



A representative OATS workstation is all decked out for its debut. FAA Administrator James Busey and DOT Secretary Sam Skinner snip the symbolic ribbon to kick off the departmentwide contract put in place to standardize office automation. Looking on is Mike Brunner, president of AT&T's Federal Systems.

OATS Is Its Name-- Office Automation
Its Domain
By Pat Tomasetti

"...there has never been a good time to transition from where we are to where we need to be in the office technology and host environments. However, it is time to bite the bullet, make the right decisions, and move ahead with this plan."

So ends the Office of Management Systems "Statement of Direction" written to outline the reasons the Office Automation and Technology Services (OATS) contract should move from an idea for discussion to a viable contract. That contract, awarded to AT&T Federal Systems on December 21, 1989, now provides the mechanism for Department of Transportation operating administrations to eliminate computer confusion, cut down on unnecessary and costly retraining, improve communications and bring the ADP technology of the 90's within the grasp of its employees.

Using dual operating systems, both UNIX and DOS, OATS is a three-year contract with five one-year options. It guarantees AT&T a minimum of \$18.5

million for new microcomputers, software, networks, training, installation, maintenance and technical support. Its value could reach \$853 million over its eight-year lifespan, however.

Additionally, AT&T is expected to make provisions for DOT employees to buy the same equipment for home use and at comparable prices. Financing through the credit union may even be an option.

Describing OATS, FAA's Office of Management Systems Director Mike Sherwin said, "It will allow the agency to deal with the world of work in the 1990s' modern office. We're going to be able to fulfill a dream similar to one that people had 60 years ago when they decided to put a telephone on everyone's desk. We're going to put a PC on everyone's desk."

The data processing nightmare that brought about the need for a single contract to standardize FAA's office automation has its roots close to home, as near

as many employees' workstations. Currently, these stations hold at least 56 different computer brands with 100 software packages.

Recently referred to in the FAA Headquarters newsletter as "a computer labyrinth that results in incompatibility, strains communications and often forces retraining of workers who move from one FAA organization to another," positive actions have been underway for several years to reverse this computer sprawl and to unify DOT's office automation. These efforts culminated in the recent award of the OATS contract.

Back in 1986 after reviewing FAA's long-range ADP plan, evidence showed

(Continued on page 3)

Pat Tomasetti is a writer/editor in the Office of Public Affairs at Headquarters.

Don't Doubt Redoubt: There's a Volcano in that Mountain

By Ivy Moore



After 24 years of quiet waiting, Mt. Redoubt awoke with an eruption during the midmorning of December 14, 1989. Ashes were flung to 35,000 feet within five minutes. Within an hour, the 80-knot winds had carried the ash cloud north and west of Anchorage, with dust falling on the Mat-Su Valley. Eruptions continued from time to time for several days.

Located 110 miles southwest of Anchorage and 50 miles west of Kenai in the Lake Clark National Park, 10,197-foot-high Redoubt is the second most active of the six Cook Inlet volcanoes, behind Mount Augustine. Redoubt has been active at least four times during this century, with the last significant eruption in January of 1966.

Immediately after December's eruption, the FAA began to issue advisories to pilots concerning the location and predicted path of the ash clouds and the possible hazards to aircraft from the ash, which is both corrosive and abrasive. Flight restrictions were imposed in the

(Continued on page 5)

Ivy Moore is a public information specialist in the Alaskan region.

In This Issue

- 1 OATS Is Its Name
- 1 Don't Doubt Redoubt
- 2 Man for All Seasons
- 4 Tech Center Exhibits
- 6 EEO Awards
- 8 Forecasting the Future

- 10 People
- 11 Retirees
- 12 New SEL

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Secretary of Transportation

Samuel K. Skinner

FAA Administrator

James B. Busey

Assistant Administrator—

Public Affairs

Hugh O'Neill

Manager—Public & Employee

Communications Div.

