

Current Readiness & Enterprise AIRSpeed Newsletter



Volume 8, Issue 6

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Hawkeye/Greyhound Team focus on gap reduction



Aviation Structural Mechanic Airman John Irving sands the propeller tip of an E-2C Hawkeye assigned to the Seahawks of Airborne Early Warning Squadron (VAW) 126. (U.S. Navy photo by Mass Communication Specialist 2nd Class Matthew D. Williams/Navy NewsStand)

By Lt. Bryan Clower, Commander Airborne Command Control and Logistics Wing

Over the past year the E-2C and C-2A communities have seen a 35 percent and a 10 percent reduction in ready for tasking gap, respectively. This reduction is due in large part to the efforts of the entire Hawkeye/Greyhound team. Our team has embraced open

(Hawkeye continued on Page 2)

New HQMC-ASL, NAE leadership

Brig. Gen. Gary Thomas replaced Maj. Gen. Jon Davis as the Assistant Deputy Commandant for Aviation and as the Naval Aviation Enterprise Current Readiness Cross-functional Team co-lead in July. Thomas' last assignment was as commanding officer of Marine Aviation Weapons and Tactics Squadron One. Davis is currently serving as Commanding General, 2nd Marine Aircraft Wing.



Brig. Gen. Gary Thomas

Naval Aviation leaders talk Enterprise

By Naval Aviation Enterprise Public Affairs

Forty Navy and Marine Corps senior leaders and Senior Executive Service (SES) personnel associated with Navy and Marine Corps Aviation met at Naval Station Great Lakes August 10-11, as

the Naval Aviation Enterprise (NAE) Extended Air Board to discuss ways NAE could collaboratively work together to improve current and future naval aviation readiness in a cost-wise manner.

(Leaders continued on Page 5)

In this issue

1. [Hawkeye/Greyhound Team focus on gap reduction](#)
Communication, coordination key to its successes. Page 1
2. [Naval Aviation Leaders Talk Enterprise](#)
Accomplishments, future challenges discussed. Page 1
3. [NAVAIR Commander's Awards reflect spirit of teamwork](#)
Innovative work is lauded. Page 2
4. [Leaders learn fleet challenges from Sailors/artisans](#)
FRCSE host Boots-on-the-Ground. Page 3
5. [FRCSE artisan recognized for work on T-34](#)
Read about Joseph Fash and his team. Page 3
6. [The HAWG work toward a common goal](#)
AV-8B's are getting ready faster, more efficiently. Page 4
7. [NAE Master Schedule \(link\)](#)
8. [Links of interest](#) Page 7

[\(Back to Table of Contents\)](#)

(Hawkeye continued from Page 1)

and direct communication as a means to identify, prioritize, and remove barriers to readiness.

While the aircraft which we operate and maintain are not getting any newer, we benefit greatly from routine communication across our vast stakeholder network. Weekly meetings with our entire support and supply network, which include personnel from the fleet, program managers, Naval Inventory Control Point, Defense Logistics Agency and industry, help us to focus our finite resources to the highest priority issues in a manner which minimizes the severity and duration of readiness

deficiencies. The team works systematically through our list of concerns in an attempt to lead-turn component and supply issues before they evolve into readiness degraders. Also, we have also improved our integration of maintenance and operations requirements through coordination meetings of our community maintenance and operations leadership.

The commodore holds a semi-monthly meeting with the commanding officers from each of our squadrons in order to identify constraining issues before they evolve into systemic, community-wide problems. These meet-

ings cover personnel, equipment, supply and operational problems and allow the wing to better understand the fleet's concerns. These concerns may then be compared to collected reports in order to identify whether a systemic reporting error exists or if the metrics are not accurately reporting real-world concerns.

While the community is subject to fluctuations in readiness requirements and resource constraints, our open and regular communication has helped us to deliver a more reliable and capable force to Naval Aviation. ■

NAVAIR Commander's Awards reflect spirit of teamwork

By NAVAIR Strategic Communications

Vice Adm. David Architzel hosted the 10th annual Naval Air Systems Command Commander's National Awards July 27, recognizing hundreds of personnel for outstanding and effective teamwork.

Architzel led the ceremony from NAVAIR headquarters at Patuxent River, Md. Joining him at the podium were Capt. David Gleisner, Vice Commander, Naval Air Warfare Center Aircraft Division, and Garry Newton, Deputy Commander Fleet Readiness Centers.

