



OMB No. 2010-0032
Expiration Date 01/31/2010

2007 Performance Track Annual Performance Report

Rockwell Collins, Inc. - 35th Street Operations A070025

**Year 2 Annual Performance Report
Member Since 2003 (2nd Member Term)**

SECTION A: GENERAL FACILITY INFORMATION

A.1 Name of your facility:

Rockwell Collins, Inc. - 35th Street Operations

A.2 Name of your parent company:

Rockwell Collins, Inc.

A.3 Facility contact person for the Performance Track program:

Name: Mr. Chris Sabers
Title: Sr ESH Engineer
Phone: 319-295-5141
Fax: 319-295-6775
Email: cjsabers@rockwellcollins.com

A.4 Facility location:

Facility Address

Street Address: 855 35th Street NE

Address Cont:

City: Cedar Rapids

State: IA

Zip Code: 52498

Mailing Address

Street Address: 400 Collins Rd NE

Address Cont: Mail Stop 105-233

City: Cedar Rapids

State: IA

Zip Code: 52498

If your facility has multiple street addresses, please list any other addresses for its sites or buildings.

A.5 Facility's website address (if any):

http://www.rockwellcollins.com

A.6 Number of employees (full-time equivalents) who currently work in the facility:

More than 1,000

A.7 For the purposes of where your facility would be listed in our Member Directory, please list the North American Industrial Classification System (NAICS) Code(s) that is (are) used to classify business at the facility:

Primary	Secondary	Tertiary	Quaternary	Quinary
334511				

A.8.a List the activities, products, or services that take place at your facility:

Communication and navigation equipment for government contract transportation equipment.

A.8.b Provide the size and general description of your site:

380,000+ sq feet of manufacturing, lab and office area. Located approximately 7 blocks away from the RC C-avenue facility on 35th Street in the North Eastern Part of Cedar Rapids. The plant is located in a residential area on approximately 25 acres.

A.9 Have the environmental requirements applicable to your facility changed during this reporting period?

No

SECTION B: ENVIRONMENTAL MANAGEMENT SYSTEM

B.1.a Is your facility certified to ISO 14001?

Yes

B.2 Performance Track members must have their EMS assessed by an independent party at least once every three years. Please indicate the details of the most recent independent assessment conducted at your facility. If your most recent independent assessment did not cover all EMS elements and business areas, please use the "Add Assessment" button to indicate the additional partial assessments.

Independent EMS Assessment #1

When was this EMS assessment? 2007

What protocol was used?
Specify:

Who conducted the audit?
Name:
Title:
Organization:

Which EMS elements were included in the audit?

Did the assessment cover the entire facility or part of the facility?

Which business areas were included in the audit?

B.3 EPA recommends that Performance Track members conduct an internal EMS assessment (partial or complete) every year. Did you conduct one in calendar year 2007?

Yes

Internal EMS Assessment #1

When was this EMS assessment? June 2007

Which EMS elements were included in the audit? Planning, Implementation, Management

Did the assessment cover the entire facility or part of the facility? Entire Facility

B.4 EPA recommends that Performance Track members conduct a regulatory compliance audit every year. Did your facility conduct any audits in calendar year 2007 to verify compliance with regulatory statutes?

No

If not, when is the next audit scheduled?

March 2008

B.5 Note: Facility will be asked to report other audits and inspections in their 3rd reporting year.

B.6.a Has your facility corrected all instances of potential non-compliance and EMS non-conformance identified during your audits and other assessments?

Yes

B.6.b Performance Track members should have a Senior Management Review of their EMS every year. Did this review take place in calendar year 2007?

Yes

Who was the senior manager present at the review?

Name: Mr. Robert Lorenz

Title: Directors of 35th Street Operations

B.6.c Performance Track members should conduct a systematic identification and/or review of their environmental aspects at least once every two years. When was your last one conducted?

July 2007

SECTION C: ENVIRONMENTAL PERFORMANCE RESULTS

Goal 1: Rockwell Collins, Inc. - 35th Street Operations's first goal is to increase the facility's procurement of recycled content, specifically white and colored paper (8.5" x 11", 8.5" x 14", 11" x 17").

