Current Readiness & Enterprise AIR*Speed* Newsletter

Celebrating 100 Years

Volume 9, Issue 5

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From the desk of Rear Adm. Ted Branch

Commander, Naval Air Force Atlantic, Naval Aviation Enterprise Current Readiness Cross-functional Team Co-lead

Having just attended this year's Naval Aviation Enterprise (NAE) Air Board Executive Committee face-to-face meeting at Naval Air Station Patuxent River, I feel this is the perfect time to drop the mantle of "the new guy" and provide you with my thoughts as the new co-lead of the Current Readiness Cross-functional Team.

Driving warfighter readiness is what we in the NAE are focused on every day. Producing ready Naval Aviation forces to meet combatant commander demands is what we have always done. In light of today's challenges, that is simply not enough.

Rear Adm. Ted Branch

Anyone who has watched the news lately knows that all of the military services are facing a future that will be defined by constrained resources. The coming years will see some tough decisions regarding Pentagon budgets that will have

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Welcome!

Rear Adm. (sel.) John King assumed command of Naval Supply Systems Command Weapon Systems Support (formerly known as Naval Inventory Control Point) July 7. He replaced Rear Adm. Ray Berube who retired in June after 32 years of service.

2011 awards criterion to be released soon

The nomination period for the fifth annual AIR*Speed* Excellence in Continuous Process Improvement Awards is scheduled to open in early August. Information on the MGySgt John S. Evancho Innovator of the Year, Enterprise AIR*Speed* Site of the Year and Leader of the Year awards submission process will be available in this newsletter, on the Enterprise AIR*Speed* web site (http://www.public.navy.mil/airfor/nae/Pages/AIRSpeed.aspx), its SharePoint site (https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/current_readiness/MSCM/AirSpeed/default.aspx) and via naval message. Email AIRSpeed.OPS@navy.mil for more information.

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impacts across the Navy and Marine Corps – we will certainly feel the impacts in Naval Aviation.

Demand for Naval Aviation forces – both in the U.S. Navy and the U.S. Marine Corps – have never been greater. We are a nation at war. There are changes taking place every day in other regions of the world that have also become focus areas for our nation. The demand for forces to support humanitarian assistance and disaster response missions has never been greater. Time and again, we see that Naval Forces are uniquely positioned to rapidly bring significant capability to bear in time of conflict or disaster. Nations still look to a strong Navy and Marine Corps as the means to project power and influence beyond their own home waters.

We are a force in transition. There is a lot of tired iron out there. To keep the current force going, we are conducting service life extensions on several type/model/series. At the same time, we are recapitalizing nearly every aviation platform in the Navy and Marine Corps. *From Super Hornets*, *Growlers*, *Joint Strike Fighters* and *Poseidons* to *Advanced Hawkeyes*, MH-60 *Romeos* and *Sierras, to Ospreys*, AH-1Z *Vipers*, and UH-1Y *Venoms*, from Broad Area Maritime Surveillance, Unmanned Carrier Launched Airborne Surveillance and Strike System and *Fire Scout,* to the Ford-class aircraft carrier and America-class amphibious assault ship, Naval Aviation is undergoing some significant changes.

The only way to face challenges of this magnitude is to ensure that all aspects of Naval Aviation are in alignment – from the warfighter at sea to the provider in both government and industry. We have a Naval Aviation Enterprise which is a partnership of operators, sponsors, and providers whose purpose is to advance and sustain Naval Aviation warfighting capabilities at an affordable cost...today and in the future. Understanding the linkage of readiness to resources to production to cost is the foundation of this enterprise. The critical, and perhaps least understood step in this process, is to understand "What is readiness?" It's not easy. Readiness is not just the resources we provide our forces, it includes their ability to use those resources across a vast array of mission areas, geographies, and levels of conflict.

Cpl. Chad Helms walks down the flight line toward an MV-22B *Osprey* at Camp Bastion, Afghanistan, June 16. Helms is an Osprey crew chief with VMM-264 based out of Marine Corps Air Station New River, N.C. In 2007, the Osprey began replacing the CH-46 Sea Knight, which had been in service since 1962, with providing assault support and transport for the Marine Corps. Photo by Cpl. Rashaun X. James, 2nd Marine Aircraft Wing (Fwd)/Marines.mil

One might think that the linkages are obvious, but they aren't. One might also think that aligning stovepiped processes for the betterment of the whole is easy, but it is not. Working collaboratively and transparently is hard. But if we succeed, we can produce the required level of readiness at best cost for the betterment of Naval Aviation and the nation as a whole.

