Thompson
Cesar Velasco
William Villanueva

Month

Romero Almerol
Lloyd Apgar
John Bollinger
Ronald Buxton
Kennthe Caliever
Nicole Ciockiewicz
James Cook
Eduardo Crescini
Jimmy Estrada
Ramonchito Ferrer
Norman Gomes
Jakob Grant
George Houser
William Jung
Craig Kane
Kathryn Lacy
Rolando Lapuz
Robert Locke
Ian Okada
Erleen Paus
Harris Pham
Renato Rabuco
Jamie Riddle
Ernest Ross
Benito Santos
Michael Shea
Gisele Zeffaro

Special Act Award

Edgardo Abellar
David Adams
Lorie Affeldt
Joel De Alba
Richard Alvarez
Robert Amaichigh
Terry Anderson
Arseno Arce
David Arenas
Bruce Babcock
William Baez
Mary Bailey

These Fleet Readiness Center Southwest teammates earned their college degrees:

CWO3 Shawn Doyle: bachelor's degree in business administration
ADCS Gerry Polohanan: bachelor's degree in professional aeronautics
ADCS Roberto Reyes: bachelor's degree in professional aeronautics
ADC Rico Estacio: bachelor's degree in professional aeronautics
AT1 Eric Rustin: bachelor's degree in professional aeronautics
AD2 Andres Polifroni: bachelor's degree in professional aeronautics
AT2 Nathaniel Smith: bachelor's degree in technical management
AZ2 Shanika Valarie: associate's degree
AE3 Edwards Jones: associate's degree in general sciences
Melina Baray: master's of business administration in global management
Reynaldo Brito: bachelor's degree in technical management
Cindy Champagne: master's degree in executive leadership
Ray Duncan: master's degree in executive leadership
Leandro Hernandez: bachelor's degree in business management
Jason Nabors: bachelor's degree in computer engineering
Frank Snook: master's degree in executive leadership
Earle Uhrich: master's degree in human resources management
Ed Whited: master's degree in business administration

Robert Baldwin
Melina Baray
Nestor Bariuan
William Baughman
Darren Benjamin
Ro-Anne Bermio
Shanna Berry
Travis Boecker
William Bogdanski
Keith Borror
Victor Brambila
Rocky Brazil
Martha Breuer
Alejandro Briseno
Donald Brockett
Janette Burris
Kurt Butler
Jemy Caalman
August Cade
Jeff Calalay
Nora Campbell
Joseph Caoile
Charles Carrasco
Vic Castillo
Dorothy Cedillo
Alma Chaidez
Gary Clare
James Clayton
Archivald Clemente
Starley Clifford
Ronny Cobb
Steve Coffey
Jeffery Cohen
Michael Collins
Luis Colon
James Compagnon
Kenneth Cooper
Tamara Copp
Robert Crawford
Robert Cress
Dennis Crowley
Andrew Crump
Daniel Cummins
Bennett Dahlin
Richard Daniels
David Dao
Joseph Davies
Edwin Davis
Jorge Dearmas
Rick Defend
Erma Deloviar
Miguel Del Rosal
Isagani Delacruz
Megan Denton
Kenneth Dewell
Manuel Dial
Michael Dinkins
Duane Domingo
Jessica Don
Ryan Drake
Thomas Drake
Stephen Earner
Rex ellis
Robert Emmerich
Conchita Espinosa
Jimmy Estrada
Michael Evans
Christopher Eveland
Chu Fang
Lisa Faul
Florentino Feliciano
Rebecca Ferguson
Timothy Fertig
Keith Finch
Derek Foster
Robert Frasier
Jeffrey Freedman
William Freeman
Pedro Fuentes
David Fulbright
Kurt Gaenzle
David Gaipa
Henry Galvan
Felicia Garcia
Linda Garcia
Michael Garber
Brett Gardner
Adam Gergen
Gholam Ghanimati
Anthony Giles
Robert Glance
Jeffery Glover
Norman Gomes
Jesse Gomez
Dinah Goodspeed
Manuel Goulart
Khanh Ha
Michael Hall
Aaron Hansen
Peggy Happ
David Harach
Crowe Harlin
Devin Harmon
Barbara Harris
Edward Harris
Brad Hayes
Charles Haynes
Mark Heacock
Alan Helton
Cheryl Hespenhide
Albert Hewitt
Jennifer Hickman
Eric Hilderbrand
Rosemary Huerta
Tracie Huguley
Thomas Isenagle
Walter Jackson
Donald Jenkins
Jose Jimenez
Gary Johnson
Paul Johnson
Matthew Jones
Virgle Jones
Charles Kelly
Terrance Kenny
Nalani Keopuhiwa
John Kim
Paul King
Ronald King
Leslie Kinsey
Jerry Kittrell
James Klein
Donald Klempel
Barbara Knapp
Robert Kohl
George Kozlik
Miles Kurashima
Christopher Lacroix
Thanh Lai
David Lao
Ronald Laughlin
Kenneth Lavere
Rose Lecias
Stacy Leiber
Brittney Levalley
Jessica Liss
Isaac Llamas
Crisanto Lopez
Simon Lozano
Alison Lozares
Angelo Luciano
Gordon Ludden
William Ly
Gordon Lyons
Delia Maciasdil
Conrad Macy
Robert Madara
Michael Magee
Gregory Mann
John Manry
Jaime Manzano
Michele Marien
Roberto Martin
Marites Martinez
Jaimie Mata
Robert Mathers
Raymond May
Mark McCaughey
Timothy McElhinney
Sandra Wong McKellips
Robie Meeks
Danilo Mercado
Felix Mercado
Filipe Mesquita
Joe Metzendorf
John Millar
Lewis Miller
Noah Miller
Cary Mocanu
Arturo Molina
Troy Monaghan
Mario Monzon
Jonathan Moore
Timothy Moore
Ron Moten
Richard Morris
Ryan Multerer
Joseph Munz
George Nacker
Rowena Naidl
Alvin Nakao
Teresa Neal
Florante Nepomuceno
Kristen Newlan
Minh Nguyen
Triet Nguyen
Louise Nicoloff
Carlos Normandia
Mark Ohler
David Ottino
Xavier Ovando
Edward Padilla
Elizabeth Padgham
Sandra Painter
Jason Palmer
Michele Palmer
Roy Parkhurst
Kenneth Passerrelli
Richard Pfeiffer
Dung Pham
Carl Piarulli
Richard Pledger
Victor Pledger
Mark Pohlman
Brian Powell
Loretta Qualls
Aaron Rains
Ramon Ramirez
Efren Ramos
Louis Ramsey
Christine Renfro
John Rey
Robert Reynolds
James Richards
Jamie Riddle
Henry Rimoldi
Francisco Rios
Ed Roberson
Toran Robertson
William Robinette
Jo Ann Rodgers
Anubis Rodriguez
Howard Rogers
Jeoffry Ross
Ruby Ruiz
Mona Russell
Edward Salanski
Richard Sanders
Anthony Santos
Dennis Santos
Paul Santiago
Kenneth Sanzotera
Noly Sapinoso
Anthony Sardina
Bernardo Sarsoza
Paul Schlichtholz
Richard Schnerger
Jerry Schultz
Elijah Scott
Klara Sesztak
Michael Shank
Peter Sickenger
Frank Simon
Michael Smith
Roger Smith
Frank Snook
Joseph Sorells
Matthew Stanley
Robert Stensland
Stephen Swall
Robert Szuba
Michael Talton
Juan Tavarez
Tanya Tang
Michael Tena
William Thayer
William Thibedeau
Harold Thompson
Brianna Timothy
Paul Toledo
Susan Tran
Mark Trevino
David Triglia
Ronald Triska
Tim Truong
Donald Van Gundy
Mark Vanderstraeten
Renato Velunta
Merissa Venegas
Jose Villafuerte
Celestino Villalpando
Steven Wheeler
Matthew Williams
Steve Wilson
Seth Winkelman
Timothy Woods
Vicki Wright
Mark Yarrow
John Young
Michael Young
Greg Zumlin

