Dedicating a New Hangar
Fleet Readiness Center Southwest Site
Yuma, Arizona

Canopy Shop
Helping Pilots See Their Way

Energy Savings
Conservation Matters
Capt. Fred Melnick became the Fleet Readiness Center Southwest (FRCSW) executive officer on March 3. He previously served here as the Naval Aviation Depot North Island H-60, AH-1W, and S-3A deputy manager.

A native of Niceville, Fla., Melnick holds a Bachelors degree in Management Information Systems from the University of South Florida and a Master's degree in Management from the Naval Postgraduate School in Monterey, Calif.

He was commissioned in March 1987 after completing Aviation Officer Candidate School in Pensacola, Fla.

Fleet tours include: airframes and power plants officer on USS America (CV 66), maintenance material control officer on USS Enterprise (CVN 65), and aviation intermediate maintenance department officer on USS John C. Stennis (CVN 74).

Shore tours include: Naval Air Systems Command as the metrology and calibration program manager; Commander Strike Fighter Wing Pacific maintenance officer; and PMA-265, F/A-18 & EA-18G Program Office as deputy program manager for air vehicle systems.

Dear FRCSW Teammates:

As I’ve mentioned in many forums, we have two major goals this year: To achieve AS9100/AS9110 registration, and compete for - and win - a Shingo Prize for excellence in the Lean journey.

Why should these goals matter?

The answer is: Fleet Readiness Center Southwest is known for quality work within the aerospace industry; but that status must be reflected in all areas of the command that could sway potential workload decisions.

Military aerospace is a challenging, competitive work environment; and military maintenance, repair and overhaul (MRO) work is even more demanding. As we enhance partnership opportunities and as more platforms become joint (such as JSF, H-60, or V-22), it is imperative that we pursue initiatives that draw a distinction between FRCSW and other activities competing for the same business.

Most, if not all, of our competitors are already on the AS9100/AS9110 path and some are already registered. Many have already won Shingo Awards.

Few, if any of our competitors, have reached our level of technical know-how or financial appeal; as we’ve achieved one of the most competitive labor rates possible in military aerospace.

As we seek future partnership agreements, I believe the AS9100/AS9110 registration and Shingo Prizes will take on greater meaning, by affirming our world-class status and capabilities.

That’s why I have a sense of urgency to accomplish these goals within this calendar year.

I am very proud to represent FRCSW in any aerospace forum, and I never want us to be excluded from a partnering opportunity due to a lack of certification.

Let’s work together this year to meet these two goals – while continuing to enhance our efforts in implementing AIR Speed and high performance organization processes and procedures – so that we continue to “stand out” from the military aerospace MRO crowd.

FRCSW, as an organization, should always be “best and fully qualified.”

Warm regards,

Captain Kelly
An HM-53E Sea Dragon helicopter demonstrates the mine sweeping capabilities of the Navy’s MK-105 Magnetic Influence System, better known as the “sled.”

Photo by MC2 Justin K. Thomas

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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.

About the Cover
Structural sheet metal mechanic Floyd Harrell performs maintenance on an AV-8B Harrier.

Photo by Joe Feliciano
Yuma’s New Maintenance Facility

BY JIM MARKLE

The atmosphere was charged with a high level of enthusiasm Feb. 29, when Fleet Readiness Center Southwest (FRCSW) Site Yuma dedicated its new $1.5 million hangar during a ceremony aboard Marine Corps Air Station (MCAS) Yuma, Ariz.

Working under the FRCSW Field Service Program, the 32-member FRCSW Site Yuma team, which includes contractor personnel from L-3 Vertex Aerospace and Boeing, services a variety of aircraft; but primarily conducts planned maintenance interval (PMI) and depot-level modification work on AV-8B Harrier aircraft.

During Yuma’s dedication ceremony, FRCSW Commanding Officer Capt. Michael Kelly said, “The number one thing they (Marine Corps leaders) say, is how excited and how appreciative they are of the support their Marines get from FRCSW.”

His comment was in reference to recent meetings at Naval Air Station North Island with Maj. Gen. (select) Randolph D. Alles, assistant wing commander, 3rd Marine Aircraft Wing; and Maj. Gen. Terry G. Robling, commanding general, 3rd Marine Aircraft Wing.

Kelly went on to say, “they’re particularly complementary of what goes on here in Yuma, because the Harrier’s an interesting platform to support. And the fact that this work is done on time, often ahead of time, and at or below cost --- they notice it.”

Established in April 2005, FRCSW Site Yuma inducted its first aircraft one month later. The site is currently repairing its 23rd aircraft, and also provides in-service repairs (ISR) for aircraft at Naval Air Facility (NAF) El Centro, Calif., noted Rick Marinez, FRCSW Site Yuma manager.

Prior to the facility’s construction, depot-level aircraft work was performed within a squadron’s hangar space. Sharing a hangar presented operating challenges for FRCSW artisans and Marine squadrons. Often, depot-level work required more space for tooling and equipment than was available to efficiently perform the task. Logistical challenges were also encountered because support staff operated a considerable distance from the hangar.

According to Marinez, the new 15,000 square-foot aircraft maintenance facility provides the Yuma team a permanent place to call home; and offers the potential to increase productivity by co-locating tooling and equipment in one place.

“The building is only 25 feet from support staff offices and provides enough space for work on four aircraft: an examiners’ operating space; sheet metal repair and fabrication shop; and...
Artisans at Fleet Readiness Center Southwest (FRCSW) Site Yuma perform planned maintenance interval (PMI), depot-level modifications, and In-service repair (ISR) work on various aircraft operated by the Navy and Marine Corps, including the AV-8B Harrier.

Managed under the FRCSW Field Service Program and based at Marine Corps Air Station (MCAS) Yuma, Ariz., Site Yuma also provides in-service repairs for aircraft operating from Naval Air Facility (NAF) El Centro, Calif.

Due to optimal weather and flying conditions at MCAS Yuma and NAF El Centro, the bases are host to numerous squadron deployments throughout the year; and maintaining a permanent staff with depot level aircraft maintenance capability provides the services valuable time savings and support.

FRCSW Site Yuma was established in April 2005 and inducted its first AV-8B PMI aircraft on May 9, 2005.

Before Site Yuma’s establishment, then Naval Air Depot North Island, had a planner and estimator work on a rotational basis at MCAS Yuma conducting in-service repairs.

The current 32-member Site Yuma team, which includes contractor personnel from L-3 Vertex Aerospace and Boeing, is permanently staffed with a planner and estimator, one production controller, one in-service support center aerospace engineer, and a site manager. Repair and overhaul work is performed by sheet metal mechanics, electricians, and aircraft mechanics who are permanently assigned.

Since its establishment, more than 33,000 hours of in-service repair work has been performed by artisans. Artisans are currently working on their 23rd Harrier.

AV-8B aircraft that are inducted into the maintenance interval at Site Yuma are disassembled at the organizational level by Boeing contractors. Site Yuma examiners then perform a complete inspection and evaluation of the airframe, component assemblies, and sub-assemblies. Non-destructive inspections (NDIs) are identified and performed by FRCSW NDI technicians.

“Harrier PMI is approximately 3,160 man-hours per aircraft, typically running 92 work days,” said Cesar Lotero, FRCSW Site Yuma planner. “Our goal is to go from 92 to 85 work days. We’re working on that 85 mark. In fact, we’ve hit that mark already on two airplanes,” he added.

Depot level aircraft modifications are performed concurrent with a PMI event. Upon completion of the repairs, FRCSW delivers the aircraft to the Boeing contractors for reassembly.

Designed in the 1960s, the short-takeoff, vertical landing aircraft has undergone extensive redevelopment by British Aerospace and McDonnell Douglas. Boeing and BAE Systems have managed the Harrier program since the 1990s.

Prior to fleet delivery, the aircraft are painted at FRCSW on Naval Air Station North Island, or at FRC East, on MCAS Cherry Point, N.C.

As new supplies and support equipment are purchased, AIRSpeed techniques will be applied to introduce kitting and tool carts for artisan use, Villagran added.