Readiness is our ultimate product. It is what we provide to the nation, and it costs money. It is incumbent upon our operational commanders to understand that their demand for ready forces drives cost.

It is essential that Navy leaders who oversee the man, train, and equip functions – folks like me – understand the costs associated with certain levels of readiness, and to provide honest assessments up the chain of command about just how much readiness a fixed amount of funding provides. Doing more with less is no longer an option.

It is important for our unit commanders to understand how much readiness they need to produce to meet that demand, to produce it as efficiently as they can and to produce no more. It costs money to be "over ready." It burns unnecessary service life on our aging force of aircraft. The warfighter needs to be a responsible consumer.

It is critical that our providers of people and equipment understand the demand for readiness and ensure their processes are aligned to meet

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FRCSW touts O-to-D alignment at BoG

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

Acquiring organic repair capabilities, replicating best practices, and integrating with squadrons and Naval Air System Command Program Offices were the main topics of discussion at the "Boots-on-the-Ground" (BoG) hosted by Fleet Readiness Center Southwest (FRCSW) May 11.

"In [fiscal year] 2011, we have cost avoided more than $4.5 million to date," said Capt. Fred Melnick, FRCSW commanding officer. "The FRCSW team has more than 200 engineers and logisticians that provide product support not only on the line but in the fleet as well. Here, the triad -- production, logistics and engineering – working together in the same place is how we succeed," he said.

One of the main issues that FRCSW is seeking to resolve, said Melnick, is the integration of mission fund and Navy Working Capital Fund personnel. Changing policy would allow for better mixing and matching of workforces, enabling the intermediate maintenance activity to place capability closer to the flight line, and meet warfighter demand more efficiently, he said. While current policy restricts full integration of the workforce, a pilot is underway to determine the feasibility of its revision.

Capt. Jeff Hughes, deputy commander, Helicopter Maritime Strike Wing Pacific, spoke about the need for expanded and more responsive repair capability for the Airborne Low Frequency Sonar (ALFS) - the MH-60R's primarily anti-submarine warfare (ASW) sensor. "The ALFS is a phenomenal sensor that has proven its improved capability over legacy dipping sonar systems in the operational environment, and we are making good progress in overcoming the reliability concerns that in the past have affected availability of the system for fleet use."

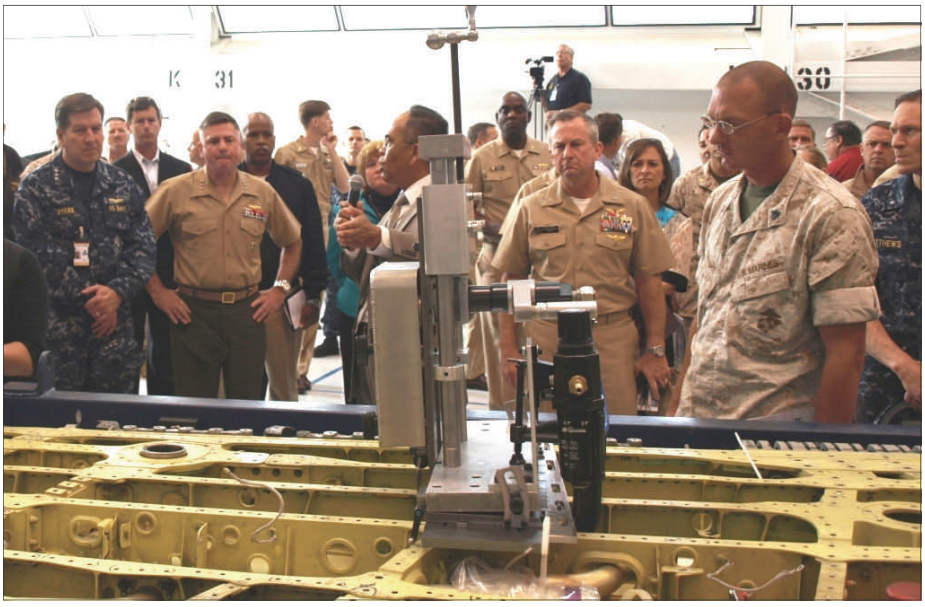
It used to take months for the Navy to receive a repaired ALFS reel and cable due to a miswrap. "Now we have the organic capability to re-wrap the cable here [FRCSW]. There is also a prototype aboard [*USS Abraham*] *Lincoln* (CVN-72) and [*USS George H.W.*] *Bush* (CVN-77). Lincoln used it multiple times on deployment, and we are working on making more systems available for the carriers," said Hughes.