Rear Adm. Mat Winter, Commander, Naval Air Warfare Center Weapons Division, participated via video teleconference (VTC) from China Lake, Calif. Other NAVAIR sites around the country also joined the ceremony through VTC. Rear Adm. Paul Glosklags, Vice Commander, Naval Air Systems Command, served as the master of ceremonies.

In his opening remarks, Architzel quoted basketball legend, Michael Jordan saying, "Talent wins games, but teamwork and intelligence win championships."

He emphasized the role of teamwork – internally and with our customers – noting "it is those very relationships that inspire and guide us to do the right thing for the Sailors and Marines who depend on us to get it right."

Architzel presented NAVAIR Commander's awards in six categories: business operations; logistics and industrial; program management; quality of service; research, development, test and evaluation; and science and technology. The winners were:

Business Operations – Fleet Readiness Center East, Cherry Point, Wage Grade Development Programs Center of Excellence Team. The team developed and maintained a fully competent and highly flexible industrial workforce required for current and future production needs by engaging the local academic community and by providing continuous career development and opportunities for the current

workforce.

Their program serves as a Center of Excellence for NAVAIR sites in deployment and enhancement of the development of the wage grade workforce.

Logistics and Industrial Operations - Cartridge- and propellant-actuated devices (CAD/PAD) Fleet/Supply Process Optimization Team. The CAD/PAD Fleet/Supply Process Optimization Team applied systems thinking and total ownership cost analysis while utilizing the Lean/Six Sigma process to greatly enhance the agility, efficiency and reliability of the CAD/PAD supply process.

The team also completed replication of the "Direct Ship" process and prototyping of a "Fleet Returns" process, thus alleviating more than 35 work-years per year of burden from the Fleet.

Program Management - EA-18G Integrated Program Team. The EA-18G Growler is a model acquisition program that has in the last 18 months achieved huge milestones including: successfully completing Developmental Test and Evaluation, entering and completing Initial Operation Test and Evaluation, starting Fleet transition, obtaining a Full Rate Production decision, and achieving Fleet Initial Operation Capability.

Quality of Service/Customer Service - Joint Deficiency Reporting System (JDRS) Team. The JDRS team developed an integrated, automated system for processing quality deficiency reports across the DoD aviation sector. In doing so, they streamlined operations, reduced costs, and enhanced resolution of fleet and FRC quality problems. JDRS was fully operational in CY09, processed 7,200 naval aviation deficiency reports (more than 11,000 DRs since JDRS deployed in May 2008), and, among other things, recovered more than \$16.7 million in lost exhibits.

(NAVAIR Awards continued on Page 6)

Leaders learn fleet challenges from Sailors/artisans



Sheet metal Aircraft Supervisor Jamie Childers (from left) and Flag aide Lt. Cmdr. Luke Green observe Vice Adm. Bill Burke as he operates a FARO Laser Scan Arm to inspect an F/A-18 component as Fleet Readiness Center Southeast (FRCSE) Engineering Technician Norman Gay provides assistance. The Computer Numerical Control programming and design tool is used in reverse engineering for producing precision aircraft parts. FRCSE hosted Boots on the Ground on May 26 and 27. Click on the photo to read more about the site visit or go to: <https://www.public.portal.navy.mil/airfor/nae/Articles/Boots%20on%20the%20Ground-Jax%20Jun%202010.doc>. (U.S. Navy photo by Vic Pitts)

Artisan recognized for work on T-34

By Jacquelyn Millham, Current Readiness/Enterprise AIRSpeed Public Affairs

When Fleet Readiness Center Southeast (FRCSE) EA-6B Aircraft Overhaul and Repair Supervisor Joseph Fash first arrived at Naval Air Station (NAS) Whiting Field, Fla., in March, one of the first things he noticed was that none of the T-34 Beechcraft aircraft used by Chief of Naval Air Training (CNATRA) to train pilots were flying. Cracks in the aircrafts' rudder controls support assemblies, a mechanism to steer aircraft, were discovered in February. The Fleet was grounded until they could be repaired.

Fash and his team of artisans were there to prototype the T-34 repairs. His success garnered him the Naval Aviation Enterprise Site Visit Excellence Award which was presented during "Boots-on-the-Ground" at NAS Jacksonville May 28.