“Before, we were gypsies” said Cesar Lotero, FRCSW Site Yuma planner. “We wasted a lot of time and man-hours moving around, moving toolboxes, and moving equipment. So being here is going to be very productive. Things will be more efficient; much more efficient.”

The hangar will also be beneficial when Site Yuma supports exercises held annually at MCAS Yuma. Weapons Training Instruction and Desert Talon exercises each occur twice a year, and bring in as many as 100 aircraft to the station. Because ISR and PMI workload continues during an exercise, the FRCSW Field Service Program is often called upon to provide additional artisans.

Meanwhile, populating the hangar with essential equipment has already begun. Three tool sheds and three hazardous (hazmat) material containers are already in place and being used.
Second best in North America, by any measure, is an outstanding achievement; and during two brief ceremonies in February, Fleet Readiness Center Southwest (FRCSW) humbly accepted an honorable mention trophy in the North American Process Excellence Awards competition.

Sponsored by the International Quality and Productivity Center (IQPC), FRCSW took home the second-place trophy in the “Best Start Up Program” category for its AIR Speed program.

AIR Speed is the Naval Aviation Enterprise’s industry-proven set of tools, that include Lean and Six Sigma, that are used to reduce turnaround time, work in progress, and cost of operations, in an effort to increase the Navy’s buying power for current and future capabilities.

The awards, formerly known as the Six Sigma Excellence Awards, covered nine categories of manufacturing, business, and industry uses of Lean/Six Sigma process improvements and innovation.

Within the “New Start-up Program” category, FRCSW was one of four finalists invited to send representatives to Orlando, Fla., to pitch their program before a panel of industry professionals. The four start-up program finalists were: Deutsche Bank, Lockheed Martin, ING, and FRCSW.

Some of the key factors that led to the award recognition according to Commander Doug Lucka, FRCSW Production Officer, was the command’s alignment with the Naval Aviation Enterprise, extensive use of the AIR Speed toolset to pick the right tool for the right job, and the FRCSW Yellow-belt training program.

“They were absolutely fascinated that the government manages with metrics,” said Cmdr. Lucka. “They were fascinated that Naval Aviation had established a drumbeat of demand, through the Naval Aviation Readiness Integrated Improvement Program and Naval Aviation Enterprise processes, that Commander Naval Air Forces and the NAE put together over the past five years.”

“They thought our AIR Speed training was really good,” said Lucka. “They liked that we were ‘organic’ in our yellow belt training. A lot of organizations have one percent black-belt and five percent green-belt employees; but they don’t focus on training the other 94 percent. That’s where you get culture change. They liked our yellow-belt training which led to culture changes, especially for being on the government side of the house.”

ING, the Dutch-founded financial services company received the first place award for its U.S. Financial Services Six Sigma program.

After the award dinner, the judges sought out the FRCSW team and explained that what separated ING from the command, was that ING went back into areas where Lean / Six Sigma projects had failed to sustain and applied some of the DMAIC (Define, Measure, Analyze, Improve, Control) methodologies to the situation. “They got to the root cause as to why those projects failed, then re-engaged in that business area taking those root causes into consideration for their next plan,” said Lucka.

“That’s not to say we don’t do that here,” said Lucka. “We just didn’t have the documentation in a formal structured way that we could demonstrate. We do it, we just couldn’t show it.”

The crystal Process Excellence Award trophy was presented by Brockett to Capt. Mike Kelly, commanding officer FRCSW.
Elizabeth Mcgrath, Principal Deputy Under Secretary of Defense (Business Transformation) studies a design chart while organizing building blocks as part of a Yellow-belt AIR Speed training exercise. The goal of the exercise is to replicate the pattern as quickly as possible.

Mcgrath reviews a shipping package with Ajai Johnson, production supervisor, on the APX-100 production center at Fleet Readiness Center Southwest on Naval Air Station North Island. Mcgrath recently toured the command to learn more about the continuous process improvement techniques used at FRCSW, which recently received national recognition at the North American Process Excellence Awards by earning a second-place in the “Best New Start-up Program” category.

**AIRSpeed Definitions**

**Muda = Waste**

Waste is anything that does not add value from the perspective of the customer. If you have waste in the process you are under utilizing peoples skills and time. This ultimately causes the customer to wait and increases cost to the business. Seven forms of waste are; Transportation, (Excess) Inventory, Motion, Waiting, Over-Production, Over-Processing, and Defects.

**Poke Yoke = Mistake Proofing**

Mistake Proofing is the use of process or design features to prevent inadvertent errors or negative impacts. Mistake Proofing is less expensive than the cost of rework. It is based on simplicity and ingenuity and can be very effective in preventing errors. Mistakes drive up cost, and delay the product or service to the customer.

By placing pre-expended bins (PEBs) adjacent to the work area in Building 250, workers saved valuable production hours. Photo by Joe Feliciano

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**PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE VISITS FLEET READINESS CENTER**

(Above) Elizabeth McGrath, Principal Deputy Under Secretary of Defense (Business Transformation) studies a design chart while organizing building blocks as part of a Yellow-belt AIRSpeed training exercise. The goal of the exercise is to replicate the pattern as quickly as possible.

(Below) McGrath reviews a shipping package with Ajai Johnson, production supervisor, on the APX-100 production center at Fleet Readiness Center Southwest on Naval Air Station North Island. McGrath recently toured the command to learn more about the continuous process improvement techniques used at FRCSW, which recently received national recognition at the North American Process Excellence Awards by earning a second-place in the “Best New Start-up Program” category.
Polycarbonates, the same material used to manufacture DVDs and sunglasses, when mixed with acrylics, can make a product that is crystal clear and sturdy. Ask any pilot.

These two substances – polycarbonates and acrylics – are the primary ingredients used in fabricating the “glass” canopies of today’s fighter aircraft.

Some of the best artisans in the business working with F/A-18 A-D Hornet and Super Hornet canopies are found at Fleet Readiness Center Southwest (FRCSW) in Building 250. It is their job to ensure the transparent cockpit enclosures are weatherproof and provide a relatively quiet working environment for the aircraft’s pilots.

Canopy induction begins with evaluation and engineering (E&E) artisans who determine the extent of damage, and whether a unit may be salvaged.

“If E&E determines that a canopy just needs buffing, then we contact our buffing section, and they will determine if the canopy can be saved or not. Otherwise, E&E order the parts and we start from there,” said overhaul and repair supervisor Tanya Valenzuela.

“We replace 90 to 95 percent of the canopies and buff any imperfections out of the rest of them,” she said.

The Canopy Shop, part of the Composites and Surfaces Support Division within the Manufacturing Department, serviced more than 240 canopies last year.

The shop’s 18 artisans handle single (one pilot) and double canopies and their windscreens. A typical canopy retrofit averages 13 steps including, E&E, metal work, “glass” installation and two latch checks.

The most time consuming process is fitting and drilling the glass. A single canopy has more than 200 fastener holes that require piloting (drilling) and then countersinking. The high precision process can take up to 200 man-hours for one double canopy, Valenzuela noted.

Canopy work leader Eugene Ellis said the shop is active in the FRCSW Canopies - continued on page 16

Jig and fixture builders Gil Deleon, left, and Rudy Sebastian perform preventive maintenance on a canopy frame.

Photo by Joe Feliciano
Sailor of the Year

AE1 (AW) Patrick W. Gidley Named FRCSW 2007 SOY

By Chuck Arnold

Fleet Readiness Center Southwest (FRCSW) selected Aviation Electrician’s Mate 1st Class (Aviation Warfare) Patrick Gidley from Site Point Mugu as its 2007 Sailor of the Year (SOY).

Gidley was also selected as one of four finalists to compete for the 2007 Commander Naval Air Forces Shore Sailor of the Year; where he was recognized by Vice Adm. Thomas J. Kilcline, Jr. with the awarding of a Navy and Marine Corps Commendation Medal.

Gidley is the Quality Assurance (QA) supervisor and the Avionics Division QA representative at Site Point Mugu.

Gidley’s leadership and managerial skills were germane to his selection for these honors, according to Senior Chief Aviation Structural Mechanic Teodorico Presbitero, Site Point Mugu support equipment division officer.

