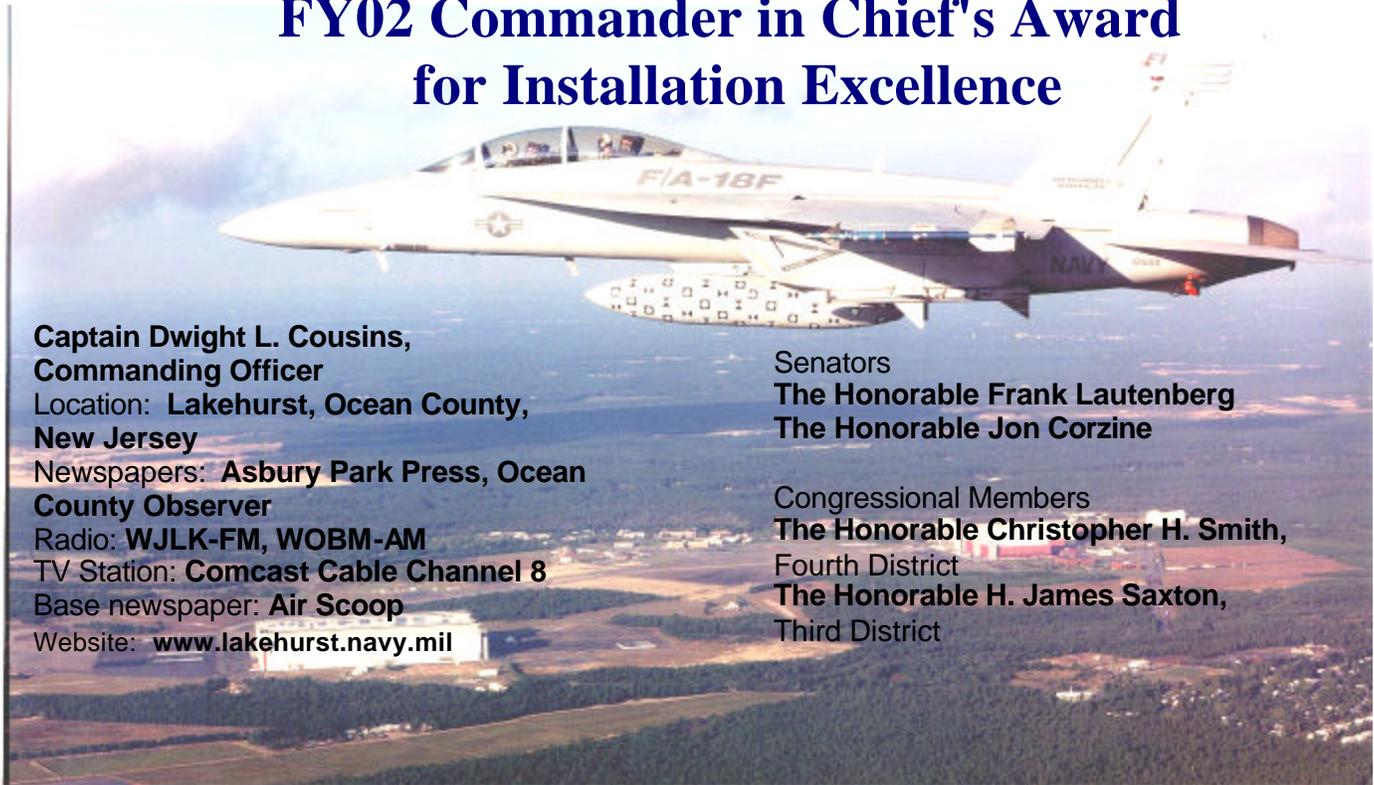


## FY02 Commander in Chief's Award for Installation Excellence



**Captain Dwight L. Cousins,  
Commanding Officer**

Location: **Lakehurst, Ocean County,  
New Jersey**

Newspapers: **Asbury Park Press, Ocean  
County Observer**

Radio: **WJLK-FM, WOBN-AM**

TV Station: **Comcast Cable Channel 8**

Base newspaper: **Air Scoop**

Website: **[www.lakehurst.navy.mil](http://www.lakehurst.navy.mil)**

Senators

**The Honorable Frank Lautenberg  
The Honorable Jon Corzine**

Congressional Members

**The Honorable Christopher H. Smith,  
Fourth District  
The Honorable H. James Saxton,  
Third District**

*NAVAIR Lakehurst – “A Heritage of Service and a Model for the Future”*

**We are NAVAIR Lakehurst**, part of the Naval Air Systems Command. Located in central New Jersey’s Pineland National Reserve, we provide facilities, unique products, profound knowledge and cradle to grave services in direct support of the Aircraft Platform Interface (API) mission. These support the Warfighter and the Navy’s goals of Affordability, People, and Processes. Over 500 military and dependents call NAVAIR Lakehurst home. Our on site Navy workforce consists of more than **2700** civilian, military and contractor personnel, primarily consisting of engineers, technicians, logisticians, acquisition experts, artisans and administrative personnel. An additional **100** civilian technical representatives are located world-wide. The base supports over **700** non-navy tenant personnel with quality facilities to support their mission and enhance joint collaborative efforts for the future. The aircraft launch/recovery and aviation support equipment we provide are critical to the safe, effective operation of fixed and rotary wing aircraft from ships at sea and from austere expeditionary airfields.

### **QUALITY OF LIFE**

- 1<sup>ST</sup> phase of Pinehurst Military Family Housing renovations underway, 30% (\$2.35M) complete.
- Created 4 new exercise clubs and 6 weekly fitness classes.
- Opened a new Cardio Theater and Cyber Café.
- Held 3 Health Awareness Fairs (Children, Men, Women).

### **WORLD CLASS FACILITIES**

- Began construction of prototype electro-magnetic catapults.
- Opened Engineering Superlab that consolidated work conducted in 14 separate labs, saving over \$55M.