FRCSW's ready-for-issue rate for the ALFS has improved by 57 percent and is expected to increase once it obtains calibration capability. Sailors also are currently receiving on-the-job training from contract services, increasing the maintenance site's organic capabilities.

The effort to extend the service life of the F/A-18C/D through the High Flight Hour Program has doubled the scope of work at FRCSW, said FRCSW Structural Components and Manufacturing Program Manager Joe Caoile. One reason is the repair to the inner wing.

Corrosion is a primary cause for stress in the wing span, he said. FRCSW artisans had to develop local repair processes because the capability did not exist at another FRC nor at an original manufacturer. As the assessments continued and processes were refined, areas to inspect for repair grew from 43 to 126.

This "new territory" increasingly demanded artisans employ innovative solutions. For example, maintainers had to design a spar cutter to prevent damage to the wings' fiberglass components. "Damage to the wing would mean that the wing has to be scrapped," said Caoile. FRCSW has completed three inner wing repairs at a cost of $1.3 million each; a new wing costs $4 million. The command is scheduled to expand its repair capability and increase the number of inner wing repairs by eight in the next few months. "Ultimately we want to go beyond the 8,000 hour extended service life we originally planned for and reach 10,000 hours," he said.



FRCSW Structural Components and Manufacturing Program Manager Joe Caoile (center, with microphone) explains to Vice Adm. Al Myers (left), Lt. Gen. Terry Robling (center left) and "Boots-on-the-Ground" attendees how artisans developed the patented wing spar cutter (center) to maintain the integrity of the wing.

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AS2 Israel Graham: Making the shift

By Jacquelyn Millham, NAE Current Readiness CFT/Enterprise AIRSpeed Public Affairs

Like apples and oranges.

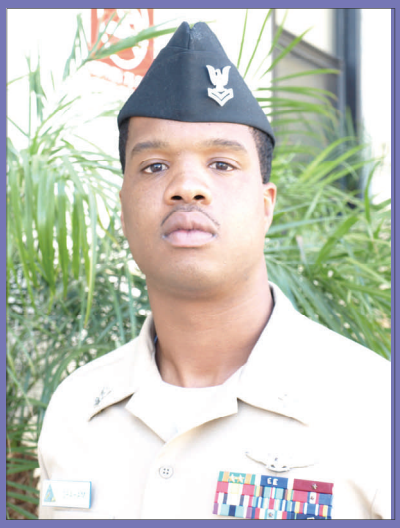
That's how Aviation Support Equipment Technician (AS) Second Class Israel Graham describes the difference between his work as a technician and as a Fleet Readiness Center Southwest (FRCSW) AIR*Speed* Site Core member.

Graham became a technician because he wanted to work with his hands and be employable outside of the military. But now as a continuous process improvement (CPI) practitioner, he has to think differently about his approach to work.

"AS is very manual. Lean Six Sigma requires a lot of mental activity. AIR*Speed* also changed my thinking. Before it was 'Do as I say. That's how we've always done it.' With AIR*Speed*, I look at things differently and have to articulate and convince others to look at their processes differently as well," he said.

CPI also requires him to use skills of persuasion. "I have to get people on board with CPI. They deviate for a reason. That's the stuff you want to know and document," said Graham.

Graham's ability to communicate with FRC maintainers, apply CPI methodologies, realize a cost avoidance of more than $161,000 and get results earned him the Naval Aviation Enterprise Site Visit Excellence Award presented during "Boots-on-the-Ground" at North Island May 11.



I agree with a statement I heard in class: People argue if the cup is half-full or half-empty. I say get rid of the cup and the guessing altogether. Get rid of the uncertainty and remove the fear.
~AS2 Israel Graham

Just go down the list

One event that earned Graham the recognition was his work on the mobile electric power plant (MEPP). "The work center was exceeding its time to reliably replenish (TRR) – 15 days. The actual TRR was different depending on who was doing the work," he said.