“Petty Officer Gidley’s exceptional management of the Quality Assurance program resulted in zero discrepancies on all Naval Aviation Maintenance Programs (NAMP) and a grade of all programs ‘on track’ during the 2007 Aviation Maintenance Inspection by Commander Naval Air Forces,” FRCSW Commanding Officer Capt. Mike Kelly said.

The FRCSW site had difficulty with its technical directive and support equipment planned maintenance programs during previous NAMP inspections, Presbitero stated.

“I tasked Gidley with ensuring an end to these problems. And for the first time in seven years, we achieved the ‘on track’ rating. His leadership was directly responsible for that. When he speaks, things get done,” Presbitero said.

An AIRSpeed Green Belt, Gidley identified and streamlined processes using AIRSpeed Value Stream Analysis, enabling the effective auditing and monitoring of 44 work centers and 40 NAMP programs.

A native of Homer Glen, Ill., Gidley said he joined the Navy, “to get out of the house and see new things.”

A veteran of Operations Enduring and Iraqi Freedom, Gidley was last assigned to Helicopter Anti-Submarine Squadron Light 51 (HSL-51) aboard Naval Air Facility (NAF) Atsugi, Japan, where he worked on SH-60 Seahawk helicopters prior to his Site Point Mugu assignment.

Supporting the local civilian community, Gidley volunteers with Project SERVE (Sailors Ensure Readiness in Vocational Enhancement) by tutoring and mentoring students in English and social studies at nearby Ocean View Junior High School in Oxnard, Calif.

Gidley’s advice for success to junior Sailors: “Wear the uniform with pride. Everyone is a leader from top to bottom, and always conduct yourself in that manner.”

Photo by Joe Feliciano

FRCSW Sailor of the Year AE1 Patrick Gidley (right, standing) oversees AM3 James Imposimato’s work on a chin cowl for a T56-A-427 engine at FRCSW Site Point Mugu.

Photo by ADC Armando Anaya
Apprenticeship Program Graduates 18 Journeymen

By STEVE FIEBING

Fleet Readiness Center Southwest welcomed 18 new journeyman-level employees in, February, following their graduation from the command-managed Apprentice Training Program.

An apprenticeship is a comprehensive training program consisting of practical experience supplemented by related training and/or education in the theories, principles and practices employed in the work of a skilled trade.

Completing the FRCSW Apprentice program were: Alvin Apilado, Aircraft Sheet Metal Mechanic; Paulo Arandia, Non-Destructive Testing Mechanic; Ernesto Arce, Jr., Advanced Composite Fabricator; Stephanie Archer, Pneudraulic Systems Mechanic; David Deck, Aircraft Mechanic; Duane Halfman, Pneudraulic Systems Mechanic; Albert Hewitt, Aircraft Ordnance Mechanic; David Johnson, Sheet Metal Mechanic; Michael Knoll, Pneudraulic Systems Mechanic; Todd Lamoureux, Aircraft Mechanic; Jennifer Lattuca, Aircraft Mechanic; Sean Lee, Pneudraulic Systems Mechanic; Raymond Lujan, Pneudraulic Systems Mechanic; Donald Potenza, Electronic Mechanic; Jeoffry Ross, Electronic Mechanic; Brianna Timothy, Pneudraulic Systems Mechanic; Michael Tomas, Electronic Mechanic; and Richard Weaver, Electronic Mechanic.

Duane Halfman was the honored graduate for the class and received a certificate of appreciation and Special Act Award from FRCSW Commanding Officer, Capt. Mike Kelly.

Following this recent graduation, the program has 43 Apprentices enrolled. The FRCSW Apprentice Program develops highly skilled, journey-level production artisans to meet long-range employment needs. Most graduates of the program enter the workforce at the Wage Grade 10 (WG) level. The four-year training program provides classroom and hands-on technical skills training and evaluation of abilities.

Command leadership considers this program critical to replenishing skills needed in the workforce.

“We run this program in conjunction with Miramar and San Diego City Colleges,” said Jack Braun, FRCSW Apprentice Program Coordinator. “The apprentices attend trade theory classes at either college, depending on what field they’re entering.

“Not only do they receive academic training at one of the colleges, we also give them classroom training here, like AIR.Speed and technical trade classes. We give them AIR.Speed training, because we want to inculcate that into their culture right from the start,” stated Braun.

When the apprentices have completed 2,400 hours of academic studies and 4,800 hours of on-the-job-training, they are eligible to graduate from the program and the new journeymen begin working for the Competency that initially hired them four years earlier.

“This last class included a group of over-achievers,” said Braun. “Who actually completed the class in 3 ½ years.”

“This is the fastest way to WG-10,” stated Brant Brockett, FRCSW Training Director. “They start out as a WT-1 and every six months, providing they perform satisfactorily in the shop and they don’t fail any classes, they get a promotion through the eight WT grades; and graduate the program as a WG-10.”

Testing was held in March to hire another eight apprentices. The command’s sustainment plan is to select up to 16 apprentices per year, over two semesters, to maintain a robust program.

In addition to a general education test, applicants go through the same hiring process as any employee in the plant. They submit a resume, are compared against fellow applicants, and interviewed, prior to selection.

“The ideal candidate is someone who wants a career and not a job -- we’re offering careers here,” said Braun. “We’re looking for someone who is energetic and motivated. We’re making a substantial investment in their future.

“The thing about this next group is, we’re looking to select the ‘best of the best,’” said Braun. “This really benefits us because we’re getting very high-quality folks.”

Apprenticeship - continued on page 21
Visitors who tour Fleet Readiness Center Southwest (FRCSW) aircraft maintenance production floors undoubtedly notice a variety of artisan tool boxes, cribs, and stands.

The latest such device and perhaps the “granddaddy of them all,” may be the new work stands found at the F/A-18 Hornet Center Barrel Plus (CBR+) program in Building 378.

The three new aluminum stands tower more than 16 feet (taller than an F/A-18 Hornet), above the shop floor and are used exclusively by sheet metal mechanics.

“The stands were an invention that was suggested during an AIRSpeed event about a year ago. Each one costs about $75,000 and we recently developed add-ons to handle tooling,” said Aircraft Overhaul and Repair Supervisor Mike Plank. “We wanted to construct the stands so that the artisans have everything they need to accommodate this phase of the program.”

The center barrel replacement program began in 1991 when a crash-damaged F/A-18 aircraft with minimal flight hours was brought to FRCSW (then Naval Aviation Depot North Island) for assessment. Engineers and artisans, working together, developed techniques that enabled the damaged center fuselage section – the center barrel - to be removed and replaced with a new one. The aircraft was eventually returned to service in the Fleet at a fraction of the cost of purchasing a new aircraft.

The command maintained that repair capability over the years by fixing other crash-damaged aircraft.

Later, that capability evolved into the CBR+ program, and F/A-18s undergo the procedure, because they have reached the ‘fatigue life’ of the airframe, which is measured by flight hours and other stress-related factors, not extensive physical damage, Plank explained.

The average flight-time expectancy of an F/A-18 Hornet is 6,500 to 7,000 flight hours, before the airframe has reached its designed ‘fatigue’ point.

CBR+ is different from initial center barrel repairs, in that additional modifications are added to include replacement of the forward and aft dorsal deck, the forward, aft, and keel longerons (structural

CBR+ - continued on page 16
Our Purpose

Fleet Readiness Centers provide combat capability through the execution of aerospace maintenance, repair, overhaul and upgrades. Our ability to produce airframes, engines, components, support equipment and upgrades on cost and on time is vital in supporting fleet operations around the globe.

The hard work performed by our entire community contributes directly to the Naval Aviation Enterprise’s primary mission of providing the right force, at the right time and at the best value.

Our Challenge

We must always remain focused on supporting our warfighter’s mission. We must also be aware of and adapt quickly to the changes in the world around us to remain relevant to the warfighter. The Navy’s need to defend against today’s threats while simultaneously developing the capabilities to meet the threats of tomorrow is driving change at an ever accelerating pace. The range of new and evolving mission areas, capabilities, concepts and emerging technologies underscore the challenge we have in keeping Fleet Readiness Centers (FRCs) aligned with the Navy’s dynamic sustainment capability requirements. This means we are operating in an environment where only the best ideas win when executed smartly and efficiently.