- Celebrated shipment of 100,000<sup>th</sup> cross deck pendant to fleet, representing approximately 10 million Navy aircraft arrestments.

### **SAFETY**

- Number of injury cases were reduced 73% since 1994.
- Provided 60 individual fitness assessments to firefighters and developed personalized training programs.

### **ENVIRONMENT**

- Received White House Closing the Circle Award for Affirmative Procurement (Buying Recycled).
- 60%+ recycling rate sustained for 6 years.

### **COMMUNITY ASSISTANCE**

- Fire Department conducted joint holiday fundraiser for 17 children of fallen 9/11 firefighters.
- Giving Tree provided holiday presents to 145 Head Start children.
- Contributed over \$71,000 to Combined Federal Campaign.

### **COMMUNITY INVOLVEMENT**

- Hosted 12<sup>th</sup> annual run-bike-run duathlon.
- Conducted tours to over 7100 people from civic, social, educational and special interest groups.

**We are the largest Naval Aviation facility in the Northeast**, located on 7430 acres, with two active runways, a 12,000-foot dedicated test runway equipped with shipboard catapult and arresting gear, three jet car test tracks and six large hangars.

The base is part of a unique 40,000+ acre contiguous tri-service military reservation (NAVAIR Lakehurst, Fort Dix and McGuire AFB) set in the active Northeast corridor. This **New Jersey MEGA-BASE** arrangement allows for facility sharing and interoperability, with minimal encroachment potential.

Our facilities include engineering offices for over 1500 technical personnel supporting the API mission, a Configuration Maturity Model level II computer software center, research laboratories, outdoor test sites, and a 5.7-acre complex of manufacturing and prototyping shops.

NAVAIR Lakehurst is a full service base with public works, public safety, fire and police service, supply, contracts, comptroller, information management, video teleconferencing centers, an emergency medical team and a child development center. Our people enjoy numerous quality of life services, including morale, welfare and recreation programs, dental and medical clinics, family and bachelor housing, religious and family service centers and exchange and commissary stores.