C.1.a Briefly describe your activities and achievements related to this goal or, if relevant, any circumstances that delayed progress this year.

We have made significant progress towards this goal in 2007 and all indications are that we will exceed this goal by 2008. On-going efforts on this goal include increased visibility of recycled content paper on web site of preferred vendor (additional steps are necessary to order paper without recycled content) and communication to key paper-ordering groups. As this goal applies to total pounds of paper purchased, we would like to update the normalizing factor to read "Total pounds of 8.5 x 11, 8.5 x 14, 11 x 17 paper purchased". This update to the normalization will more accurately reflect our progress towards the goal because we can get no better representation of the data accurately. The data can only be tracked for those three sizes of paper and since those three sizes of paper are, by far, the largest paper products consumed the number very representative of the amount of recycled content paper consumed at the facility.

Activities Conducted During 2006:

Significant progress toward this goal was made in 2006 by increasing awareness across the facility, which impacted ordering decisions of paper purchasers. Ongoing work on this goal will focus on continued communication to key paper-ordering groups, increased visibility of recycled content on paper supplier's website, and root-cause analysis and corrective action for the groups that are not purchasing recycled content paper.

C.1.b Describe the data collection process and data source(s) that you used to measure progress towards this goal.

All office supplies, including paper, are purchased through Office Depot (R) through a corporate strategic sourcing initiative. Any paper purchased from Office Depot (R) is reported to the Environmental, Safety and Health (ESH) department monthly and is logged. The paper is sorted for recycled content and total pounds of recycled content can be determined versus total paper purchased.

C.1.c Please report your facility's actual performance.

Performance Data						
Calendar Year	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
	2005	2006	2007	2008		
Actual Quantity (per year)	10,222	20,647	21,426		15,721	Pounds

C.1.d Normalized progress toward goal.

Normalized Total	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units

Normalizing Factor	1.0	1.46	1.37		
Normalized Quantity	10,222	14,141.78	15,639.42	n/a	Pounds
Basis for your Normalizing Factor:	Total Pounds of Paper Purchased				

Goal 2: Rockwell Collins, Inc. - 35th Street Operations's second goal is to reduce the facility's VOC emissions, specifically toluene.

C.2.a Briefly describe your activities and achievements related to this goal or, if relevant, any circumstances that delayed progress this year.

This project is tied mainly to a switch from VOC/HAP based conformal coating formulation blended with Toluene to a water based formulation with less than 10% VOC. Full implementation has been delayed due to rigorous testing and qualification requirements. Expect to have certain areas make the switch by the end of 2008. In 2007 we have identified another opportunity for toluene/VOC reduction in the service center for a cleaning operation and when completed this project will help with the goal as well. We anticipate meeting this goal in 2008 following the implementation of our new water-based conformal coat.

Activities Conducted During 2006:

This goal is tied to a switch from a VOC/HAP-based conformal coating formulation blended with toluene to a water based formulation. Full implementation of the new formulation has been delayed due to operational issues. Designed experiments are currently underway to rectify the issues. Significant progress toward this goal will likely be delayed until 2008.

Although the conformal coating switch has yet to be implemented, a significant decrease in toluene emissions was exhibited in 2006. This is due to the switch to a new chemical supplier. The new chemical supplier is able to provide toluene in right-sized containers, which has reduced the need to order toluene in bulk 55 gallon drums and reduces chemical waste in the form of expired chemicals. In contrast, in 2005, prior to the chemical supplier switch, a large quantity of toluene was ordered at the start of the year to support production throughout the year.

C.2.b Describe the data collection process and data source(s) that you used to measure progress towards this goal.

This is tracked by our air permitting reports sent to Linn County Health Department. The reports are generated from our chemical supplier on the assumption that any VOC is an air emission.

C.2.c Please report your facility's actual performance.

Performance Data						
Calendar Year	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
	2005	2006	2007	2008		
Actual Quantity (per year)	848.6	577.1	738.2		212.2	Pounds

C.2.d Normalized progress toward goal.

Normalized Total	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
Normalizing Factor	1.0	0.8466	1.069			
Normalized	848.6	681.67	690.55		n/a	Pounds

Quantity					
Basis for your Normalizing Factor:	Total gallons of conformal coating purchased.				