This document represents one of many ways we will meet the future’s challenges. Its purpose is threefold: first, it will provide clarity of purpose; second, it will focus our attention on the key efforts and wildly important goals that are transforming FRCs to meet the needs of our current and future aviation community; third, through annual updates, we will make necessary course corrections to maintain agility and alignment within the Naval Aviation Enterprise.

Our Focus

Our focus will be on execution. Specifically the execution of three “Wildly Important Goals” (WIGs):

1. On-time delivery of all products at unit price. This requires us to control our costs to maintain Net Operating Result (NOR) neutrality
2. Achievement and documentation of 2005 Base Realignment and Closure (BRAC) law-mandated savings per the approved business plan
3. Establishment of Commander Fleet Readiness Centers (COMFRC) in operational alignment with Commander Naval Air Forces (CNAF) to deliver readiness capability.

Guiding Principles

The statement below sums up what I believe is the essence of Fleet Readiness Centers. It sets a high standard for how we approach and execute our mission. It also underscores the necessity to constantly focus on our cus-
tomers and meet our goal of being the preferred provider of aviation maintenance. It is only our customer’s success that is truly relevant and the ultimate measure of our success:

- Always do what is right for the Navy and the Naval Aviation Enterprise first.
- Relentlessly pursue process improvement and perfection.
- Foster an environment of teamwork, individual integrity, accountability, mutual trust and respect.
- Be agile, responsive and efficient. Be dependable. Our Sailors and Marines trust that the equipment we produce will help them succeed in combat.

FRCs are as good as our people. It is our collective talent, ingenuity, innovation, energy and dedication that enable us to perform our primary function.

**Strategic Alignment**

Chief of Naval Operations (CNO) guidance for 2008 describes the following three priorities:

1. Sustain combat readiness.
2. Build a fleet for the future.
3. Develop 21st century leaders.

The products and services we produce every day at FRCs, are fundamentally about meeting the CNO’s first priority – sustaining combat readiness. We must continue to do so with ever increasing efficiency and velocity to sustain current readiness while building a fleet for the future. At the same time, we must develop our future leaders who will actively seek out new ways of thinking, executing and managing limited and competing resources.

In building a fleet for the future we need to establish a balanced, surge-capable portfolio of aerospace maintenance, repair, overhaul and upgrade capability and capacity. It needs to be of the proper size and mix to empower our customers - the warfighters - to achieve the CNO’s goal of having 3,800 Naval aircraft with modern capabilities that deter and defeat the nation’s enemies.

To develop our 21st Century leaders we need to transform our manpower, personnel, training and educational needs to compete in the employment marketplace. We need to compete for the talent our nation produces and create the conditions in which we can attract not only the best and brightest, but the most innovative and talented of intellectual capital that exists.

**What do we stand for?**

**WE STAND FOR EFFECTIVENESS.** We deliver the Naval Aviation Enterprise’s warfighting products on schedule. We deliver industrial capability and capacity to sustain combat readiness. This mission is first and foremost in our thinking and in meeting our customer’s expectations.

**WE STAND FOR INTEGRITY** from organizational down to the personal level, we deliver to promise and what we say is what we do. When we can’t, we need to inform our customers immediately and seek a mutually agreed upon solution to preserve trust. We are transparent in our business processes and in our ability to maintain our fiduciary responsibilities for cost, schedule and performance.

**WE STAND FOR EFFICIENCY.** We are organized to deliver the Naval Aviation Enterprise’s warfighting products with efficiency, agility and speed. By operating as efficiently as possible and controlling our costs to maintain neutral NOR, we can offer our customers the best value. Because we are efficient, we can be agile, fast and cost-wise in our response to our customer’s needs. We will always seek continuous process improvement to meet the considerable challenges that beg for new ways of thinking.

**WE KEEP ALIGNMENT** with ourselves, our peers, our stakeholders and customers. This means external and internal alignment to our goals set for 2008. Our Wildy Important Goals of producing to unit price on schedule and maintaining NOR neutrality, achieving and documenting our planned BRAC savings, and establishing operational alignment with CNAF to deliver readiness capability must be our focus and provide the touchstone for alignment. We must work at creating better networks of collaboration and support for each other across FRCs. It is not enough that we each succeed independently; we must team with all sites, our peers, our stakeholders and our customers to ensure they succeed as well.

**WE STAND FOR DIVERSITY;** diversity of people, of thought and of talents. A workforce that reflects and capitalizes on our diversity through the integration of military, civilian and contractors who are all motivated to achieve our mission: to deliver current readiness on time and on cost. We are a highly valued workforce that is properly trained, educated, sized and aligned… And building the next generation of leaders. This brings to the warfighter an operational workforce that delivers the best aerospace maintenance, repair, overhaul and upgrades that Naval Aviation can buy.

**WE ARE OPTIMIZED.** We ensure that our business processes are optimized and, when appropriate and for the greater good, standardized. This is essential in sustaining readiness and transparency as well as generating the savings required in WIG #2 to help recapitalize and continue to transform maintenance for the fleet. As we mature we will work closely with our customers and stakeholders to ensure that we continue to forge strong alignments and remain synchronized. As a direct contributor to current readiness, we will scrutinize every aspect of our work to ensure that our organization and processes are optimized to deliver the right readiness for the right cost.

**WE STAND FOR EXECUTION.** We declare our intent, formulate plans, and socialize them with peers, seniors and stakeholders. When we achieve an 80% solution, we execute. We will always ensure that we monitor execution for effectiveness and efficiency, and make sure that appropriate feedback is exchanged to improve our ability to execute. In essence, the delivery of product and service on time and on cost is the direct outcome of execution. How we do that and how well we do that speaks volumes for ourselves and our organization. We are what we execute.
Navy, Boeing Form FIRST Partnership

BY JIM MARKLE

A 22-to-1 return on investment may sound “too good to be true,” but that’s exactly what the Navy projects from its F/A-18 E/F Integrated Readiness Support Teaming (FIRST) partnership with the Boeing Company.

At the Third Annual Secretary of Defense Performance Based Logistics (PBL) Award ceremony held last fall in Washington, D.C., the Navy announced anticipated savings and cost avoidances of more than $425 million based on its $20 million investment in FIRST.

PBL programs are based on providing readiness levels, not services or components.

The FIRST contract is overseen by the Naval Inventory Control Point (NAVICP). The Navy teamed with Boeing in 2001 to create FIRST, a PBL program designed to improve the combat readiness of the F/A-18 E/F Super Hornet, and to operate within a cost-conscious environment.

The program establishes Boeing as the sole components supplier for unique systems of the Super Hornet.

The company contracts with other manufacturers (including Raytheon and General Electric) and warehouses parts for distribution, explained Ken Ramos, Fleet Readiness Center Southwest (FRCSW) logistics management specialist.

“Before the PBL we would order parts through the Fleet and Industrial Supply Center and they would have to pay for whatever item we needed. Boeing said, with their resources and the size of their company, they could leverage their industrial might to provide parts on a much quicker basis,” Ramos said.

“There is a 24-hour turn-around-time (TAT), said Ramos. “So, when we order something, they’re supposed to supply it within 24 hours. The TAT is the most important part of this program.”

FIRST agreements cover 87 percent of the Super Hornet’s systems, 73 percent of weapon replaceable assemblies (black boxes), and provides not-ready-for-issue and repair parts.

It doesn’t cover engines, tires, or government furnished equipment, according to Boeing communications specialist Bradley Mudd.

Within its Ontario, Calif., warehouse Boeing stocks more than 1,000 system parts for the aircraft including landing gear, flight controls, fuel systems and hydraulics, Ramos said.

“We’ve established capability of 400 components that are FIRST related. And we still have another 400 or so to go, so we’re about halfway through. Overall, it’s about nine percent of FRCSW component rework. And as hours gain on these aircraft, we’re going to see more and more E and F workload coming in,” said Mudd.

Boeing employs an onsite engineer at North Island, who provides maintenance assistance and guidance on issues only solvable through aircraft manufacturers, Ramos said.