### **Customer Service: Supporting the Warfighter**

Our manufacturing team, warehouse, engineering staff, acquisition team and inventory specialists provide a “one stop” source for the global Naval Aviation community on a 24/7 basis. Twenty-First Century Naval Aviation Systems designed, prototyped and/or tested at NAVAIR Lakehurst include:

- ☆ **Electromagnetic Launch System (EMALS)** has begun prototype construction at Lakehurst. This revolutionary development transitions catapult technology from steam to electromagnetics providing an order of magnitude reduction in power generation and manning requirements, and reduces weight, complexity and crew size for next generation aircraft carriers.
- ☆ **Advanced Arresting Gear (AAG)** will expand performance to permit recovery of lighter and heavier aircraft and allow increased sortie rates.
- ☆ **Moriah Wind System** replaces unsupportable analog wind sensing and indicating components with digital, network compatible, software reprogrammable displays and sensors to provide wind data that directly impacts carrier launch and recovery decisions.
- ☆ **Aircraft Recovery Control System (ARC)** upgrades the current arresting gear control system, reducing maintenance, workload, and cost in the recovery process.

- ☆ **Long Range Line-up System (LRLS)** provides a new long-range centerline acquisition guide for fixed wing aircraft reducing pilot workload and increasing safe boarding rates.
- ☆ **Improved Fresnel Lens Optical Landing System (IFLOLS)** replaces the antiquated fixed wing glideslope indicator with a longer range, increased sensitivity display for safer carrier approach and increased boarding rates.
- ☆ **Virtual Imaging System for Approach and Landing (VISUAL)** replaces the unsupportable analog LSO-HUD and provides new capabilities that improve aircraft boarding rates through improved aircraft tracking and situational awareness.
- ☆ **Aviation Data and Management Control System (ADMACS)** provides real time, tactical, air operations network connectivity allowing automated planning and reporting for launch and recovery activities, increasing safety and sortie rate and decreasing operator workload.
- ☆ **M-31 Expeditionary Air Field (EAF) Arresting Gear System** replaces the 40-year old M21 Aircraft Recovery System with a more reliable and maintainable system that can support deck spans of 70,150, and 225 feet, is transportable worldwide and can be installed in less than 4 hours.

In FY02 we provided worldwide Fleet and Marine activities through procurement of over 12 million **items valued over 68 million dollars**. We provided active duty fleet units with approximately 1300 shipboard and shore technical assists from our in-service engineering department. We provide worldwide on-site support for every forward deployed aircraft carrier, and amphibious assault ship, as well as surface ships, land based fields and NATO/foreign navies and shore sites. Our worldwide support of the war on terrorism is a success story for the fleet. **Examples of our warfighter support in FY02 include:**

- ☆ CVN70 (Indian Ocean): corrected catapult cylinder galling and arresting gear engine jamming.
- ☆ CVN71 (Suez Canal and Indian Ocean): repaired low loss launch valve steam leaks and rotary retraction engine sheared bolts.
- ☆ CVN 4 (Hong Kong): resolved an IFLOLS stabilization anomaly.
- ☆ LHD5 (Mediterranean Sea): repaired VSTOL Optical Landing System.
- ☆ AGF3 (Mediterranean) resolved a JP-5 fuel system casualty report.
- ☆ DD982 (Persian gulf): repaired a jammed Recovery Assist, Securing and Traversing (RAST) system
- ☆ NAS Diego Garcia: provided an expanded runway apron spotting plan.
- ☆ USMC Afghanistan: deployed a minimum operating strip lighting kit and supplemental airfield lighting kit essential to continued operations.



As a result of Operation Enduring Freedom, our Voyage Repair Team (VRT) responded to many emergency pier-side and at sea overhaul repair requests for Catapult, Arresting Gear, Visual Landing Aids (VLA) and Consolidated Automated Support System (CASS) systems.

**The Nimitz (CVN 68) commended our NAVAIR 4.8 engineers for their dedication, professionalism, and commitment during their installation of upgrades to their CASS to add 3 new test systems.** In addition the VRT installed over 30 service changes and six RAST system replacements for surface ships.

Our team supported the fleet with more than 60 engineering investigations and provided technical support for accelerated system installations and repairs through manufacturing and test at Lakehurst.

Our Prototype and Manufacturing Department manufactured and delivered more than 1800 critical Aircraft Launch and Recovery Equipment (ALRE) components, including on demand emergency manufacture to meet critical warfighter shortages. This year we delivered our 100,000<sup>th</sup> cross deck pendant representing more than 10 million arrestments of naval aircraft.