"There was a variation on how the standards were calculated. So we measured the measuring system. "I wanted to provide a simple solution that could be applied by anyone pulled off the street," said Graham. "I was going through black belt training at the time which helped me with the project."

Graham identified three primary improvements to the process to reduce the MEPP's TRR:

Simplify the troubleshooting matrix;

Print out the schematics with different colors that correspond to common gripes;

Compile a list of problems for every subsystem that maintainers can check against.

"TRR went from 45 days to 30 days after we piloted the project," he said.

Solutions to improve the Material Control Delivery also received accolades. "FRCSW is located in different buildings spread out across North Island. Whenever a maintainer needed a part, he or she would go to supply and go pick it up. That was time wasted that could be spent working on components. Now, each division has a

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(BoG continued from Page 3)

Stemming from increased communication between the deckplate Sailor and depot-level artisans, CHSMWP's H-60 Focus Area List (FAL) was another successful initiative showcased at the BoG. FAL is a standard list of 15 to 20 areas encompassing all aircraft zones where corrosion is most frequently found. The inspection tool aligns corrosion prevention efforts from the organizational- to the depot-level and gives maintainers a clearer understanding of what parts of the aircraft require the most attention, which areas cost the most to repair and what behaviors increase depot turnaround time.

Capt. Jon Albright, Naval Air Systems Command Logistics Management Integration military director (left), gets a little help from a maintainer on how to use one of the tools in FRCSW's Reverse Engineering Department.

"We worked with FRCSW and got a consensus from all four wings on how to develop the FAL. [Organizational-level] maintainers were trained on how to use it systematically to ensure that we take care of this new asset from the beginning," said Olga Keegan, CHSMWP CPI officer and NAE black belt.

"With all of the wings using FAL, we improved aircraft material condition, RBA/RFT (ready basic aircraft/ready for tasking aircraft), reduced [flight hour program] expenditures and had the capability to provide concise real-time information to engineers," she said. For more information on FAL, go to: http://www.public.navy.mil/airfor/nae/Current%20ReadinessEnterprise%20AIRSpeed%20Newsletters/Volume%208,%20Issue%209%20-%20Posted%20December%202010.pdf

LS2 Valerie Hansen; HSL-49 Tool Room supervisor (left) explains to Michael "Duffy" Dyer, Headquarters, Marine Corps, Deputy Commandant, Aviation executive consultant (right), how the Automated Tool and Hazardous Material Issuing and Accountability system improved CHSMWP's ability to track and order materials.

NAE leadership also got a closer look one of CHSMWP's proudest continuous process improvement accomplishments being executed at its birthplace – the Automated Tool and Hazardous Material Issuing and Accountability system. The system, which has already been deployed to all eight of CHSMWP's Helicopter Maritime Strike (HSM) squadrons, is being considered by Commander, Naval Air Forces for replication at all organizational-level activities and inclusion in the Naval Aviation Logistics Command Management Information System. For more information on the system, go to: http://www.public.navy.mil/airfor/nae/Current%20ReadinessEnterprise%20AIRSpeed%20Newsletters/Volume%208,%20Issue%203%20-%20Posted%20April%202010.pdf

Fleet Logistics Support Squadron (VRC) 30 Commanding Officer Cmdr. Jason Hammond said continuous process improvement made Phase Maintenance Interval (PMI) 1 and 2 more efficient – reducing the turnaround time from 90 days to 28 days in the squadron. Distance traveled by its maintainers to complete pre-work decreased from more than 66,000 feet to less than 1,300 feet. The depaneling phase, which took 10-14 days to complete, has been reduced by 70 percent. Changes to the process included creating a PMI zone in the hangar; developing a crew plan to prepare the aircraft for induction; procuring tools specifically for PMI and locating them at the point of use; designing carts to store panels; and developing a chart to monitor progress.