Goal 3: Rockwell Collins, Inc. - 35th Street Operations's third goal is to reduce the facility's transportation energy use, specifically gasoline.

C.3.a Briefly describe your activities and achievements related to this goal or, if relevant, any circumstances that delayed progress this year.

The program had a delayed launch in 2007 and the initial response was below expectations. The program includes incentives for employees choosing car pool, use public transportation, bicycle, or walk to work as well to employees who work out telecommuting arrangements with management approval.

In the last few months of 2007 and first few months of 2008 we have seen somewhat increased activity. With rising fuel prices, enhanced communication on this new program we anticipate meeting this goal with increased participation in 2008.

We detected a spreadsheet error in the calculation submitted earlier for this program. We propose revising the baseline to 289,723 gallons used based on number of employees, average miles traveled and average fuel efficiency. The estimated gallons used in the absence of the program are taken as the baseline. Each year starting 2007 (launch of the program) we subtract the gas saved based on the participation in the program and report the result as the estimated gallons for that year. We also propose using number of employees as the normalization factor for this goal.

Activities Conducted During 2006:

In 2006, steps were taken to implement an incentivized Employee Commute Reduction program at this facility. An online survey was conducted to identify appropriate incentives and level of interest in various options. Additionally, this baseline survey was used to establish a baseline of the number of commuting employees and average length of commute. Funding was secured for an incentive program from management, and initial program details were communicated to employees. The program includes incentives for employees choosing to carpool, use public transportation, bicycle, or walk to work, as well as to employees who work out telecommuting arrangements with their management. Due to the timing of the previously mentioned activities, official launch of the program was delayed until February 2007.

Note: Baseline was changed from 0 to 137,745,230 gallons because baseline was unavailable last year.

C.3.b Describe the data collection process and data source(s) that you used to measure progress towards this goal.

This is tracked by voluntary submission of reporting cards by employees for incentives through the program. The employees will turn in the cards to have the transportation energy savings logged. These cards will include data that report the days car-pooling with number of individuals, taking the bus, or walking/bicycling. From that data, the average miles traveled per day and average fuel efficiency for cars is factored into the spreadsheet to calculate the number of gallons of gasoline saved by those individuals using the ride-share program.

C.3.c Please report your facility's actual performance.

Performance Data						
Calendar Year	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
Actual Quantity (per year)	2005 289,723	2006 137,736,822	2007 142,175,285	2008		gallons

C.3.d Normalized progress toward goal.

Normalized Total	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
Normalizing Factor	1.0	1.0	1.0			
Normalized Quantity	289,723	137,736,822.00	142,175,285.00		137,720,007	gallons
Basis for your Normalizing Factor:	number of employees					

Goal 4: Rockwell Collins, Inc. - 35th Street Operations's fourth goal is to reduce the facility's materials use, specifically solder station tips.

C.4.a Briefly describe your activities and achievements related to this goal or, if relevant, any circumstances that delayed progress this year.

Progress towards this goal has been slow. Engineering labs have the majority of the 'old' soldering stations which are sparingly used and they are reluctant to replace them based on their infrequent usage. In manufacturing areas where there is more frequent usage the switch to more efficient ones have already been made. Additionally, since the waste tip generated is not collected separately we were making assumptions on based on 'average usage' and then extrapolating the data.

Activities Conducted During 2006:

Progress was made toward this goal in 2006 through communication of goal to stakeholders, resulting in new employees receiving the newer, more efficient soldering stations. RC intends to continually improve upon its performance in this area by increased education and awareness and budget planning. We are confident that we will meet this goal by 2008.

The total number of soldering stations in use, of both types, was used to establish the normalization factor. This allows for normalization based on the amount of soldering occurring. As soldering stations are used across manufacturing, engineering and support (approximately twice as many used in engineering/support than in manufacturing), sales figures or production numbers would not provide a meaningful normalization factor.

C.4.b Describe the data collection process and data source(s) that you used to measure progress towards this goal.