We developed a program called Auto-read which utilizes palm-type devices that automate the collection, analysis and reporting of ALRE equipment maintenance data, allowing for real-time inventory control, spare parts ordering and trend analysis. This was NAVAIR's first carrier installed E-Business initiative.

We received a congressional sponsored plus-up to utilize our API and Ship Aviation Data expertise to achieve improved warfighter integrated aviation information in key areas such as weapons, flight deck, air operations, ALRE, and V-2 maintenance.

We implemented the NAVAIR model for quality of parts through the Flight Critical Program which addresses quality and control of critical safety parts and processes for ALRE equipment.

## Improving Communication and Processes

*Our Commanding Officer and Executive Officer enthusiastically promote Installation Excellence. Guided by the base's Executive Leadership Council, our Model Installation Focus Group (MIFG), implemented by the CO and co-chaired by the XO, is a cross-functional team dedicated to developing projects to enhance quality of life and promote a safe, effective work environment. MIFG accomplishments include:*

- ☆ Prepared a 20 year facility Vision Plan and related strategies for smart growth and sustainable development of the base.

- ☆ Ensured all maintenance and repair plans are consistent with the development strategy through review/approval of all MILCON and Capital Purchase Program(CPP) proposals and prioritization of facilities maintenance repair.
- ☆ Established strategies for anticipated transfer of shore-station functions to the Atlantic Fleet.
- ☆ Provided oversight of our Community Support Department effort, including creation of our Cyber-Café and world-class fitness center.

Our Executive Leadership Council (ELC) shares command lessons learned and provides for dissemination through each competency. This has had major impact during recent implementation of initiatives such as NMCI (Navy Marine Corps Intranet) and ERP (Enterprise Resource Planning). In addition, our XO provides routine Command Updates via email to all employees, ensuring top-level communication of projects that can have daily impacts to our employees. These emails provide updates on issues such as road closures, force protection conditions, power outages, public meetings, ceremonies, and status of construction projects. The ELC has also implemented recommendations from the NAVAIR Workforce quality of life studies in areas such as awards, employee appreciation, and telecommuting policy.

Two additional cross competency focus teams, Shared Resource and API Knowledge Center, have implemented processes to preserve our significant technical expertise, have identified a method of implementing unified Work Breakdown Structure (WBS) elements through ERP, and are actively implementing cross competency personnel rotation to improve workforce capability. Our Internal Communications Working Group, established to improve communications between the workforce and management, provides an Intranet E-Mail source for questions and concerns to be raised, answered, and relayed to the CO/XO.

**NAVAIR Lakehurst hosts 21 community, joint service and Navy tenants.** Our tenants enhance the base's overall mission through sharing of overhead costs, creating unique cost-saving partnerships, such as use of Seabee labor to perform building renovations or use of the on base vocational-technical school to providing career training. Tenant investment in NAVAIR Lakehurst infrastructure supports collaborative efforts with the community, joint emphasis on DoD requirements, and financial efficiency through reduced cost of API services to the Navy. **This investment has resulted in payments, reimbursements, and investments exceeding 11 million dollars since FY00.**

## Partnerships - Enhancing Our Team Capabilities

- ☆ In 2002 the **Air Force 421<sup>st</sup> Ground Combat Readiness Squadron (GCRS)** began utilizing the base's 56-acre newly designated field training area. The 421st provides joint training to Air Force, Army,



Navy and Coast Guard personnel under realistic conditions, including simulating the protection of an expeditionary airfield.