“Boeing is working to improve component reliability so that the Navy has to perform a lower number of repairs and buy a fewer number of spare parts. Through computer modeling and extensive real-time databases, reliability is tracked and constantly analyzed looking for failures and areas to make improvement,” Mudd said.

Ramos said that extending the program to include coverage of the F/A-18 C and D models is in an initial planning phase.

“I don’t know how to place a value on this (FIRST) --- as far as keeping the fleet’s aircraft combat-ready --- there’s no price on that,” he said.

Aircraft mechanic Jerson Abigan prepares to install a left hand lex vent onto a F/A-18 Super Hornet located in Building 94. Photo by Joe Feliciano
FRCSW Lauded by DOE for Energy Saving Initiatives

By Jim Markle

The Secretary of the Navy (SECNAV) joined the Department of Energy (DOE) in Washington, D.C., ceremonies recently to recognize Fleet Readiness Center Southwest’s (FRCSW) fiscal year (FY) 2006 energy cost-saving programs.

This was the first year FRCSW was selected for the DOE’s Federal Energy and Water Management Program Award, and the fifth consecutive year FRCSW earned the “Gold” level of achievement within the SECNAV energy conservation program, signifying a “very good to outstanding” program.

FRCSW was one of eight Navy facilities recognized by DOE under the energy efficiency and water management category. The awards honor superior achievement in three additional categories including renewable energy sources, energy security and reliability, and energy-efficient mobility.

More than 100 nominations from federal agencies throughout the government were submitted to the DOE Federal Energy Management Program, but only 25 facilities and individuals were recognized with the award.

“Every year I submit an annual energy and water management report for the facility to the Navy; it’s an FY requirement. Then, the Navy evaluates each facility for particular performance criteria. SECNAV recognizes its commands for their achievements, but further nominates facilities demonstrating energy and water efficiency achievements to the DOE,” said Lucy Sapien, FRCSW energy and water conservation manager.

The command reduced its FY 2006 energy usage by 9.34 percent, a savings of more than $500,000, Sapien noted.

She said that the completion of eight projects which enhanced energy efficiency were key toward much of the FY 2006 savings. The improvements were made possible through congressional energy funds which are allocated DOD-wide, she said. Cost was $2,216,768 with annual savings projected at more than $450,000, and more than 10,000 million British thermal units (MBTU). MBTU is an energy measurement for steam, electricity or natural gas.

“Primarily targeted for this (FY 2006) project was Buildings 469 and 250. We upgraded the central plant, which basically is the building’s heating, ventilating and air conditioning (HVAC) system,” Sapien said.

Energy improvements to Building 469 included installation of Turbocor chillers. The chillers use a CFC-free coolant and require no oil or lubrication and features the “Hartman Energy - continued on page 17

Lucy Sapien and staff members of the energy and water conservation team (left to right) Russell Inouye, Mike Linke, Sapien and Laura Nelson, discuss the preventive maintenance and operations of the Turbocor chiller. They also discuss other areas and equipment that can be investigated in considering facility improvement projects development.

Photo by Joe Feliciano
Canopies  
*continued from page 8*

cost-conscious F/A-18 E/F Integrated Readiness Support Teaming (FIRST) partnership with the Boeing Company.

Under FIRST, Boeing supplies canopy parts and support for the F/A-18 E and F Super Hornet.

“We’ve created 100 percent usage kits with each canopy induction to provide glass and related materials up front,” stated Kenny Norris, Boeing asset manager for FIRST. “Our goal is to effectively manage the repair cycle of the canopies within the supply chain. We want to maximize that capacity to reduce costs to the fleet.”

When a canopy is finished it goes to the paint shop. When it’s returned, we install the environmental and pressure seals, before it’s forwarded to supply for reissue,” Valenzuela said.

Since canopy frames are not precisely identical, each one requires a custom fit. First, a canopy frame is secured in a holding fixture and the pre-sized glass is strapped over it. Then, “we mark it, remove it, and sand it until the glass fits perfect, or close to perfect,” Valenzuela said.

A new canopy (frame and glass) costs more than $500,000, and retrofitting the units generates a tremendous cost savings to the Navy, Valenzuela said.

CBR+ Program  
*continued from page 11*

beams), and intakes.

More than 50 CBR+ procedures have been completed to date. Currently, about 14,000 man-hours are expended in each work phase, per aircraft. Once the work stands are fully operational, Plank said he hopes the improved access to materials and tools, will achieve a reduction of 2,000 man-hours per phase.

Of the 110 artisans assigned to the CBR+ program, approximately 70 are sheet metal mechanics who work on the aircraft in three phases or “cells” per shift, with up to eight sheet metal mechanics work per shift.

The new two-tiered stand allows work to proceed from atop and below the aircraft.

Plank said utilizing the stands is a learning process.

“We’re going to start with the tools and materials we ‘think’ will be needed on the stand. Then, we’ll have the artisans try it out and get their input. Every item the artisans need will be there. They won’t have to search; they’ll know exactly where it will be located. Once we setup the tooling and get that down to a science, we’ll copy the cell and apply it to the others,” explained Plank.

“The stands will increase safety, too. Artisans won’t have to go up and down steps to get their materials. Everything will be available for them on the stand,” he said.

If successful, the work stands, like the center barrel program itself, may be expanded for use by other Fleet Readiness Centers, Plank said.
Energy continued from page 15

Loop,” a computerized program that augments the HVAC system of the building.
- The program reads and balances equipment temperature and energy usage and adjusts them accordingly to optimize the most efficient use, Sapien stated.
- A Turbocor chiller retrofit was also installed in Building 250, and the Siemens Technology energy management electronic control system was upgraded. The Siemens system monitors and controls a building’s mechanical and electrical systems including lighting, heating and air conditioning.

“...we have tried to control the agitation of plating tanks. Before it was a pneumatic control where people had to turn them on, now it’s done automatically,” she said.

On a wider scale, upgrades were installed in Buildings 94, 378, 466, and 472 to minimize leakage from compressed air sources. The move not only increases efficiency and reliability of equipment, but also generates approximately $20,000 in annual savings, she said.

FRCSW employs an Energy Management Team led by Sapien which oversees existing and future energy conservation projects, and identifies project funding sources. The team currently includes three representatives from facilities and two from environmental, and reports to the FRCSW Executive Steering Committee at least twice annually. Membership will soon expand to include legal, comptroller and safety representation, she said.

“A lot of the projects we do are facility improvement measures -- such as improving a building’s structure, equipment, lighting or implementing new technology. So, we coordinate our efforts with the Industrial Production Support department as well as the building owners and occupants. Now that we’re going on to some bigger projects, we’ll be getting into some contractual issues. And that’s where the comptroller and legal will be instrumental. And for safety and environmental, we have issues like asbestos, which may need to be addressed,” she said.

The next phase of energy projects are expected to begin this summer and will include Turbocor chiller and other HVAC upgrades to Buildings 378 and 472.

Several hi-bay buildings are slated for improved lighting, and Building 460 will be the first to get “Day-Lighting Technology,” a new lighting and sky-lighting technology, Sapien said.

Approximately $700,000 in annual utilities savings from the projects will be earmarked to pay for the improvements, she said.

Additionally, new chilled water and water variable pumping systems were installed to increase efficiency in HVAC cold water circulation and the building’s hot water delivery system.

Guide to Gift Giving

In recent years, the federal workplace has undergone tremendous change as more work is being contracted to the private sector. As a result, the number of contractor employees in the workplace has increased.

There are rules that federal employees must follow when interacting with contractors and their personnel. One area of concern is the ethics governing gifts to federal employees from outside sources, such as contracted companies and their employees.

On a special, infrequent occasion such as a marriage or a retirement, it is permissible for a federal employee to solicit voluntary contributions from other government employees to purchase, for a superior, a more expensive gift appropriate to the occasion. This exception applies only to government employees.