The repair presented several challenges to FRCSE artisans. First,

it had never been done before, and a repair process needed to be created. Sikorsky, CNATRA's maintenance contractor, stated it could only repair one aircraft a week due to their workload.

Second, an assessment performed on the T-34s at Whiting Field by FRCSE Prowler Branch Head David Gowin and Aircraft Planner and Estimator Jerry Lightner revealed the repairs would involve more than just the aircraft's rudder control support assemblies – installation beams and fuselage mounting brackets would have to be replaced as well. They also determined that if the beam section was cracked, the whole rudder installation would have to be removed and replaced.

The repair plan to disassemble, repair and reassemble took the team three days to write. And Naval Air Systems Command Program Manager

(Fash continued on Page 6)



Rear Adm. Ray Berube, Commander, Naval Inventory Control Point and NAE Maintenance and Supply Chain Management team co-lead (right), presents EA-6B Aircraft Overhaul and Repair Supervisor Joseph Fash with the Naval Aviation Enterprise Site Visit Excellence Award. (Photo by Jacquelyn Millham)

The HAWG work toward a common goal

By AIRSpeed, NAVAIR Public Affairs

Marines from Naval Air Station Paxuent River to Marine Corps Air Station (MCAS) Cherry Point and MCAS Yuma are getting AV-8B fighter aircraft ready for flight faster and more efficiently, increasing training hours pilots need to keep their skills sharp on the battlefield.

“This isn’t just about getting more aircraft, said Lt. Col. Dale Short, an AV-8B pilot who also leads a propulsion team at Naval Air Systems Command (NAVAIR). “It’s about getting pilots trained. It’s about being combat ready,” he said.

To meet mission goals, Short said, it’s critical to have a pre-determined amount of aircraft ready for training and operations on and above the battlefield.

The Marine Corps goal is to sustain 74 AV-8Bs on the flight line. Since January 2008, Marines have worked with NAVAIR’s continuous process improvement experts and partnered the AV-8B Weapons Systems Program Office (PMA-257) to move daily averages increasingly closer to that standard. With the correct number of AV-8Bs ready for flight, pilots have increased training opportunities for potentially life-saving scenarios, such as dropping live ordinance and engaging in simulated enemy encounters.

Getting to this point hasn’t been easy, said Maj. Paul Melchior, who is AV-8B Weapons System Program

Office (PMA-257)’s assistant program manager for Logistics at Paxuent River. In the past, sustaining the goal of aircraft ready for flight was difficult, partially because maintenance issues and shortfalls in materials.

for each task that needed to be complete, there was a person who was directly accountable, he said.

By March 2008, the group was aligned and focused in its efforts. There was no more duplication of work, Melchior said. It was easier for the right parts to be where they needed to be at the right time. And, teams nationwide knew exactly how their work contributed to reaching goals that would benefit pilots and squadrons at home, and those deployed in Afghanistan and Iraq.

To continue that success, the HAWG meets quarterly and other teams that assist in the efforts meet on a weekly basis.

All the data is plotted into a chart containing trend information on AV-8B readiness.

The Propulsion Team has modeled similar improvement efforts where Marines solved issues with AV-8B engines being available for flight. They solved parts availability issues and made significant improvements in logistics. “And, the engine concern is no longer an issue today,” Melchior said.

Improvement efforts for the aircraft not only help enhance pilot confidence, added Lt. Col. Short. But, he said, the work contributes to heightened safety and preparation. “There’s still work to be done,” Short said. “But this project is already improving readiness.” ■



With an AV-8B Harrier in the background, Marines celebrate a recent 60-day turnaround time to get Harriers back on the flight line. Photo courtesy of NAVAIR PMA-257.

To better understand their challenges, PMA-257 formed a team called the Harrier Alignment Working Group (HAWG), with representatives from PMA-257; type /model/series (TMS) members; Commander, Fleet Readiness Center (COMFRC); the Marine Corps’ AV-8B Operational Advisory Group; Naval Inventory Control Point (NAVICP); Defense Logistics Agency (DLA); industry and more.

“This construct brought them all to one table and helped the team focus on their goals,” Melchior said. The group used continuous process improvement tools to prioritize their efforts and determine what areas needed more, or less, focus. Individuals were assigned specific work and

(Leaders continued from Page 1)

“The purpose of this gathering,” opened NAE co-leader Vice Adm. Al Myers, Commander, Naval Air Forces, “is to understand what we did right over the past year, reinforce that [goodness], and then look to where we can be more effective and efficient in the coming year.