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More than 75 representatives from the Naval Aviation Enterprise (NAE) attended "Boots-on-the-Ground" hosted by Fleet Readiness Center Southwest May 11, including eight flag and general officers. From left to right: Rear Adm. John Sadler, Commander Naval Air Forces Reserve and Deputy Commander, Naval Air Forces; Rear Adm. Charles Rainey, Vice Commander, Space and Naval Warfare Systems Command; Rear Adm. Paul Grosklags, Vice Commander, Naval Air Systems Command; Vice Adm. Al Myers, Commander Naval Air Forces and NAE co-lead; Lt. Gen. Terry Robling, Deputy Commandant for Aviation and NAE co-lead; Rear Adm. Raymond Berube, Commander, Naval Inventory Control Point and NAE Maintenance and Supply Chain Management Team co-lead; Rear Adm. Thomas Moore, Director, Fleet Readiness Division; and Rear Adm. Timothy Matthews, Naval Air Systems Command Assistant Commander for Logistics and Industrial Operations, Fleet Readiness Centers Commander, and Naval Aviation Enterprise (NAE) Maintenance and Supply Chain Management Team co-lead.

Framework to replicate successes fleet-wide introduced

In an effort to promulgate best practices across the fleet, the Naval Aviation Enterprise (NAE) is launching a pilot program that will evaluate a replication framework recently developed for sites.

The pilot was briefed at the "Boots-on-the-Ground" site visit hosted by Fleet Readiness Center Southwest May 11.

Lots of sites are doing good work, but each process improvement effort was essentially starting from the ground up, said Maj. John DiGiovanni, Headquarters Marine Corps, Aviation Support Logistics Continuous Process Improvement lead. "There are efficiencies to be gained from replications across the enterprise."

Steps to the process include: conducting events that will reduce readiness gaps on processes and practices; obtaining validation by the chain of command; entering the data into the Continuous Process Improvement Management System; obtaining recognition by leadership as a best practice; and promulgating replication across the fleet.

It also will include an evaluation of the site's capabilities, analysis of expected improvements and a plan for sustainment. "Not all units are the same. There are variations in terms of layout of facilities, capabilities, training, and authorizations, even though they have the same production," he said.

"We along with site leadership will look at the best practice and determine if it will achieve benefit before it is implemented," said DiGiovanni.

The pilot, which will be initiated at Marine Corps and Navy sites, is scheduled to take place by Fiscal Year 2012. ■

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Other initiatives highlighted during the BoG included:

- The central role work sequencing and continuous process improvement played in the Vertical Lift Program.
- An FRCSW joint venture with Helicopter Maritime Strike (HSM) community that calls for tail rotor system wiring checks on the H-60 helicopter to be performed during PMIs before being delivered to the squadrons.
- A pilot program in which Sailors reassemble components after artisans complete higher-level repairs.
- And the reduction in non-mission capable downtime by using the Eclyse Automatic Wire Analyzer – from an average of 18 days spent identifying discrepancies to 20 minutes.

Maj. John DiGiovanni, Headquarters Marine Corps, Aviation Support Logistics Continuous Process Improvement lead also spoke about the NAE's newly-developed replication process that will be deployed to the fleet this fiscal year. For more information on the process, see sidebar, titled: *Framework to replicate successes fleet-wide introduced*.

Naval Aviation Enterprise and FRCSW leadership also discussed: future maintenance on the P-8 and unmanned aerial vehicles; acquiring additional capabilities to repair the ALFS; the efforts expended by squadrons to meet readiness requirements; the use of Navy Enterprise Resource Planning at air stations; how to resource parts, the unavailability of parts and part obsolescence.

BoG attendees took these and other issues back to their commands for further review and possible resolution. ■

Bravo Zulu

Congratulations to the sites that were among the final 10 storyboard projects to be showcased at the DoD Performance Symposium held June 27-30 in Landsdowne, Va. Almost 60 entries on replicable processes were submitted from the Naval Aviation Enterprise. Marine Aviation Logistics Squadron (MALS) 24 took first place in the "Best Use of CPI as an Enabler" and "Best Way to Stretch a Dollar" and second in the "Best Opportunity for Replication" categories for its CH-53D Damper Assembly Belt event. Entries included:

- MALS 39: Vibration Transducers
- Fleet Readiness Center (FRC) West, Fort Worth/MALS-41: T56 Engine: Organic Solution to Diminishing Resources
- MALS-31: F/A-18 Electronic Counter-Measures Work Center receiver Transmitter ALS-126B
- *USS Dwight D. Eisenhower* (CVN 69): Expediting Casualty Reporting

The following received an honorable mention for their efforts:

- FRC Southeast Detachment Mayport: T700 Engine First Pass Yield
- MALS-31: F/A-18 Buffer Management Tool
- FRC Mid-Atlantic Site New Orleans: AH-1 Cobra Gun Turrets
- MALS-11: BRU-32 Bomb Rack

The storyboards also were on display at the Professional Aviation Maintenance Office Conference held in Norfolk, Va., during the same week.