A quarterly survey is conducted throughout the facility to calculate the number of new, more efficient soldering stations versus the older soldering stations. To help improve future progress tracking, strategic sourcing initiatives, limiting Rockwell Collins to use only one supplier (Stanley Supply Co) to purchase solder stations/tips, will help more accurately track solder station/tip purchase in the facility.

C.4.c Please report your facility's actual performance.

Performance Data						
Calendar Year	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
	2005	2006	2007	2008		
Actual Quantity (per year)	97	97.8	98.6		n/a	Pounds

C.4.d Normalized progress toward goal.

Normalized Total	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
Normalizing Factor	1.0	1.07	1.03			
Normalized Quantity	97	91.40	95.73		50	Pounds
Basis for your Normalizing Factor:	Total number of soldering stations in use					

Goal 5: Rockwell Collins, Inc. - 35th Street Operations's fifth goal is to reduce the facility's hazardous materials use, specifically lead.

C.5.a Briefly describe your activities and achievements related to this goal or, if relevant, any circumstances that delayed progress this year.

At Rockwell Collins, we're taking a proactive approach to these issues through the creation of our own Restriction on Hazardous Substances (RoHS) program comprised of Operations, Engineering and Environmental Safety & Health representatives. The goal of the program is to determine the feasibility of lead free soldering processes and to characterize the effects of lead free temperatures on our chosen material sets. Our RoHS task group has created an enterprise Lead-free Control Plan (LFCP) document in accordance with the industry GEIA-STD-0005-1 specification to facilitate lead-free process discussions with our customers to further this effort.

In 2007 we have conducted trials following material investigations, process capability and reliability investigations since 2004. We are scheduled to implement 'lead-free' process in 2008 on an 'as requested' (by customer) basis in a selected facility; at this point it is not clear if 35th street facility will be chosen.

This is the fifth performance track commitment for the facility and was requested by regional performance track staff as a consideration goal. If changes are requested, they will be considered upon the next performance track application and formation of new commitments.

Activities Conducted During 2006:

Rockwell Collins has a team actively engaged in examining materials and methods to reduce and ultimately eliminate (if possible) the usage of lead in products. Progress is still on track with the attached Rockwell Collins Lead-Free Roadmap. Major accomplishments in 2006 included the start of a lead-free build trial on an existing product line. The purpose of this trial was to test/compare the lead-free product to the existing lead-containing product. Work on this initiative is ongoing. The timeline for implementing a lead-free product line is 2007-2008. The normalized performance data for 2006 indicate a large increase in lead usage due to the implementation of a new production line. A large quantity of solder was purchased for startup of this line. This is a one-time occurrence, and should not affect the ultimate goal. We are confident that through our continued efforts, this goal will be achieved.

C.5.b Describe the data collection process and data source(s) that you used to measure progress towards this goal.

The number of pounds of solder purchased is tracked from our procurement department and based on known lead content of the solder, we can calculate the number of pounds of lead used annually.

C.5.c Please report your facility's actual performance.

Performance Data						

	Baseline	Year 1	Year 2	Year 3	Perform.	
Calendar Year	2005	2006	2007	2008	Goal	Units
Actual Quantity (per year)	275	2,789	386		n/a	Pounds

C.5.d Normalized progress toward goal.

Normalized Total	Baseline	Year 1	Year 2	Year 3	Perform. Goal	Units
Normalizing Factor	1.0	7.608	0.9999			
Normalized Quantity	275	366.59	386.04		275	Pounds
Basis for your Normalizing Factor:	Pounds of Solder Purchased					

Progress Towards Other Significant Aspects of your EMS

In the table below, please provide a narrative summary of progress made toward EMS objectives and targets other than those reported as Environmental Performance Goals. You may limit the summary to environmental aspects that are significant and towards which progress has been made during the reporting year.

Do you have additional environmental aspects to report? No

Attachments (if applicable) :

[35thSt Paper Usage Report 2007.doc](#)

[35TH.12-MONTH%20ROLLING.DEC%2007.xls](#)

[Employee%20Commute%20Reduction%20Program%20Calculations.xls](#)

[Objectives%20and%20Targets.Solder%20Stations.8-6-07.xls](#)

[NEPT%20Progress.xls](#)

SECTION D: PUBLIC OUTREACH AND PERFORMANCE REPORTING**D.1.a Please describe your process to identify potential community environmental concerns.**

Rockwell Collins reports air and water emissions to Linn County Public Health Department. Representatives are also present at stake-holder meetings for Linn County. Rockwell also has a community feedback link on their website to address concerns written into the company.