It is not enough to rest on what we’ve done in the last year,” explained Myers, “and I think we’ve had a very good year in terms of cost avoidance. But, as budgets get leaner and the pressures increase, it is up to this group to look for efficiencies within the NAE, in a way that maintains or improves our effectiveness.”

The NAE today is represented by all of the more than 180,000 Sailors, Marines and civilians, 3,800 aircraft, and 11 aircraft carriers involved in Navy and Marine Corps aviation. The NAE’s mission is to support naval aviation readiness requirements with transparent, cross-functional processes, which inform risk-balanced decisions.

“I would note the accomplishment of bringing together so many top Navy and Marine Corps aviation leaders as an enterprise group to make decisions...I am not aware of any other enterprise forum like this one,” praised Vice Adm. David Architzel, Commander, Naval Air Systems (NAVAIR), who has the role and responsibility of primary provider for all naval aviation hardware and systems.

Architzel was encouraged by NAVAIR’s participation in the meeting. “If you think about what we have to do to provide the right force, with the right readiness, at the right time... today and in the future, NAVAIR plays into every one of those roles,” said the admiral.

Working across traditional command boundaries, naval aviation personnel associated with cross-functional teams focused on current

readiness, the total force, and future readiness use transparency, collaboration and metrics-based decisions to efficiently synchronize naval aviation’s readiness delivery processes and help naval aviation leadership make smarter risk-balanced decisions.

Defining a hard return on collaborative and cost-wise decisions can be complicated; however, a look at just one accomplishment of Enter-

“The level of transparency and communication flow and the interaction that has been generated inside the Marine Corps, from my squadron commanders, to my Marine aircraft group commanders, to my wing commanders, all the way up to me, has been invaluable to helping Marine Corps aviation perform better.”

**~ Lt. Gen. George Trautman, III,
Deputy Commandant for Aviation**

prise practices shows significant cost avoidance to naval aviation and the Department of the Navy (DON). From 2004-2009, naval aviation arrested cost-per-flight hour growth rates, reducing costs by as much as \$4 billion. Navy growth rates were slowed from approximately \$300 per-hour, per year during 2000-2003, to an average growth of approximately \$70 per-hour, per year between the years 2004-2009. That \$4 billion not spent on flight hours was redirected toward other emerging but unfunded priority requirements, ultimately saving the DON, and the taxpayer money that would have otherwise been needed.

And the power of the NAE extends beyond the ranks of the Navy. “The NAE has made a tremendous positive change in the way that Marine Aviation has been able to perform over the past three years that I have been the Deputy Commandant for Aviation,” said Marine Corps Lt. Gen. George Trautman, III, one of three co-leaders of the NAE. “The level

of transparency and communication flow and the interaction that has been generated inside the Marine Corps, from my squadron commanders, to my Marine aircraft group commanders, to my wing commanders, all the way up to me, has been invaluable to helping Marine Corps aviation perform better.”

Mr. Vincent Walls, Deputy Director of the Navy’s Fleet Readiness Division (N43), is one of the newest members of the NAE and experienced his first Extended Air Board meeting in Great Lakes.

“There is value in getting the leadership focused on identifying opportunities to reduce costs and drive efficiencies,” stated Walls. “It is also good for [N43] to be involved and hear what the leaders consider to be the biggest challenges, which helps inform our decisions.”

The ultimate outcome of the meeting was about determining where the best return on investment can be found through continued enterprise activities and to strategically communicate the benefits of enterprise behavior in order to achieve a complete cultural transformation to one of cost-wise readiness. A lot of ideas were presented that leadership will consider as they develop and execute the new fiscal year 2011 NAE strategic plan.

Naval Aviation leadership departed the meeting having recommitted to the transparency and collaboration that drives readiness improvements within naval aviation. Trautman remarked, “our ability to work together and take the Enterprise to the next level is going to be key to our future and I’m fully committed along with my co-lead and other participants...I see nothing but goodness ahead for the Enterprise.”