(Graham continued from Page 4)

runner designated to pick up the parts – approximately five people. Supply now knows the [point of contact] for each division – a plus for them.

"Morale has improved as well. The maintainers are happy they don't have to leave their work centers to pick up parts," said Graham.

Staying the course

Graham's path to becoming a CPI practitioner wasn't a straight one. When he first entered the military almost nine years ago, he was undesignated and did not become a technician until three years later.

"Coming in as undesignated gave me an advantage," said Graham. "I got to see every job before I decided which on to pursue. I chose [aviation support equipment] because I wanted to work with refrigerant and earn [Environmental Protection Agency] certification."

Graham studied to earn the rating and later attended the course at the Center for Naval Aviation Technical Training. Later, looking to take advantage of an opportunity to improve himself while stationed in Bahrain, he volunteered to take a green belt course after discussing it with his parents. Although he did not participate in an event while overseas, he was tapped for FRCSW's AIR*Speed* Office by ASCS Eleazer Garcia, AIR*Speed* Lead Petty Officer. He later earned certifications from Villanova University and the Department of the Navy.

CPI also taught Graham something about himself. "I like teaching classes – getting in front of a lot of people. I've briefed captains and senior leadership. I've improved my people skills and I ask 'How can I do better?'"

"I look at everything in a different light every day. I ask 'Why they are doing this?' Even when I am watching commercials, I read the fine print," he added.

Although Graham wasn't sure what he wanted to do when he first enlisted, he is sure that he wants to stay Navy and is looking at his options to stay competitive. Whatever, he does, he said CPI is a set of tools he will apply in his future endeavors.

"This was the most challenging, think-out-side-of-the-box experience I've had in the Navy," he said. ■

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that demand on time at an optimal cost.

Everyone plays a critical role in fleet readiness as well. We do not have the excess capacity in ships, aircraft, and personnel to act as a cushion for delays and cost overruns. On-time, on-cost delivery of people and equipment is essential. A delay – even a delay of one day, can have ripple effects across a squadron, an air wing or a strike group's ability to deploy on time for these critical missions that we are asked to support every day, around the world. Again – a quick look at current events will give an indication of just how much we are doing.

We must all reconcile ourselves to the fact that we have to be the best stewards of the taxpayer's dollars by producing the readiness the nation demands at the best possible cost – we have to do things better, faster, cheaper, but most importantly smarter. Efficiency and effectiveness go hand-in-hand – they can't be considered exclusively.

The ability of our fleet to be flexible, agile, and – when necessary – lethal, depends in large part on your efforts You are making a difference – and I ask you to stay focused on helping the fleet and the Naval Air Force maintain our edge. ■

Links of interest

1. **Navy UCAS-D achieves milestone aboard Eisenhower**
   A team from the Navy Unmanned Combat Air System program office (PMA-268) accomplished the first carrier touchdown of an F/A-18D surrogate aircraft, emulating an unmanned vehicle, using systems developed as part of the Unmanned Combat Air System Carrier Demonstration (UCAS-D) program on July 2.
   http://www.navy.mil/search/display.asp?story_id=61420

2. **Unmanned Combat Air System has first successful carrier touchdown**
   This All Hands Update features video of the automated landing and takeoff.
   http://www.navy.mil/swf/mmu/mmplyr.asp?id=16003

3. **Navy establishes program executive office for Littoral Combat Ships**
   The new program executive office provides a single program executive responsible for acquiring and maintaining the littoral mission capabilities of the Littoral Combat Ship class from start to finish, beginning with procurement, and ending with fleet employment and sustainment.
   http://www.navy.mil/search/display.asp?story_id=61525

4. ***NAE Air Plan****
   The latest edition of the Naval Aviation Enterprise (NAE) Air Plan discusses the bedrock principles of Enterprise culture, and a few examples of how leadership has used those principles to better Naval Aviation.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Air%20Plans/18-July11_Air_Plan.pdf