Vacant

Editor

Fraser Jones

Art Director

Eleanor M. Maginnis

Staff Editor

Pat Tomasetti

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John Clabes—Aeronautical Center
Paul Steucke, Sr.—Alaskan Region
Robert Raynesford—Central Region
Kathleen B. Bergin—Eastern Region
Morris Edelstein—Great Lakes Region
Mike Ciccarelli—New England Region
Richard Meyer—Northwest Mountain Region
Jack Barker—Southern Region
Geraldine Cook—Southwest Region
Mike Jacoby—Technical Center
Barbara Abels—Western-Pacific Region



A Man for All Seasons

By Fraser Jones

Whittington served as Acting Administrator until Allan McArdor was named to head the agency.

Once McArdor was in office, he asked Whittington to stay on as acting Deputy Administrator until the next deputy could be in place. Then, from March 1988 to August 1988, Whittington served as Executive Director of the FAA, a position created to handle the day-to-day operations of the agency.

During the transition period between the end of the Reagan Administration and the beginning of the Bush Administration, Whittington again served as acting Administrator at the request of Secretary Skinner. The current Administrator, Admiral Busey, then asked Whittington to become acting Deputy Administrator—a position he held until Barry Harris was confirmed as Deputy Administrator.

Whittington said in an interview that he liked New England and was comfortable living there, but coming to Washington gave him "a chance to work across all the different disciplines at a high level position." His broad base of experience at FAA helped him in this new role. After all, he had been introduced to most of the executives in the field and at Headquarters during his 35 years at the FAA. He also gained Washington experience during his three years in DOT's Office of the Secretary.

"In my case, as the acting Administrator, a new Secretary of Transportation came onboard at the same time. All new people. But I couldn't have asked for a better Secretary. Sam Skinner quickly called me over, started working with me and gave me all the support that I could possibly ask for, until such time as Admiral Busey came onboard."

Leading the agency has been a "very challenging yet rewarding assignment," said Whittington, who has enjoyed the opportunity to work with the Administrator, OST and the members of Congress and their staffs.

A down side, however, comes into

play. "When you're on an acting basis, you're not sure what's the next step. And you can't really get programs going yourself as easily as if you were in the job in a permanent capacity."

Testifying before the Congress last spring on the FY 1990 budget was a rewarding experience and one he will not soon forget. The hearings were carried out over three days, and the two to three weeks' preparation for them "was a bit grueling at times," said Whittington. He then added, "I felt real good about it, because we came out well in the hearings and in our '90 program—it is a good solid program."

Whittington sees strong leadership, a commitment to people and a good understanding of the mission of the FAA and how it fits into the overall aviation system as the most important qualities for success on a job in the agency.

When Barry Harris was designated Deputy, Whittington returned to his job as Executive Director for Administration and Resource Management. From his experience at the top, he has gained a closer insight into technical programs that will help him and his staff bring about the horizontal coordination expected of an executive director. In his current capacity, he hopes to improve technical and administrative training and human resource management.

Through all of the changes in assumptions of responsibility, he has kept a steady hand and sought to do what was best for the agency and his country. He has enjoyed the support of his wife, Virginia, for 35 years and their four children, along with four grandchildren.

Bob Whittington is the personification of a skillful professional at the FAA. Through all the years of ever-increasing responsibility, he can still look back to his initial assignment as an air traffic controller and see it as one of the most demanding and rewarding.

While at Headquarters, the thing he has missed the most was the opportunity to visit the field facilities more often and talk to state and local folks out in their own territories.

"I think, though, what you really enjoy is when you get out of Headquarters, go out to the regions, and visit our facilities. Then you get the picture of what's really going on. To me, that's the most exciting part of working for the FAA." ■

Fraser Jones is editor of FAA World. Until November 1989, he was associate editor for Computer Regional and Airline Financial News.

OATS Is Its Name--

from page 1



Working on the OATS RFP development team were Dave Bryant, ASO-67A; Herb Smith, APR-320; Larry Hayes, AAC-934C; Vi Wimbush, AMS-340; Jim Rauling, AAC-313; Pat Hayes, AMS-340 (now in ACI); and Bill Tomasetti, AMS-350, Brooks Goldman, AAD-1, and Mike Sherwin, AMS-1, are at far right. On the table are the agricultural type of oats.

that a change of direction concerning office automation was needed in three main areas: office automation technology, funding and host processing power.

Included in the office technology area were the problems of dealing with long, cumbersome procurements before the technology could be purchased. Because potential users were not experienced in these procurements, many frustrations and time-wasting situations inevitably occurred.