Take a look at the event on Daily News Update: <http://www.navy.mil/swf/mmu/mmplr.asp?id=14894>. ■

Research, Development, Test and Evaluation - NAVAIR SABER Focus Team. The NAVAIR SABER Focus Team worked cooperatively with multiple agencies, limited funding and minimal time to prepare the Navy's first MQ-9 UAS system for deployment to a combat arena. The team's efforts consisted of assuming Aircraft Reporting Custodian and Model Manager responsibilities for the aircraft, generating NAVAIR flight clearances, standing up "squadron-like" reserve unit complete with Operations, Safety, and Maintenance departments and documentation. The team conducted flight training and certification, planned and executed system test and evaluation of unique payloads, and identified and fixed technical problems discovered during the missions.

Science and Technology - Ultra Endurance UAV Heavy Fuel Engine Development Team. The Ultra Endurance UAV Heavy Fuel Engine program team has facilitated the creation of a lightweight, efficient, heavy-fuel engine that is aligned with the requirements of the STUAS/Tier II UAV program and key to the ever-expanding role of UAVs. Technical risks have been tracked against program goals and objectives with focused effort to mitigate or retire risks at the earliest opportunity, resulting in a successful and

organized program. Formal plans are in place for transition to the STUAS/Tier II.

Architzel also presented the Edward F. Heinemann award from the Association of Naval Aviation and the T. Michael Fish Quality of Worklife award.

The Heinemann award was presented to P-3 C4 for ASW Team for designing an alternate solution to the original C-4 for ASW Program that leveraged commercial off-the-shelf systems to provide International Marine/Maritime Satellite, Link-16, and Integrated Tactical Picture capabilities on the P-3C aircraft. The Team implementing the resulting solution completed a successful Milestone-C Full Rate Production review and approval decision within seven months from program start.

The T. Michael Fish award went to Joseph Meehan who directly improved the quality of work life for NATEC Technical Representatives (Tech Reps) in their training and career-long mentoring of U.S. Navy and Marine Corps technicians. He did this by providing the Tech Reps with unprecedented access to information and human resources so they could focus on enhancing the technical training for our deploying Sailors and Marines around the globe. ■

(Fash continued from Page 3)

Air for Naval Undergraduate Flight Training Systems (PMA-273) approved the plan within three days. It called for the repairs to be made with the available stock on hand and also identified a constraint to the repair process.

"We had a limited number of parts," said Fash. "They were divided between Whiting Field and [NAS] Corpus Christi, and we had to figure out when they would run out."

Fash had another concern. The 15 FRCSE artisans selected to assist in the effort routinely performed Level 3 repairs on larger airframes: the F/A-18 Hornet, the EA-6B Prowler and the P-3 Orion.

"They were used to larger structures, and I briefed them to make sure that they weren't too heavy-handed when repairing the T-34," he said.

Fash headed up the first team to perform the repairs at Whiting Field alongside Sikorsky personnel on March 14. By the time the second team of artisans joined them five days later, three aircraft had already been repaired. Next, he and two artisans flew to Corpus Christi. Within four days, they were repairing two aircraft a day.

"We were working side-by-side with Sikorsky Quality Assurance personnel to make sure the product was good," he said. "As time progressed, we got better and were completing the repairs quicker."

After the stock was exhausted, new materials had to be manufactured. This required a new plan.

"We were looking at repairing parts within the assem-

bly instead of replacing its parts," said Fash. "While the remove and install are the same, there are different steps involved with the repair. This created clearance issues."

For example, artisans had to make sure that the stainless steel they were using had the same strength as the original. And they had to ensure that the beams for the 'Z' angle repairs used to repair the hat section were nested and fitted just right.

"The beams had been in the aircraft for more than 30 years," he said.

Until the Z angles could be manufactured and shipped overnight by FRCSE, Sheet Metal Mechanic Jim Henslee in Corpus Christi made the first three sets.

By the time Fash and his team left Corpus Christi, the team went from installing and repairing two aircraft every four days to two aircraft every two days. Both teams completed the repairs on the T-34 fleet in less than 60 days.

Fash said his involvement made him more aware of the scope of artisans' talents and the contribution he makes to the warfighter.

"The students thanked us," said Fash, "I learned how much they need those aircraft."

The sights and sounds on the flight line also confirmed to him how he and his team had made a difference.

