



## LAKE CHARLES

### MAINTENANCE AND MODIFICATION CENTER

Superior depot repairs and maintenance services — that's what the Lake Charles Maintenance and Modification Center (LCMMC) is providing to our nation's military. The site has decades of experience in aircraft refurbishment services, modification work, and skilled engineering.

With more than 400,000 square feet of hangars, repair facilities, and office space, the site is part of a larger 1,050-acre aircraft modification center located at Chennault Airport. LCMMC houses an 80,000-square-foot fabrication shop capable of fabricating machined and sheet metal parts. The site performs major subassembly repair and overhaul and has the capability to manufacture hydraulic tubing and oxygen lines. Lake Charles serves as Northrop Grumman Technical Services' center of excellence for heavy-wing aircraft.

For the United States Air Force, LCMMC is responsible for all periodic depot maintenance on the E-8C Joint Surveillance Target Attack Radar System (Joint STARS) aircraft, one of our nation's most valuable intelligence-gathering assets. As many as three Joint STARS are in the site's hangars for service at any one time. In addition to preventative maintenance, the site's workforce, which averages 20 years of experience in this work, performs Air Force-requested modifications and upgrades to the aircraft. LCMMC completes work on an average of 10 Joint STARS per year.

Key to Northrop Grumman's success with Joint STARS has been the Total System Support Responsibility (TSSR) program. Through TSSR, LCMMC has

shortened maintenance cycle times and maximized aircraft availability to the 116th Air Control Wing, which flies the E-8C Joint STARS. Other site-initiated process improvements have contributed to the aircraft's high mission readiness, including a paperless shop floor control system and an electronic workflow scheduling module. Operating under accurate metrics, made possible through an Earned Value Management System, the site has continually enhanced schedule and cost predictability for the customer.

These successes have led to the incorporation of two additional business lines at LCMMC. As an extension of the TSSR program, LCMMC is contracted to perform engine side cowling overhauls. This work will provide replacements and spares for the Joint STARS fleet. In addition, LCMMC was awarded a contract to fabricate a major portion of the Northrop Grumman Multi-role Electronic Scanned Array (MESA) antenna structure on the Boeing 737 Airborne Early Warning and Control (AEW&C) aircraft. The AEW&C system combines the new high-performance Boeing 737-700 IGW (increased gross weight) aircraft with the Northrop Grumman MESA radar. Northrop Grumman's distinctive 360-degree radome provides a low aerodynamic drag profile and can track air and sea targets simultaneously.

**NORTHROP GRUMMAN**

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### LCMMC Performance Highlights

- Outstanding quality – average rework rate 1%.
- Highly motivated and skilled workforce – very low attrition.
- Outstanding ratings on Government Ground and Flight Risk audits.
- High customer satisfaction – “Blue/Purple” government yearly satisfaction rankings.
- Quality System complies with FAA FAR part 145 requirements and is ISO 9001-2000 and 14001 third-party certified.
- Exceptional delivery record – consistently maintaining the highest PDM Quality metric rating in Government acceptance inspections.
- FAA Air Agency Certificate UGMR556L since May 6, 1992.

### Awards and Recognition

**2006 Aviation Week Program Excellence Award Finalist.** The *Aviation Week* Program Excellence team chose Joint STARS as a finalist for the 2006 award in recognition of the program’s use of best practices.

**Louisiana Performance Excellence Award.** The Louisiana Quality Foundation awarded LCMMC its 2003 Louisiana Performance Excellence Award, the foundation’s highest quality honor. The annual award, with criteria and processes identical to the U.S. Commerce Department’s Malcolm Baldrige National Quality Award, recognizes Louisiana organizations that achieve high levels of performance excellence and excel in the application of outstanding quality principles.

### Hurricane Rita

On the heels of Hurricane Katrina, Hurricane Rita struck a direct hit on the Lake Charles area in late September 2005, causing significant damage to the hangars and support buildings used by the team

working on the Joint STARS aircraft. Despite the additional strain on a region still recovering, LCMMC was back up to full production the day after parish officials reopened the city.

Even with the two-week closure due to Rita, the facility needed only a seven-day extension to complete work on the Joint STARS aircraft at the facility for depot maintenance. The extension included a stop in production to complete a full inspection of the aircraft for storm damage and to perform minor repairs. This work was performed by dedicated employees, many of whom had homes that were severely damaged. This effort represents the workforce culture at Lake Charles: an ability to persevere in spite of the most difficult challenges.

### Community Involvement

The Lake Charles Maintenance and Modification Center has a long history of supporting the local community through its contributions and sponsorships of various nonprofit organizations. In 2006, the Lake Charles site was recognized by the March of Dimes as the top fund-raiser and provider of walkers in Southwest Louisiana and one of the top fund-raisers in the state.

Our employees give thousands of hours volunteering with organizations like Partners in Education and Big Brothers/Big Sisters. They also pitched in to clean up neighborhoods in the aftermath of Hurricane Rita. Their efforts are typically organized through the Northrop Grumman Care Cats, one of 10 active clubs at the site that focuses not only on employee morale and welfare, but also on serving the community. LCMMC is proud to partner with Southwest Louisiana in making our communities a brighter place to live.

### About Northrop Grumman

Northrop Grumman Corporation is a \$30 billion global defense and technology company whose 120,000 employees provide innovative systems, products, and solutions in information and services, electronics, aerospace, and shipbuilding to government and commercial customers worldwide.