The situation below is one that frequently occurs at Fleet Readiness Center Southwest (FRCSW):

Margaret, a supervisor, is retiring after 30 years of service. Her employees want to present her with a farewell gift, which is a tradition in the office for a retiring employee. In the past, the workplace has been composed solely of government employees, and voluntary contributions from employees were collected to purchase the gift. But now, several contracted employees are working alongside FRCSW employees to complete a project. Jason, an FRCSW employee, volunteered to collect donations from workers to purchase the gift. He makes it clear to everyone that donations are voluntary and no donation larger than $5 will be accepted from an individual.

May Jason solicit contractor employees for voluntary donations?

No, he may not.

As written earlier, an employee is prohibited from soliciting or accepting a gift either directly or indirectly from a prohibited source. Government contractors and those companies who seek to do business with the government are prohibited sources. In the example, Jason may not ask the contractor employees for donations because the company and its employees are prohibited sources.

May the contractor employees voluntarily contribute to the group gift?

Again, the answer is no.

There is no similar exception for contractor employees to contribute, even voluntarily, to the gift the government employees are buying. For that reason, contractor employees may not contribute to the gift.

The situation above illustrates one of many ethics issues that can come up when FRCSW employees are working with contractors.

For more information on rules governing working with contractors, or for answers to other legal issues and questions, please contact the FRCSW Office of Counsel by calling 619-545-2929.
A hearing impairment is any partial decrease in the ability to detect or understand sounds. Loss of hearing can be caused by a wide range of biological and environmental factors, and can happen to anyone, young or old.

Some people don’t realize or accept that they have a hearing loss, because they associate the impairment with old age.

Possible indications or signs of hearing problems include: turning the ear toward the noise, favoring one ear over another, lack of follow through with directions or instructions, and seeming distracted, confused, or not paying attention.

It’s not only the person with a hearing disability that feels isolated or frustrated. Others around them may feel they are not being “heard” or paid attention to; especially when the hearing loss has been gradual. These effects are evident with employees at FRCSW, including management and artisans, who may not fully understand what may have been said. In an industrial work environment, this could be problematic.

Everyone experiences varying levels of hearing loss over the course of their lives; but usually not enough to be considered deaf. How a person categorizes themselves with regard to hearing loss or deafness, is a very personal decision and impacts much more than just their ability to hear.

For the hearing impaired, noisy situations can be especially difficult, because hearing loss affects not only the ability to hear sounds; but also the ability to localize and filter out background noise. This is especially noticeable in a shop/industrial environment, small or large meetings, and training classes.

Many people choose not to wear hearing aids due to the inability to filter out background noises, cost of purchasing aids, residual ringing in ears after removal of the devises, or the fear of “looking old.”

For the hearing impaired, many different assistive technologies, such as hearing aids and phones, are available.

A website is available for government employees to obtain hearing assistant products including phones and other hearing devices at: http://www.tricare.mil/cap.

The Computer/Electronic Accommodations Program (CAP), process is quick and easy to use. An experienced case worker can help employees through the needs assessment form process.

CAP provides real solutions, for real needs, and ensures that people with disabilities have equal access to the information and opportunities that the Federal Government has to offer.

Providing accessibility means removing barriers that prevent people with hearing disabilities from participating in activities by including the use of hearing assistant products, services and information that helps them.

CAP provides numerous funded services for Navy employees with disabilities and information on other services available to Federal employees with disabilities. Several employees at FRCSW have already taken advantage of the opportunity to help themselves and their job performance.

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**Fleet and Family Support Centers Streamline Counseling Appointments**

Military customers of Navy Region Southwest’s Fleet and Family Support Centers (FFSC) may take advantage of a new 24-hour toll-free number dedicated to scheduling counseling appointments.

The Centralized Scheduling Center (CSC) provides one-call scheduling services to all San Diego metro and Naval Air Facility El Centro customers. This new service may be used by active duty, retired military, ready reserves, and their families.

The establishment of the CSC is the latest Navywide initiative to provide customer service enhancements to those seeking clinical counseling services. The scheduling professionals help customers choose the most convenient counseling location at the best time to fit the customers’ needs and with the most appropriate counselor.

An appointment to talk with a FFSC clinical staff member may be scheduled toll-free by calling (866) 923-6478. Service providers are available to take calls 24 hours a day, seven days a week.

During business hours the CSC schedules callers for the next available appointment at the most convenient FFSC location. During non-business hours service providers take caller information for a CSC representative to return the call as soon as possible. Emergency referral services are always available.

The goal of the CSC is to schedule requested services the same day or within three business days. Appointment reminder calls are also offered, as well as appointment re-scheduling when necessary.

For information, call (619) 556-8667 or email cnrsw_ffcpcensch@navy.mil.
What to do During an Earthquake

1. If you are indoors, duck or drop down to the floor. Take cover under a sturdy desk, table or other furniture. Hold on to it and be prepared to move with it. Hold the position until the ground stops shaking and it is safe to move. Stay clear of windows, fireplaces, woodstoves, and heavy furniture or appliances that may fall over. Stay inside to avoid being injured by falling glass or building parts.

2. If you are outside, get into the open, away from buildings and power lines.

3. If you are driving, stop if it is safe, but stay inside your car. Stay away from bridges, overpasses and tunnels. Move your car as far out of the normal traffic pattern as possible.

4. If you are in a mountainous area, or near unstable slopes or cliffs, be alert for falling rock and other debris that could be loosened by the earthquake.

5. If you are at the beach, move quickly to higher ground or several hundred yards inland.

Earthquake Drills, Plans and Supplies

1. Practice “duck, cover, and hold” drills at home with your family and at work.

2. Develop an earthquake plan at home, in your neighborhood, at school, and at work.
   • Determine the safest places in your home and at work. These should be away from heavy furniture or appliances, woodstoves, fireplaces, open shelves, and bookcases, and large panes of glass, pictures, or mirrors.
   • If the earthquake hits during the day, family members may be separated for several hours to several days. Plan ahead and select a safe place where you can reunite after the earthquake. Consider your family’s possible needs, and also select alternative meeting places near work or schools. Designate an out-of-the-area telephone contact. Select a relative or friend to act as a clearinghouse for information about your family. Family members should call this contact to report their condition and location. Make sure family members carry this number with them at all times, and that other friends and relatives know the number.
   • Learn to fight fires, to rescue people trapped under debris, to provide first aid, to find help for dire emergencies, and to assist others, especially the elderly, immobile, or handicapped. Ask your local American Red Cross Office for more information.
   • The most common cause of earthquake-related fires is broken gas lines. Everyone should know how to turn off the gas supply at the meter in case they smell gas after a large earthquake. Buy a special wrench that fits your gas turnoff valve and fasten it next to the valve.
   • Find out the policy of your local school concerning release of children after an earthquake. Arrange with neighbors to watch out for your family and property in case you are not at home.
   • Make plans with your family, your neighbors, and your coworkers. Every business should have an emergency response plan. After a major earthquake, medical aid, transportation, water, electricity, and communication may be unavailable or severely restricted for several days to weeks. Be prepared to take care of yourself, your family, and your neighbors for at least three days, longer if you live in a remote area.
   • At home, at work, and in your car, store flashlights, batteries, an ABC rated fire extinguisher, a battery-operated radio, a first aid kit and handbook, at least one gallon of water per person per day, food, warm clothes, sturdy shoes, gloves, and a fresh supply of any medications you and your family members may need.
   • Consider what you will need if an earthquake takes place in the winter. Have warm clothes and sleeping bags and pads for all members of your family.
   • Make sure emergency supplies are located in a safe and readily available place.
   • Make sure everyone in your family knows where these supplies are and how to use them.

3. Include pets in your planning.

Information provided by U.S. Geological Survey
Menlo Park, California
AS9100/9110 Registration Effort

As I stated at the Change of Command ceremony, attaining AS9100/9110 registration by the end of this year, is my number one priority as a strategic initiative. This will ensure that FRCSW remains competitive for current and future workload in an ever-evolving federal and private business environment.

ISO9001 is a quality management system standard for use in any organization which designs, develops, manufactures, installs and/or services any product or provides any form of service. AS9100 leverages ISO9001 and defines business process practice standards for the Aerospace Industry. AS 9110 further defines quality management system standards for organizations performing maintenance of commercial, military and private aircraft. Both registrations will be sought; AS9100 for processes indirect to aircraft, and AS 9110 for processes directly related to the aircraft.