Too, the employees responsible for the purchasing were often untrained in the technical aspects of ADP and were misled by vendors who oversimplified what needed to be done to acquire, set up and maintain a mini ADP facility. The system purchased frequently didn't do what the organization spending the money thought it would—that is, until another expensive part was acquired.

An example is when one FAA organization with a Fortune micro contracted to buy a micro VAX II and a 3 Com network. These components didn't work well together and, in fact, didn't work at



OATS technical evaluation team members included John Haley, ANM-43B; Jerry Baker, AAL-43 (now retired); Ellen Cook, AMS-320; Glenn Chamberlin, AAC-912; and Walt Maling, DTS-62.



It's signed. Looking on as Dave Bailey, ALG-340, signs the OATS contract are Mike Sherwin, AMS-1; Margaret Binns, AMS-300; Bob Ross, ALG-300; Ellen Cook, AMS-320; and Dana Scott, AAD-3.

all without adding additional, expensive hardware and software.

Systems so acquired will never be uniform. Therefore, it has been impossible to follow standard procedures, to minimize training, to assure portability of people and systems and to get reliable, predictable and consistent results from office to office.

Compounding these problems were organizations' difficulties in synchronizing the budget and procurement cycles. Sometimes the funding was lost because the procurement process couldn't be completed in time.

The Competition in Contracting Act (CICA), which now governs procurements, has as its intent to assure the

contractors, however, led to non-uniformity, lengthy procurements, and inefficient and sometimes unworkable ADP configurations.

The funding area for ADP equipment and supplies is another spot where the OATS program has been designed to make a significant contribution. Each organization is still expected to get its own funding for ADP systems. Previously, however, the funding cycle and the procurement cycle had nothing to do with each other. Totally different sets of rules applied to each.

Getting proper timing between the two was often an impossible mission because procurement was uncertain and had to be done in short periods of time. Also, it



Also working on the technical evaluation team were Wingate Williams, ASW-44G; Jeff Lane, AMS-320; Larry Hayes, AAC-934C; Mark Noonan, AMS-350; Gary Titworth, AMS-220; Kim Daghighi, AMS-300; David Wood, HMS-41; and John Dirksen, AMS-350.

fullest possible competition so that the government gets quality products at the best prices. The required competition when translated into office-by-office procurements of ADP equipment and services from many different

was often governed by events and actions beyond the control of project managers and even the agency—things such as vendor protests. As a result, the agency was losing the services of a state-of-the-art technology while waiting for ADP funding and procurement.

Although growth in the host processing power area is really the domain of the Computer Resources Nucleus (CRN) program, the OATS contract provides the basis from which that improvement can start.

The necessary upgrading of FAA's existing ADP systems to meet increasing needs has been difficult not only because of the issues mentioned, but also because of lack of in-house expertise in developing the technical specifications; fast-changing technology, creating situations where the most cost-effective technology is no longer compatible with the installed base; a shortage of staff and contract funds to develop the supporting documentation; and increasing needs for highly complex integration between system components.

(Continued on page 9)

The Technical Center:

By Lisa Aveni



Working to Educate the Public about Aviation Today, Tomorrow, and in the Year 2000



Technical Center Director E. T. Harris and program manager Carl Jezewski give a Traffic Alert and Collision Avoidance System (TCAS) demonstration at the ATCA conference in November 1989.

The Technical Center, known for its research and development projects supporting aviation safety, has become a showcase for technical exhibits and artistic creativity in the FAA.

Important research is conducted at the Technical Center: explosives detection, fire safety, navigation aids, collision avoidance systems. Also important is the Center's role in educating the public, industry and other FAAers worldwide about agency research projects.

As the FAA's primary exhibit production center, the Technical Center designs, fabricates, transports and, in most cases, staffs exhibits throughout the United States. It often lends international support as well.

The exhibits are shown at various industry-related conventions, conferences and airshows. They display FAA's most up-to-date information and progress on various research, engineering and development projects.

The FAA's exhibits are routinely among the biggest, most elaborate dis-



John Henry, manager of the Technical Services Branch at the Technical Center, and Al Lapinetti, manager of the Research and Technology Applications Branch, stand before a video wall exhibit at World Tech '89 in July.

plays shown at any function, and they generate great interest from attendees. An estimated 750,000 people pass through the exhibits each year.