- ☆ The **NJ Army National Guard 254<sup>th</sup> Regiment** provides weapon system training in the northeast region. The regiment conducts indoor virtual and static training at NAVAIR Lakehurst, stores and maintains tanks and armored vehicles on the base, and then convoys to Fort Dix for live fire training.
- ☆ The **Defense Advanced Research Projects Agency (DARPA)** conducts research and development testing of new communications systems at NAVAIR Lakehurst in support of the US Army Communications Electronic Command, also stationed at the base.
- ☆ **NJ Urban Search and Rescue Team**, which trains at NAVAIR Lakehurst, provides field and classroom training to our firefighters. This team was the first to respond to the World Trade Center attack on 9/11/01. The program applied for Federal Emergency Management Agency (FEMA) qualification in FY02.
- ☆ Continued partnership with **Ocean County Vocational-Technical School**, providing on-base facilities for Aircraft Maintenance, Machining Arts, Nursing, Culinary Arts, Audio Recording, and Fine Arts programs. This partnership allows students learning the machining arts to apprentice in our prototype and manufacturing facilities. This provides the base with high caliber workforce replacements already trained on base equipment.

### Model Installation Initiatives

- ☆ Converted a 56-acre area into a field-training site, minimizing environmental damage and providing a viable training site for military operations.
- ☆ Resurfaced a 5000-foot runway, supporting mission critical operations of Navy, Air Force, Department of Justice, and Army Communications and Electronics Command aircraft.
- ☆ Opened the new Engineering Laboratory that will develop next generation carrier innovations.
- ☆ Seabees performed a complete renovation of 55 rooms in the enlisted barracks with materials purchased by the NJ Army National Guard. The NJARNG intends to utilize the barracks under a pending move of their operations to the base.
- ☆ Modified the Runway Arrested Landing System tower (RALS) to add digital video capability to improve test efficiency and reduce costs.

### Quality of Life- Our Life Support System for Our Sailors and Their Families

In FY02 we completed the modernization of numerous recreation facilities and our base gym, including construction of a state of the art cardio-theater exercise room, aerobics classroom and 2 racquetball courts. We opened a new Cyber Café that provides gourmet coffee,

light food fare, and free computer and internet services for our military.

We have reorganized MWR, fleet and family services, housing, CBQ, and the galley into a new Community Support Department to increase focus and support of quality of life, physical and mental health and unity of our military and civilian team. Initiatives in 2002 included: hiring a new community activities director for single sailor programs; installing new fitness equipment; resurfacing two playgrounds, and golf course improvement including rebuilt greens. We promoted health awareness with a “Bringing Up Healthy Children” fair and separate Men’s and Women’s Health Awareness days. In FY02 we created 4 new exercise clubs (running, walking, roller-blading, and Tae Kwon Do), sponsored 6 five kilometer runs/walks and offered 6 new weekly fitness classes. The base also sponsored several command wide events to show employee appreciation and build unity, including command races, a base picnic, People’s Choice Awards, and Hawaiian Shirt Day.

### Environment – Preserving Our Land, Our Community and Our Future

- ☆ Won the 2002 White House Closing the Circle Award for Affirmative Procurement. The base screens and ensures all purchases meet EPA recommended recycled-content levels in accordance with E.O. 13101.
- ☆ Achieved a 66% recycling rate in 2001, sustaining a nominal 60% recycling rate for six consecutive years.
- ☆ Won both the FY01 CNO and SECNAV Environmental Cleanup Awards.
- ☆ Hosted a one-day meeting with the directors of Council for Environmental Quality, DOD-Environmental Security and NJ Department of Environmental Protection to demonstrate our Environmental Management System (EMS) principles and methods.
- ☆ Revised the base’s Vision Plan in 2002 to preserve open space and protect threatened and endangered species habitat.
- ☆ Sponsored an Earth Day Poster Contest with a local elementary school and held a base-wide Earth Day trivia contest with prizes.
- ☆ Expedited an air permit for a new steam boiler at our catapult test site under the NJDEP Silver Track Program, reducing the permit timeframe by 50%.
- ☆ Installed environmentally friendly solar powered street lamps.

### Awards

#### White House Closing the Circle Award, June 2002,

Affirmative Procurement: Federal award winner.

Recognized for proactive “buying recycled” program in accordance with E.O. 13148 “Greening The Government Through Leadership In Environmental Management.”



**2002 Tree City Award:** National Arbor Day Foundation Award Winner (eleventh consecutive year). Recognized for natural resources conservation February 2002.