Sick Leave is Money

Michael Albert
Joshua Alfasy
Robert Carrasco
Marcio Chinn
Jason Day
Diana Delgado
Daniel Fischer
Conor Goulding
Tedskip Guinto
Timothy Guinto
Sinh Han
Mark Heacock
Claudie Henry
Thomas Jarvis
Winston Jones
Kiet Luc
Douglas Mason
John Moloney
Rowena Naidl
Gary Nelson
Derrick Pettit
Harvey Ruhoff
Ray Santos
James Simon
Ellis Slack
John Stanley
James Yaeger
Jeffrey Yodonis
Joseph Yuzon

In Memoriam

Horace Hill, 56, President of the International Federation of Professional and Technical Engineers at Fleet Readiness Center Southwest, passed away March 4. He had been employed at FRCSW for more than 25 years. He is survived by his wife, two children, five grandchildren, two sisters and six brothers.

Commander
Fleet Readiness Centers
Code of Conduct

HONOR

(Building trust, integrity, respect, and maturity)

- **Lead from an Enterprise and service first philosophy.**
  - *Fix and standardize processes and structure so that success endures. Don't work around broken processes and misaligned structure!*
  - *Identify and understand the most important needs of all our stakeholders.*
- **Make Enterprise decisions based on rigorous analysis and a "Best Idea Wins" attitude.**
  - *Be loyal and lend full support to Enterprise decisions.*
  - *Operate with transparency to ensure understanding.*
- **Act with humility. Treat everyone with respect and dignity regardless of rank or position.**
  - *Be loyal to the absent.*
  - *Acknowledge mistakes, make it right, and move forward.*
  - *Look out for one another. Offer genuine care, concern, and support.*
  - *Be ruthless with our time. Scrutinize and stop all time-wasting activities and optimize time dedicated toward priorities.*
- **Recognize and reward excellence.**
  - *Expect success and celebrate it formally and informally throughout our team.*
  - *Be mindful of and appreciate the sacrifice and impact on our families.*

COURAGE

(Moving ahead despite fear, uncertainty — making rapid, morally-sound decisions)

- **Be brutally honest in our self-assessments. Take ownership of problems wherever discovered and either solve or elevate to the appropriate level with recommended solutions.**
- **Aggressively promote knowledge sharing and the free exchange of ideas across the Enterprise. Slow down and understand others' opinions and ideas. Be fearless and voice your own convictions. Co-create and commit to "The Best Idea."**
- **Be decisive, assuming prudent risks while considering unintended consequences.**
- **Extend trust. Be open-minded and seek innovation to meet our goals. Clear barriers for others.**

COMMITMENT

(Accomplishing the Mission — building loyalty with all our Stakeholders)

- **Live by our Code of Conduct even when uncomfortable. Expect to be held accountable.**
- **Discover and act upon the top factors that lead to fiercely loyal customers.**
- **Do NOT solicit workload for our local FRC to the detriment of the Enterprise or another FRC.**
- **Trust my teammates to complete tasks and to continuously improve our Enterprise.**
- **Deliberately invest resources to develop teammates to their fullest potential (technical, interpersonal, supervisory, business acumen, leadership, etc.)**