John Henry, Technical Services Branch manager, ACM-410, and a 30-year veteran at the Technical Center, manages its exhibit production. Mike Roames and Carl Genna, both employees of the branch, are the creators of the complex exhibits. With over 40 years of com-

bined experience, the duo works fervently to make each display better than the last.

"The exhibits present a challenge. We must exercise our creative ability to the fullest in order to make each exhibit unique from the rest," said Roames. "That's what keeps us motivated—the challenge."

Both Roames and Genna are graduates of the Philadelphia College of the Arts.



Stephanie Pofi and Frank Curran, both of the Production Section of the Plant Engineering and Services Division at the Technical Center, are shown working on a future exhibit. Strict deadlines could not be met without the support of the Center's management, photographic personnel, video lab, various project personnel and the mechanical and construction shops.



Surrounded by his designs, Carl Genna has an important role in exhibit production. He also has designed architectural concepts for new facilities at the Technical Center.

Each one's artistic ability compliments the others. Genna specializes in graphic design, two-dimensional work, and Roames concentrates on illustration and three-dimensional creations.

"When you're in the business we're in, it's not the paycheck that brings satisfaction, it's the success of the project measured through creativity," said Genna.

This past year was a busy one for the team. They prepared exhibits for more than fourteen events, including an elaborate display that was presented at the American Helicopter Society (AHS) conference. This prestigious rotorcraft show was held in Boston last May.

At New York City's World Tech '89, a high-profile event demonstrating aerospace technology, the FAA exhibit was the largest advanced and future air traffic control systems display ever presented. It included fifteen technical project displays.

Wisconsin's Oshkosh '89, an annual general aviation airshow, attracted more than a million people. The Technical Center's display was targeted toward general aviation issues such as crashworthiness, aviation gasoline (AVGAS) projects and landing systems.

(Continued on page 9)

Lisa Aveni is a public information specialist at the FAA Technical Center. She currently is the Center's Interviews editor.

Redoubt's Impact from page 1



A sleeping giant awakens, spewing an ash cloud 35,000 feet within five minutes.

Photo by U.S. Geological Survey

immediate vicinity of the volcano.

Several aircraft suffered ash damage to windshields and wing surfaces. Air carriers began to change their routes, and some cancelled flights to the north and west of Anchorage.

Just before noon on Friday, December 15, KLM flight 867, a Boeing 747, encountered an ash cloud at 25,000 feet, 75 miles northwest of Anchorage. All four engines stopped. The aircraft dropped at least 13,000 feet before the crew was able to restart the engines 13 minutes later. The aircraft landed at Anchorage International Airport 35 minutes later, with no airspred incident.

Volcanic ash clouds do not show up

on ordinary aircraft radar and may not be visible to the pilot. Therefore, the ash may be impossible to detect until it begins to do damage to the aircraft.

A shift in wind direction in the wee hours of Saturday morning, December 16, carried ash to the Kenai-Soldotna area. The Kenai local coordinator and the sector field office manager were notified, and within minutes sector field office people had been dispatched to various sites to begin precautionary shutdown of nav aids, automated flight service stations computer equipment and the Anchorage Air Route Traffic Control Center enroute radar. Most air/ground communications were taken off the air, although telephone and radio services were not interrupted. Notifications and transfers of functions were made as required.

By 9:05 a.m. Kenai had a 3/4-inch covering of ash on the ground. Both Kenai and Soldotna airports were closed by the airport managers. Ash shorted out transformers, causing several temporary power failures.

Ash fell lightly in Anchorage, also. Air traffic at Anchorage International Airport was reduced to a trickle. Hundreds of passengers, many of them traveling for Christmas, were stranded.

As domestic air carriers cancelled flights, or flew only during daylight hours, the international carriers began flying out of other cities, such as Seattle. This created a great economic loss for Alaska.

The FAA team met with the military and National Weather Service to examine what could be done to track the ash plume. The USAF agreed to the launch of a C-12 turboprop aircraft to observe ash activity during daylight hours as long as volcanic eruptions continue. The National Weather Service increased the frequency of radiosonde balloon soundings from every 12 hours to every 6 hours.