Achievement of AS9100/9110 registrations will update the current ISO9001 registration in areas throughout FRCSW, and involve areas not previously registered. ISO9001 registrations will be subsumed by the AS9100/9110 standards, and will involve all programs and product lines at FRCSW.

This registration is part of FRCSW’s multi-faceted effort to press for excellence and continual process improvement. The AS9100/9110 journey is an accompaniment to current Shingo and Malcolm Baldrige endeavors; all which enhance the command’s goal of becoming a “High Performance Organization.”

An action team has been created to oversee and manage the registration effort. The team, lead by Virginia Lovell, Teaming for Process Improvement Program Manager, and Robert Espinosa, from Environmental Planning and Compliance, are charged with achieving the AS9100/9110 registration by December 2008. Supporting team members include Dinah Goodspeed, AS9100 Lead Auditor, from Total Force Management; Jim Miller, Audit Integration Team Lead from Quality Assurance; and Michael Smith, E-2/C-2 ISO9001 Lead Auditor. Team champions include Plant General Manager, Bill Reschke; Quality Director, CDR Pete Olep, and Quality Department Head, Sean Brennan.

Details of the registration implementation will be announced as registration milestones are achieved. AS9100/9110 team members will seek assistance throughout the plant to achieve registration by December.

This is a comprehensive effort affecting every operation at FRCSW, and I expect that an appropriate level of assistance and attention be provided to team members in the compilation of this effort.

Thank you in advance for your cooperation.

Michael C. Kelly

AS9100/9110 Questions & Answers

What is AS9100?
AS9100 is based on the ISO9001:2000 quality system requirements and are specific prerequisites established by the aerospace industry, to satisfy DOD, NASA and FAA quality standards. The international aerospace industry realized a need to supplement the ISO model to satisfy internal, government, and regulatory requirements applicable to the aerospace industry - requirements that ISO, as a generic standard, was never designed to satisfy. Development of AS9100 was the result of an international effort by aerospace companies to establish a single quality management system for use within the industry. AS9100 is the quality management system specific to the aerospace industry.

What is AS9110?
AS9110 further defines quality management system standards for organizations performing maintenance of commercial, military and private aircraft.

Why will both registrations be sought?
AS9100 applies to processes and services that are indirect to aircraft (ground support, etc.), and AS9110 applies to processes that are directly related to aircraft.

What is ISO?
ISO (International Organization for Standardization) is the world’s largest developer and publisher of International Standards. ISO is a network of the national standards institutes of 157 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. Because “International Organization for Standardization”
would have different acronyms in different languages (“IOS” in English, “OIN” in French for Organisation internationale de normalisation), its founders gave it also a short, all-purpose name. They chose “ISO”, derived from the Greek *isos*, meaning "equal". Whatever the country, whatever the language, the short form of the organization's name is always ISO.

**What is ISO9001?**
ISO9001 is a quality management system standard for use in any organization which designs, develops, manufactures, installs and/or services any product or provides any form of service. Standards make an enormous and positive contribution to industry. They ensure desirable characteristics of products and services such as quality, environmental friendliness, safety, reliability, efficiency and interchangeability. When products, systems, machinery and devices work well and safely, it is often because they meet standards.

**ISO standards:**
- make the development, manufacturing and supply of products and services more efficient, safer and cleaner
- facilitate trade between countries and make it fairer
- provide governments with a technical base for health, safety and environmental legislation, and conformity assessment
- share technological advances and good management practice
- disseminate innovation
- safeguard consumers and users in general, of products and services

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**Apprenticeship**
*continued from page 10*

The next class will also test a new training model, according to Braun. Miramar College is custom-tailoring courses just for FRCSW apprentices.

“We won’t send them to school up front like we used to. We want to reinforce the fact that they’re employees first, and students second. So, they’ll actually go to the shops, before they go to the college,” said Braun.

There are benefits to the new model, Braun stated. “If the person doesn’t fit into the route, then the command has an opportunity to release them before making a substantial educational investment, and recruit someone else. Plus the apprentice gets a flavor of where they’re going to work and what they’re going to do, before they go to school.”

Under the new model, apprentices will receive an Aviation Maintenance Technology Certificate upon completion of the program.

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**Career fields covered under the Apprenticeship Program include:**
- WG 2602 Electronic Measurement Equipment Mechanic
- WG 2604 Electronic Mechanic
- WG 2606 Electronic Industrial Control Mechanic
- WG 2805 Electrician (Maintenance)
- WG 2892 Aircraft Electrician
- WG 3359 Instrument Mechanic
- WG 3414 Machinist
- WG 3711 Electroplater
- WG 3806 Aircraft Sheet Metal Mechanic
- WG 4301 Advanced Composite Fabricator
- WG 5350 Production Machinery Mechanic
- WG 8255 Pneudraulic Systems Mechanic
- WG 8602 Aircraft Engine Mechanic
- WG 8852 Aircraft Mechanic

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**Unique C-2A Greyhound Visits FRCSW**

Aircraft examiner John Weitz (under wing) adjusts the engine of a C-2A Greyhound aircraft at the test line aboard Fleet Readiness Center Southwest. The aircraft is the only one of its kind with the NP 2000 propeller, an eight-blade prototype which will improve engine power and efficiency and reduce vibration. C-2As are ordinarily fitted with a four-blade propeller.

*Photo by Joe Feliciano*
Civilian Awards

Promotions

Zolito Balleser
Jeffery Bennett
Robert Berglund
William Bogdański
Michael Bolt
Warren Bonner
Bridget Breidenbach
William Bridges
Fred Brooks
Tom Brush
James Brustmaker
Vu Buu
Stephanie Bye
Albert Cabusi
Alexander Calguiran
James Carranza
Marlon Carter
Jeanette Castor
Restyx Catalasen
Kurt Caudy
Jovencio Cenina
Edward Chandler
Peter Chin
Linda Cohen
Luis Colon
Daniel Conley
Richard Conrad
Nelson Cooney
Robert Cress
David Cross
Dennis Crowley
Al Cruz
Richard Curtis
Ben Dahlin
George David
Laurie Davies
James Davis
Isagani Delacruz
Gil DeLeon
Jose Del Real
Amor Delrosario
David Devera
Allan Diaz
Christina Diaz
Mike Dinkins
Luc Doan
Mike Donish
Tommy Dowdy
Thomas Drake
Pedro Duran
Teresa Durazo
Joshua Durysa
Bernard Duyssings
William Elesner
Edward English
Cody Engstrand
Ernesto Espenida
Jimmie Estrada
Chris Eveland
Edward Evers
Linda Falcone
Bobby Fitzsimmons
Joseph Foster
Robert Frasier
Marvin Frizzell
Dave Fulbright
Edward Gadson
Edward Galaski
Matthew Garcia
Michael Garber
George Garcia
Brett Gardner
Anthony Gamber
Robert Gilgun
Sylvester Goins
Jessie Gomez
Victor Gonzales
Juan Gonzalez
Timothy Guibert
Joel Hart
Earl Hatch
Robert Haupt
Mark Hawkins
Charles Haynes
Kristopher Helsing
Leandro Hernandez
Michael Highhouse
Willie Hillman
Richard Hogan
Gus Holk
Alister Horton
Ollie Hubbard
James Hudson
Thomas Iseanle
Audrey Jackson
Donald Jackson
Luther Jackson
James Jaggers
Adolfo Jaramillo
Gary Jensen
Donald Jenkins
Rolando Jiao
Jose Jimenez
Gary Johnson
Oliver Johnson
Paul Johnson
Vilma Johnson
Glen Jones
Thelma Jones
Henry Kaminski
Tim Keiri
Sherry Kelly
Theresa Kenniston
Gary Kern
Jae Kim
Jeffery King
Ronald King
Leslie Kinsey
Robert Kohl
Roger Koza
Richard Knick
Hung Lai
Thanh Lam
Timothy Lana
Christopher Lapid
Tina Lasitter
Leon Lavergne
Tuan Le
Michael Lee
Wade Lewis, Jr.
Benjamin Liemann
Bartolo Lopez
German Lopez
Ricki Lopez
Gerardo Lorenzo
Richard Lozano
Lewis Lowe
Christopher Lucero
Alvaro Macias
Lorie Macias
Conrad Macy
Kevin Maguire
Philip Manzano