5. **Navy tests new electro-magnetic aircraft launching system**
   Click here to see a video on the launch and learn more about the history of launching aircraft from ships.
   http://www.navy.mil/swf/mmu/mmplyr.asp?id=15925

6. **NAE Total Force Cross-functional Team Newsletter – Volume 1, Issue 1***
   In this premier issue read about the team's role in the people supply chain and in the manpower planning process.
   https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/Total_Force/Lists/Announcements/Attachments/37/NAE%20TF%20Newsletter%20VOL1ISSUE1%20JUN2011%20Final.pdf

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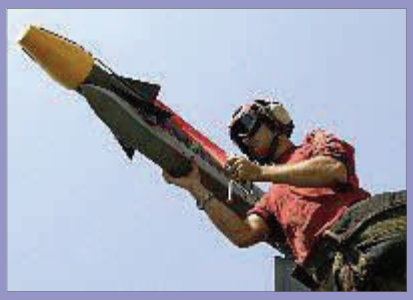
7. **U.S. Navy marks Hornet, Growler flight hour milestone**
The Navy marked eight million accumulated flight hours for the F/A-18 family of aircraft on July 12.
http://www.navy.mil/search/display.asp?story_id=61580

8. **F-35C completes first jet blast deflector testing**
The JBD testing collected data on the effects of the F-35C engine exhaust on fleet-representative 4- and 6-panel JBD units and the flight deck in front of the JBDs.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4691



An AIM-9X Sidewinder (NAVAIR phpoto)

9. **AIM-9X achieves milestone C**
The Navy's Air-to-Air Missile Systems Program Office (PMA-259) reached a milestone C decision June 24 for the AIM-9X Sidewinder Block II missile, thus authorizing the system to enter low rate initial production.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4693

10. **P-8A Systems Integration Lab completes final installation, saves Navy money**
The Patuxent Systems Integration Laboratory houses flight hardware to test the integration of systems on board the P-8A Poseidon.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4686

11. ***Rhumb Lines****
Electronic Warfare
This *Rhumb Lines* focuses on the contributions of naval aviation to electronic warfare. From the first deployment of the EA-18G Growler, to the development of future electronic jamming capabilities, the Navy's electronic warfare assets provide a unique capability that is vital to fighting and winning wars.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Rhumb%20Lines/Electronic_Warfare_31_May_11.pdf

12. **Fleet Readiness Center Southwest's *Almanac* – Volume 5, Issue 1***
Read about the artisans new home at Marine Corps Air Station Miramar and FRCSW Site Miramar's Vertical Lift Program.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/FRCSW%20Almanac/FRCSW_Almanac_Vol%205-1.pdf

13. ***CPI Gram* – June 2010***
Learn how to tackle the most common continuous process improvement challenges and how to create a more innovated workplace in this issue.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/CPI%20News/DON_CPI_Gram-June.final.pdf

14. **First Marine Corps EA-6B Prowler makes final flight**
After 34 years of service and more than 11,000 flight hours, aircraft 160432 made its final active duty flight June 10.
http://www.marines.mil/unit/mcascherrypoint/Pages/FirstMarineCorpsEA-6BProwlermakesfinalflight.aspx