The Alaska Volcano Observatory said the current eruptions have given scientists their first real look at the volcano with modern instruments. Equipment located on the mountain monitors the seismic activity. A weather satellite provides infrared pictures of the ash clouds; however, since the satellite is in orbit and not at a fixed location, it cannot provide constant data. A volcanic cloud cannot be tracked at night or if it is obscured by heavy rain clouds.

Senator Ted Stevens arranged for the National Oceanic and Atmospheric Administration to contract with the University of Washington for a Convair C-131 aircraft to conduct research about the Mt. Redoubt ash clouds so that systems and methods can be developed to help aircraft avoid them. Scientists aboard the plane use LIDAR (a laser radar) and millimeter radar to measure size and density of ash particles and also the chemical composition of the particles.

Although these radars have been used with forest fires, this is the first time they have been applied to research in connection with a volcanic eruption.

The FAA, represented by Douglas Hodgkin in Headquarters, regional representatives and contractor Dr. Melvin L. Stone of the Lincoln Laboratory of M.I.T. are actively involved with the University of Washington research aircraft scientists, the U.S. Geological Survey, the National Weather Service and aviation industry representatives to investigate ways to detect the volcanic ash cloud accurately so that air carriers can operate in the Alaskan airspace. In addition to having significant foreign and domestic air carrier flights, Anchorage is the busiest air cargo airport in the United States.

The volcano has followed a pattern of eruptions interspersed with days of quiescence. At one point it "rained" large pumice rocks on the lodge at Big River Lake, 20 miles away from the volcano. Some days it vented steam; other days it spewed out ash. A flood of melted snow and glacial ice from the mountain led to the shutdown of the Drift River oil terminal and removal of about 80 percent of the oil stored there.

On the morning of January 8, Redoubt erupted suddenly without the seismic warnings that had preceded earlier eruptions. Again, ash fell on the Kenai Peninsula, blocking out the midday sun. It continued to fall until 9:00 p.m.

There is no way to tell how long Mt. Redoubt will continue to erupt. The period of volcanic activity that began in January 1966 lasted for two years.

Whatever the duration, the FAA will continue to work with other agencies to enable more accurate ash flow and fall-out pattern predictions; an uninterrupted power supply; steady power, without surges, through power conditioning; and the protection of equipment from the volcanic ash. ■

EEO Awards

Twenty FAAers Earn Superior Achievement

and
the
Winners
are...

At the 13th Annual Administrator's Awards for Excellence in Equal Employment Opportunity, twenty FAAers were

praised for doing "an outstanding job of promoting equal employment opportunity" at the agency. Administrator James Busey presented them with plaques and citations outlining their accomplishments.

At the Headquarters ceremony, Busey stated his "strong, personal commitment to see to it that all persons have the opportunity to compete on a fair and equal basis for employment and advancement at FAA."

He noted that an objective he has set is to increase the number of minorities and women at all levels in the agency, with the goal of having representation comparable to the civilian labor force by the year 2000. He is convinced, however, that this goal can be reached before then.

FAA's workforce is now composed of about 14% minority employees and 21% women. Figures for the civilian workforce are 18.4% minorities and 43% women.

"It would be highly cynical as well as grossly irresponsible to our safety mandate if we were only concerned with cosmetic improvements," Busey said. "We are committed to quality recruitment and hiring—from within the agency and from without."

The Office of Civil Rights presented the awards program.

A Superior Achievement Award is the highest agency award for achievement. It is granted only by the FAA Administrator. ■



FAA Administrator James Busey outlines the importance of equal opportunity during introductory remarks.



In his speech Administrator Busey expressed his pleasure in taking part in the ceremony to honor the FAA employees who did such outstanding jobs of promoting equal employment opportunity at the agency.



Smiling Equal Employee Opportunity Award for Excellence holders with Administrator Busey include Hugh D. Milligan, Facilities Operations Section manager, FAA Technical Center; Alfred P. Martinez, computer system programmer, Northwest Mountain Region; Myrna Rivera, management analyst, Great Lakes Region; Barbara A. Thomas-Bagrowski, personnel staffing specialist, Great Lakes Region; Jacqueline L. Smith, Air Traffic Division manager, Western-Pacific Region; Kenneth R. Pirl, airway facilities sector manager, Western-Pacific Region; and Rae Ann Trinka, air traffic manager, Great Lakes Region.