"The pilots were flying the aircraft around the clock the first day they were able to get back into the cockpit," he said. ■

Links of interest

1. Gates Puts Meat on Bones of Department Efficiencies Initiative

Read about how the Defense Secretary wants to instill a culture of saving in the Navy.

http://www.navy.mil/search/display.asp?story_id=55231

2. Secretary launches efficiencies initiative

A web page with details on Defense Secretary Robert M. Gates' plan to reform the way the Pentagon does business.

http://www.defense.gov/home/features/2010/0810_effinit/

3. Innovation for new value, efficiency and savings tomorrow

Do you have an idea to save money and use resources more effectively in the DoD? Defense Secretary Robert M. Gates is asking all servicemembers and DoD employees to submit their ideas to save money, avoid cost, reduce cycle time and increase the agility of the Department. This contest, called the Innovation for New Value, Efficiency and Savings Tomorrow (INVEST) Awards, will reward with cash prizes those who submit the best ideas for improving efficiency. Ideas will be accepted via this website from Monday, Aug. 9th through Friday, Sept. 24. Twenty-five final winners will be announced in October. For more information, go to: www.defense.gov/INVEST

4. Enlisted Warfare Qualifications: A Mandatory Requirement

Sailors must have a basic level of knowledge to ensure they are capable of "fighting the ship," saving a shipmate and ensuring their personal safety.

http://www.navy.mil/search/display.asp?story_id=55221

5. Department of Defense Announces 2010 Maintenance Awards Winners

Whidbey Island and MALS-40 among winners of the award presented annually to recognize outstanding achievements in weapon system and military equipment maintenance.

http://www.navy.mil/search/display.asp?story_id=55115

6. DoN CPI Gram

June edition: Read the highlights of Deputy Under Secretary of the Navy, Business Operations and Transformation / Deputy Chief Management Officer Eric Fanning's, brief presented during the DoD Performance Symposium, and about the changes in the DoN continuous process improvement metrics.

<http://www.intelink.gov/go/SB36lz>

July edition: Read how the Marine Corps improved their postal transportation and saved energy and manpower. <http://www.intelink.gov/go/tq5UIO>

7. FRCSE artisans recycle aircraft parts to improve readiness

Five artisans traveled to Al Asad, Iraq, to retrieve a downed EA-6B Prowler.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=press_release_view&press_release_id=4344&site_id=7

8. FRC East employees reduce V-22 troubleshooting time

The WEETECH W629 – a wire analyzer capable of testing the continuity and functionality of the wire and components – was instrumental in this achievement.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&Press_release_id=4351&site_id=4

(Links continued on Page 8)

(Links continued from Page 8)

9. Rhumb Lines: Confronting Irregular Challenges

This edition describes the Navy's vision and ability to confront irregular challenges to ensure stability of the global maritime commons.

<http://www.intelink.gov/go/I9Y13L>

10. Commander, Fleet Readiness Centers Community News

Find out what maintenance activities are happening at Fleet Readiness Centers.

<http://www.intelink.gov/go/0UErTi>

11. Fleet Readiness Center Southwest Almanac – May/June 2010

This edition features members of the F/A-18 recovery team and FRCSW Sailors who work in the Micro-Minature Shop.

<http://www.intelink.gov/go/U9y0qT>

12. Get published!

Do you have a Naval Aviation story of historical importance and wish to share it with the operational fleet? Submit it to Naval Aviation News, the Navy's oldest publication. To learn how to submit news, feature articles and photographs for the periodical, go to:

<http://www.intelink.gov/go/fvm1pn>

13. New AH-1Z helicopter cockpit simulator ready to train Marine Corps Cobra pilots

The first and only AH-1Z full-motion cockpit simulator has a greater field of view, increased reliability and actuators that move the cockpit.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&Press_release_id=4358&site_id=29

14. FRC East integrated quality teams resolve floor issues

Read about the roles and responsibilities of the 29 teams.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=home.view&Press_release_id=4352&site_id=4

15. Training Air Wing 5 Receives Centennial of Naval Aviation Designed Helicopter

The helicopter's color scheme is part of the centennial of naval aviation's celebration.

http://www.navy.mil/search/display.asp?story_id=55142

16. FRCSE DET Key West keeps squadron detachments flying high

Read about the maintenance improvements made by this 68-member detachment.

http://www.navair.navy.mil/press_releases/index.cfm?fuseaction=press_release_view&press_release_id=4363&site_id=7

17. E2-D Advanced Hawkeye delivered to Norfolk Naval Station

The new aircraft will be able to scan a larger area, detect smaller objects and process information faster.

http://www.navy.mil/search/display.asp?story_id=54997