D.1.b If you identified community environmental concerns, how did you respond to them?

No specific identified.

D.1.c Please describe how you informed the community about environmental matters related to your facility.

We share information about our environmental program and performance with the public by publishing an

annual Corporate Environmental, Health and Safety Report. A copy of the report is forwarded to the local public library and city mayor's office. Additionally, it is made available through our public web site (www.rockwellcollins.com).

Rockwell Collins (RC) contracts with local rehabilitation facilities and volunteer organizations (including Goodwill) for assistance in maintaining recycling and reuse programs.

RC operates a Green Communities Grant Program, which is designed to help fund environmental projects in the communities in which the company operates and recognize and award employees for participation. In 2007, over \$50,000 in funding was distributed across over 45 projects in the 10 U.S. locations, Australia, and France, ranging from reforestation to prairie wetlands ecosystem restoration.

The Rockwell Educational Access to Computer Technology (REACT) center serves as a center for receiving and refurbishing used computers from RC and other businesses. High school students and teachers have the opportunity to receive hands-on training at the REACT Center, building computers for their classrooms.

The facility participates in local voluntary programs, including a sustainability advisory group through the local permitting authority and the Iowa Strategic Goals Program, which is a voluntary program that encourages and assists metal finishing companies in exceeding environmental compliance limits. Facility staff has offered resources to mentor prospective new NEPT members.

Additional information for all of the programs listed above is available at www.rockwellcollins.com.

D.2 Please indicate which of the following methods your facility plans to use to make its Performance Track Annual Performance Report available to the public. Please check all that apply.

Community Advisory Panel, Bulletin Board, Building Lobby, Environmental Fairs, Web Site

URL: <http://www.rockwellcollins.com>

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SECTION E: SELF-CERTIFICATION OF CONTINUED PROGRAM PARTICIPATION FOR ANNUAL PERFORMANCE REPORT

The U.S. Environmental Protection Agency is not yet in a position to accept electronic signatures and therefore requests a faxed, signed copy of the Section E page. Please complete Section E online, then print Section E using the link on the Overview page. Section E should be signed by the senior manager of your facility and faxed it to the Performance Track Information Center at (617) 354-0463.

On behalf of Rockwell Collins, Inc. - 35th Street Operations, I certify that:

- I have read and agree to the terms and conditions as specified in the National Environmental Performance Track Program Guide. This facility, to the best of my knowledge, continues to meet all program criteria;
- I have personally examined and am familiar with the information contained in this Annual Performance Report. The information contained in this report is, to the best of my knowledge and based on reasonable inquiry, true, accurate, and complete;
- My facility has an environmental management system (EMS), as defined in the Performance Track EMS criteria, including systems to maintain compliance with all applicable federal, state, tribal, and local environmental requirements, in place at the facility, and the EMS will be maintained for the duration of the facility's participation in the program;
- My facility has conducted an objective assessment of its compliance with all applicable federal, state, tribal, and local environmental requirements; and the facility has corrected all identified instances of potential or actual noncompliance; and

- Based on the foregoing compliance assessments and subsequent corrective actions (if any were necessary), my facility is, to the best of my knowledge and based on reasonable inquiry, currently in compliance with applicable federal, state, tribal, and local environmental requirements.

I agree that EPA's decision whether to accept participants into or remove them from the National Environment Performance Track is wholly discretionary, and I waive any right that may exist under any law to challenge EPA's acceptance or removal decision. I am the senior manager with responsibility for the facility and am fully authorized to execute this statement on behalf of the corporation or other legal entity whose facility is part of the National Environmental Performance Track program.

Signature/Date:**Name:**

Mr. Gordon F Davis Jr

Title:

Director, 35th St Operations

Facility Name:

Rockwell Collins, Inc. - 35th Street Operations

Facility Street Address:855 35th Street NE
Cedar Rapids, IA 52498**Mailing Address:**

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Performance**Track ID#:**

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