Audience members stand as the U.S. Coast Guard Color Guard finishes the presentation of colors and exits the auditorium.

Administrator's Award for Excellence in Equal Employment Opportunity

This award is granted by the Administrator to honor and recognize those employees, supervisors, or managers who have excelled in their efforts to promote equal opportunity through effective leadership, skill, imagination, and perseverance.

Gene H. Campbell, a supervisory air traffic control specialist in the Southern Region, receives his award from the FAA Administrator.



Ronald Mulgrew, assistant manager for training at the Kankakee, IL, AFSS, Great Lakes Region, receives his award from Administrator Busey.



Quentin S. Taylor, Deputy Associate Administrator for Airports, Washington Headquarters, receives his EEO award for excellence and a warm handshake from Administrator Busey.



Sandra J. Campbell, a public affairs specialist in the Central Region, is pictured with Administrator Busey.



Pictured with Administrator James Busey (back row, center) are Excellence in EEO award recipients Cortez N. Martin, program analyst, FAA Technical Center; Gloria Shepard, training specialist, Eastern Region; Robert P. Fishman, air traffic manager, Great Lakes Region; Frances Carrillo, air traffic operations specialist, Southwest Region; Arlene B. Feldman, Regional Administrator, New England Region; Rozella E. Cusic, Concord Tower manager, Western-Pacific Region; Rosa M. Jackson, area supervisor, New England Region; Arthur F. Fregoso, Logistics Division manager, Northwest Mountain Region; and Ivory L. Grayson, training specialist, Aeronautical Center.

Forecasting the Future FAA Style

By Kristy Woolley

The fourth phase of the deregulation process—globalization—was the focus of the 15th Annual Aviation Forecast Conference. The FAA invited 600 guests and speakers from around the world to attend the conference in Washington, DC, on March 2.

The speakers at the conference discussed the impact of globalization on the commercial aviation industry from both a U.S. and international perspective.

The forecast presented at the conference is written yearly by the Forecast Branch of the Planning Analysis Division, Office of Aviation Policy and Plans. It takes a year to compile and covers a wide range of aviation activity for the next 11 years, including the economic environment, general aviation, commercial air carriers, regionals and commuters, helicopters, FAA workload, and airport terminals.

The forecasts are developed from a mixture of aviation economic and FAA sources by Gene Mercer, manager of the branch, and his staff. "We update our forecasting models, develop assumptions about the future—about what is happening in the economy—and then develop a forecast. There are 133 variables that go into the series of forecasts and into the final product."

The aviation variables used in the forecasts include the general aviation fleet records that are maintained in Okla-



homa City, pilot surveys given to the active fleet to find hours flown and fuel consumed, traffic and operation reports from commuters, activity reports from the airlines and aircraft orders and deliveries. Some of the other variables considered are fleet size, operations and hours flown and revenue passenger miles.

Information about the Gross National Product, the Consumer Price Index and interest rates used in calculating the forecast comes from the Office of Management and Budget, DRI (Data Research, Inc.), the WEAFA group and Evans Economics. FAA records of tower, center and facility activity are other bases for the projections.

Econometric models are used to measure the relationships between the variables, such as comparing RPMs to GNP. Assumptions about the future of aviation, such as rising fuel costs, airline marketing, delays and congestion and

changing route patterns are then developed, said Mercer.

"These are things that may happen or will probably happen," he continued. "For example, there is the possibility of legislative action. General aviation has been dealing with many liability claims. If Congress acts to limit their liability, it could revitalize the GA manufacturers. So we have to consider what will happen if legislation is passed."

Mercer says that he and the eight people on his staff have their heaviest working period from September to March during which they finalize the forecasts, but the preliminary work for the next forecast starts the same week.

The forecasts are used by the agency to make plans and justify the budget submitted to Congress. "For the short term, it justifies staffing requests; for the longer term, it helps with facility planning, cost benefit analysis, safety analysis and gives guidelines for FAA management," Mercer stated.