Special Act

David Adams
Drew Adams
Edward Alonzo
Richard Alvarez
Robert Amaichigh
Terry Anderson
Charles Ankerberg
Michael Anthony
Cesar Apilado
Mark Archuleta
David Arenas
Gilbert Babcock
Victor Baez
Simeon Bagalso
Gail Baker
Michele Marien
Ernesto Martin
Roberto Martin
Dorothy Mason-Dain
Robert Mathers
Alan Mayo
Gregory McCaleaster
Mark McCaughey
Randy McClellan
Hugh McCowat
Anne McCoy
Paul McGinty
Rogan McIntyre
Thomas McGovern
Robie Meeks
Xavier Mercado
John Merino
Richard Messier
Joseph Metzendorf
Mark Nick
David Miller
Richard Miller
Arturo Molina
Efren Monzon
Jonathan Moore
Carl Moraleja
Andrew Morales
Daniel Morin
James Murphy
Jason Nabor
Alvin Nakao
Dean Nelson
Gary Nelson
Patricia Nelson
Kristen Newlan
Khahn Nguyen
Toan Nguyen
Trier Nguyen
Louise Nicoloff
William Oker
Alexander Oliver
Nicholas Onners
David Ottino
Danilo Panganiban
Francisco Pasalio
Kenneth Passerelli
Gregory Patterson
Raymond Paulson
Erleen Paus
William Penn
Richard Pfeiffer
Thomas Phan
Thong Pham
Marcelino Phee
Karie Pickett
John Pimentel
Lilibeth Quijocino
Jose Ramirez
Ramon Ramirez
Efren Ramos
Oscar Ramos
Steven Randall
Robert Randle
Zain Rashada
Titus Reed
Walter Reed
James Renfro
John Rey
Reynaldo Reyes
Ailpreto Reyna
Michael Rohney
Robert Richardson
Anthony Richie
Ed Roberson
Kenneth Robertson
Albert Robles
Tommy Rocha
Debra Rodr

March/April 2008

ALMANAC
Dixon Roque
Albert Ruvalcaba
Carlos Sais
Nory Samatara
Richard Snaders
Amado Santiago
Lucia Sapin
Miguel Saucedo
Richard Schnereger
Claudia Schupp
Nancy Scott
Rodolfo Sebastian
Maiar Seifian
Louis Sena
Frank Snook
Albert Sossman
Tomas Spears
Matthew Stanley
Willie Stroud, Jr.
Vickyann Struthers
John Swindell
Robert Szuba
Michael Talton
James Tapetillo
Lenard Thronburg
Tim Truong
Peter Tsang
Wilfredo Tuscano
Larry Valadez
Richardo Valentino
Donald VanGundy
Daniel Vega
Gabriel Velasquez
Eric Vigilia
Celestino Villalpando
Jerry Walker
Patrick Walker
Tina Webb
John Weitz
Wade Wendell
Edward White
Frank Whitehead
Cornelius Wiley
Philip Wilkins
Harold Williams
Damon Willson
Eric Wilson
Russell Wong
Samuel Woodberry
Joseph Wright
Loc Yu

**Productivity Recognition**

**Year**
Nelson Advincula
David Cantu
Mark Corbilla
Cynthia Craig
Alfredo Cruz
Jerry Kittrell
Cary Mocan
Joseph Munz
Gary Thompson
Patrick Valentinio
Ruben Villa
Maria Villagomez
Theodore Willette

**Quarter**
Nelson Advincula
Arsenio Arce
Matt Bunker
Emmanuel Caandoy
Albert Cabus
David Cantu
David Cole
Patricia Como
Andrew Crump
Alfredo Cruz
Jorge Dearnas
Robert Fraser
Chuck Froehlich
John Garcia
Tom Jones
Marcus Kelly
Audrey Lane
Phuong-Chi Ly
Cary Mocanu
Rickey Moore
James Mundell
Sara Mundwiller
Guillermo Sandoval
Lisa St. Mary
William Tang
Gary Thompson
Scott Thornton
Paul Toledo
Kgoc Trieu
Ron Triska
Derek Urci
Patrick Valentino
Jodi Visosky
Maria Villagomez
Colter Wasson
Theodore Willette
Eric Wilson

**Month**
David Adams
Roger Baker
Richard Brown
Emmanuel Caandoy
Jose Campa
David Cole
Hilarion Cristomo
Andrew Crump
Van Cully
Anthony Dunn
Timothy Fertig
Chuck Froehlich
Bruce Gilbert
Norm Gomes
Jakob Grant
Josh Hill
Michael Howard
George Jaime
Eduardo Johnson
William Jung
Vincent Kaparic
Michael Knoll
Kathryne Lacy
Dennis Latza
Larry Lorenzana
William Ly
Dana Mace
Lorenzo Medina
Jerry Mendiola
Denton Miller
Bertha Mitchell
Cesar Morales
Rickey Moore
Edward Morris
Michael Oliver
Daniel Olson
Julian Reynaldo
Michael Robinson
Guillermo Sandoval
Larry Sandsted
John Santos
James Simon
John Sohl
Gary Thompson
Scott Thornton
Paul Toledo
Frank Tuchowski
Paul Tyler
Richard York

**35 Years**
Banny Agapito
Anthony Bishop
David Cross
Quirino Gutierrez, Jr.
Nestor Hernandez
Frank Kaparic
Gregory Kears
Frank Martinez
Allan Mitschelen
Jose Ramos
Lawrence Rocheule
Hector Victa
Dennis Wagner

**30 Years**
Andres Avila
David Clark
Jose Cruz
Gary Frazier
Kathleen Harris
Joseph Hernandez
Dan Hicks
Charles Johnson
Ronald King
Billie Sue Matchke
Dean Nelson
Jose Pazos
Richard Ramirez
Catalina Redman
Debra Rosen
Klara Sesztak
Peter Sickinger
John Trumble
Richard Ventura
Rick Votaw
Patrick Walker
Curtis Witherspoon

**25 Years**
Louis Acosta
John Colley, Jr.
Erma Deloviar
Clifford Gruel
Michael Holleron
Sharon Leonard
Richard Medley
Daniel Morin
Terrie Mortensen
Ronald Moten
Juanita Robles
Carolos Rodriguez
David Schiffrin
Larry Vega
Manuel Vienna
Cassandra Young

**20 Years**
Edward Duffy
Rolando Durano
Walter Johnson
Stephen Krolik
Andrew Lima
Claudia Schupp

**15 Years**
Blitz Varsi Barrera
Michael Blodgett
Roberto Comer
Rebecca Ferguson
Brett Gardner
Joshua Malish
Tuan Nguyen
Ronald Pangilinan
Ruby Ruiz

**10 Years**
Dindo Alarcon
Douglas Brown
Terrisson Hogue
Philip Magahis
Jason Palmer
Mark Pelayo
Rommel Requina

**5 Years**
Christopher Bentley
Arthur Comandante
Daniel Conley
Michelle Delagardelle
Ryan Drake
Vince Joco
John Kim
Jason Kubitz
Ho Ly
James Nielsen
Anthony Pendleton
Carl Stevens
Paul Weintrub

**Time-off**
Theresa Crum
Jeff Freedman
Griselda Santa Maria

**Retirements**
Salvador Benitez
Jesse Beverly
Fred Brooks
Edward Chandler
Steven Clark
Linda Cohen
Moses Coito
David Cross
John Desciscio
Edward Duffy
Benjamin Dulos
Joseph Fazio
Charles Glenn
Oscar Gonzalez, Jr.
Robert Hylton
Antonio Julio
Thomas Kuhn
Harold Lawrence
Dennis Locke
Henry Lopez
James Lovell
Billie Sue Matchke
Allen McKey
Charles Moore
Edward Morris
Steve Palyash
Leroy Pellonari
Mariano Santiago

**Military Awards**

**Promotions**
AMEC Maricris Granade
ATCS Ryan Nichols
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