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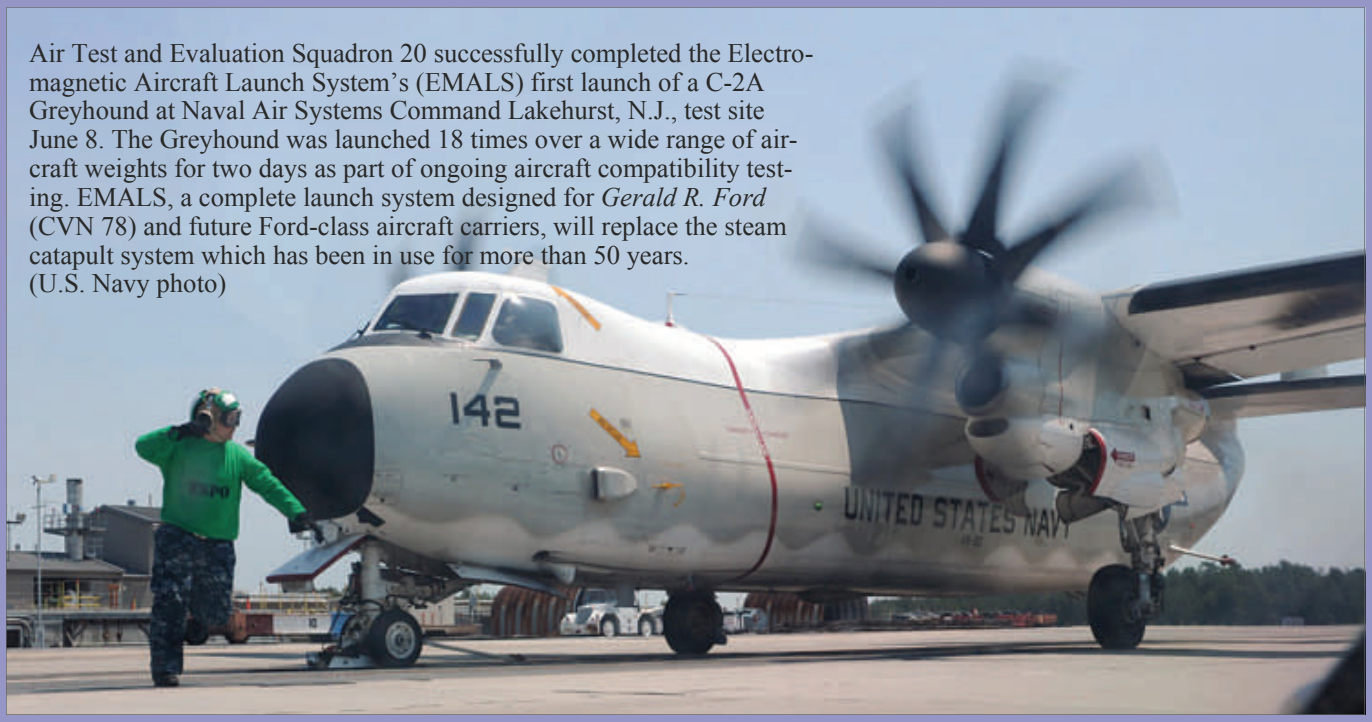

Air Test and Evaluation Squadron 20 successfully completed the Electromagnetic Aircraft Launch System's (EMALS) first launch of a C-2A Greyhound at Naval Air Systems Command Lakehurst, N.J., test site June 8. The Greyhound was launched 18 times over a wide range of aircraft weights for two days as part of ongoing aircraft compatibility testing. EMALS, a complete launch system designed for *Gerald R. Ford* (CVN 78) and future Ford-class aircraft carriers, will replace the steam catapult system which has been in use for more than 50 years. (U.S. Navy photo)

(Links continued from Page 9)

15. **DoD's *Performance Matters* – Spring 2011***
In this issue readers will find a primer on how to benchmark and learn about the Tobyhanna Army Depot's Lean SixSigma efforts.
https://www.portal.navy.mil/comnavairfor/Naval_Aviation_Enterprise/AirSpeed%20Newsletters/Newsletter%20repository/Performance%20Matters/Performance_Matters_Spring_2011.pdf

16. **EMALS launches first Goshawk**
Twelve successful launches were made June 1 and 2 as part of the on-going aircraft compatibility testing at NAVAIR Lakehurst, N.J., test site.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4620

17. **Photo release: EMALS successfully launches first Greyhound**
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4623

18. **Last S-3B Viking overhauled at FRCSE heads for California-based test squadron**
FRCSE artisans recently completed an overhaul on the last of three S-3B Vikings. Test and Evaluation Squadron 30 will use the aircraft to clear the Sea Range, the Department of Defense's largest overwater missile test range.
http://www.navair.navy.mil/index.cfm?fuseaction=home.NAVAIRNewsStory&id=4604

19. **AFSO21 saves Kadena millions in parts, energy bills**
Base officials in Kadena Air Base, Japan, recently instituted an initiative through the Air Force Smart Operations for the 21st Century program to replace old, outdoor air conditioning chillers with protected, indoor equipment to save the Air Force potentially millions of dollars in parts and energy.
http://www.af.mil/news/story.asp?id=123257641

**- Site is CAC-enabled. Some readers may not be able to access the link.*

Content in this publication has been cleared for release.