**FY01 SECNAV and CNO Environmental Cleanup Awards.** Received awards in April 2002 based on successful pilot study to utilize nano-scale iron particles to reduce chlorinated solvents in groundwater.

**2002 CNO Bronze Hammer Award, Public Works.** NAVAIR Lakehurst Self-Help Division completed over 40 projects saving upwards of a half-million dollars in CY2001.

### Occupational Safety and Health Programs— Protecting Our Greatest Assets

Lakehurst's goal is to **integrate Safety into all our processes**, protecting our men and women from workplace hazards while managing declining resources, increasing regulatory pressures, and more sophisticated equipment. The Occupational Safety and Health Division's proactive approach helped maintain the lowest injury rate in years for an industrial facility.

We lowered the number of total cases from 246 in Fiscal Year 1994 to 65 in fiscal year 2002: a reduction of **73%** in 8 years. In 2002, safety personnel took the top award for Safety and Health councils given by the Department of Labor for the fifth time. **NAVAIR Lakehurst set a benchmark score for the entire U.S. Navy during its most recent Inspector General (NOIU) inspection in March 2001.**

### Equal Employment Opportunity - Building Stronger Teams

The base increased the representation of females in professional, administrative, and technical occupation categories. Our affirmative employment status has no conspicuous absence (CA) of white females and has increased Black and Hispanic representation since FY00. We sponsored more than a dozen educational activities to support the base's focus on affirmative employment and equality in the workplace.

Our mid-grade management development programs have selected more than 20 minority personnel since 1998. We have had more than 60 people participate in high-grade leadership development programs such as Defense Leadership and Management Program, Congressional Fellow, and Senior Executive Management Development Programs. In 2002, a female engineer from Lakehurst was selected as a NAVAIR Fellow and formally recognized as a research and engineering expert in her field.

### Community Relations and Participation- Being a Good Neighbor

#### Community Interaction

☆ Conducted tours for over 7100 people from civic, social, educational and special interest groups, local,

- state and federal officials and prospective customers.
- ☆ Hosted the 12<sup>th</sup> Annual Lighter-Than-Air Duathlon. This 25-mile running and biking event attracts hundreds of nation-wide participants each year.
- ☆ Conducted religious observance programs for the public including Martin Luther King Jr., birthday, Memorial Day, POW/MIA remembrance, and for the Sept. 11<sup>th</sup> terrorist attack victims.
- ☆ Honor Guard participated in 580 funerals in the area. Our color guard represented the Navy in eleven community parades.
- ☆ Supported TV media requests from regional channels as well as those from the History Channel, Discovery Channel, Learning Channel, CNN, C-SPAN, and the BBC.

#### Community Assistance

- ☆ **NAVAIR Lakehurst is a strong, caring community of employees supporting one another and assisting in the community.**
- ☆ Responded to more than 50 community fire and rescue calls when local volunteers were unavailable.
- ☆ Provided fire, rescue, police and disaster training resources to many organizations. Provided support and facilities for community blood drives.
- ☆ Provided Health Care Giver CPR training to nursing students of Ocean County Vo-Tech School.
- ☆ Provided Aircraft Crash Fire Rescue training to firefighters at the Ocean County Fire Academy through the Joint Fire Coalition.

#### School

- ☆ Participated in Read Across America where military volunteers read to more than 300 local elementary school children.
- ☆ Co-sponsored a Career Day with the Ocean County schools for 1,600 high school students who learned about job qualifications from 100 business people.
- ☆ Hosted the America Skills Olympics for the New Jersey Vocational Industrial clubs providing support for this model educational initiative.
- ☆ Supported Sea Cadets, Scouts and Civil Air Patrol encampments and training including support for a regional flight school.

#### Charitable Activities

- ☆ Our employee Thanksgiving drive provided more than 200 families (active and retired military, disabled and widows) with \$6,000 worth of food baskets.
- ☆ Our Combined Federal Campaign donated \$71,030.08 to charities in FY02.
- ☆ Base firefighters conducted a holiday fundraiser to benefit 17 children of fallen 9/11 firefighters.
- ☆ Hosted the annual Giving Tree Holiday party for 145 head start children with \$7,500 worth of employee donated gifts, refreshments and entertainment.