Because the conference coincides with the budget cycle, the FAA has an opportunity to communicate up-to-date planning information to aviation industry components. "It gives them the opportunity to write to their Congressmen if they don't like something. It also gives us an opportunity to get input, to find out what is going on, to find out what people are saying. And it gives industry the opportunity to talk with the FAA."

The FAA has produced the aviation

forecasts and presented them to the aviation industry for 15 years. "The first conference was held downstairs in the auditorium with my staff making the presentations to about 100 people. We've tried different formats and different ways, but we've kept it to a one-day meeting."

To focus the conference on industry, very few FAA representatives are invited to speak. "We just have the Administrator give the keynote address, and our office director presents the forecast," Mercer said.

The conference draws participants from every part of the industry, including supporting businesses such as the steel and telephone industry and reporters for trade publications.

The forecast and the proceedings of the conference are published by the agency, providing a public record of the conference. "It's every speaker's speech," Mercer said.

"The information they present helps us to develop next year's forecast. Their input also gives us different things to think about."

The conference begins at 8 a.m. and lasts until 5 p.m. Speakers are grouped into panels, and at the end of each presentation there is a question and answer period.

"Almost nobody leaves early," says Mercer. "It's as crowded at 5 p.m. as it is in the early morning." ■

Kristy Woolley is a recent graduate of the University of Maryland. She has been a regular contributor to FAA publications.

Technical Center from page 4



Mike Roames and Carl Genna work in the studio designing concepts for exhibits. With over 40 years of combined experience, the duo works fervently to make each display better than the last.

The FAA hosted another multi-project exhibit at the annual Air Traffic Control Association (ATCA) Conference held last November in Arlington, VA. This major FAA display was similar in size and scope to the one presented at World Tech '89 in July.

Roames and Genna work hard to meet strict deadlines, but their work couldn't be accomplished without the support of

the Center's management, photographic personnel, video lab, various project personnel and the mechanical and construction shops.

Requests for exhibits most often begin at FAA Headquarters, with Joe Del Balzo, AXD-1. However, individual requests from specific branches or techni-

cal program managers are common. "The development process for exhibits extends past artistic creativity. The team must know their audience, have a working knowledge of each technical project and target each display to fit the needs of the attendees at the specific event. "Knowing your audience is the most important aspect of developing an exhibit," said Roames. "Photos, text, miniature models or actual working displays all work together to generate the FAA message. A wide array of mediums must be used appropriately to fit the needs of each audience."

"One might think that the actual working display would be most effective, but that's not always the case," said Genna.

Genna's creative niche extends to other things besides exhibit development. He has designed architectural concepts for new facilities such as an Advanced Automation System lab and a new aviation security building, both to be located at the Technical Center.

The exhibits group has a committed schedule of events extending into mid-

1990 and proposed events through the end of the year.

From January 7-10, 1990, it supported the Department of Transportation's exhibit at TransExpo. A large, comprehensive conclave of transportation professionals from all over the world attended this four-day, Washington, DC, show, which showcased the latest in aviation and other transportation technology.

The Technical Center will continue its efforts in aviation research and development, and Roames and Genna will continue to find new ways to educate the world about the FAA's progress through technical exhibits.

"In our line of work, you have to like what you do, or the creativity is lost," said Genna. "Every day has a new beginning."

"There is nothing routine about being an artist," said Roames. "And that's the way we like it." ■

OATS from page 3

By awarding the OATS contract, which Sherwin called "the most comprehensive office automation project any federal agency has ever awarded," the FAA has acquired a systems integrator and an opportunity to keep current with technology. ADP equipment and services to meet growing agency needs easily, efficiently and cost effectively can be bought off this single-source contract at any time. Upgrades and enhancements to support increasing workload and to install the latest, most cost-effective technology can also be purchased.

And maybe best of all, everything bought through this contract will be delivered within 30 to 60 days. Therefore, users can spend their time performing job functions and not be bothered with engineering ADP configurations.

ADP users can also get whatever level of service they budget for and can afford. They will be able to purchase high-end, state-of-the-art equipment at a rock-bottom price. Because training, installa-

tion, maintenance and technical support and enhancement are available through the OATS contract, its users will be well and quickly served by experienced personnel.

This doesn't mean that FAA will be eliminating its own ADP staffs, but part of their functions will be to serve as co-ordinators and technical contacts between users and the contractor. They also will be the evaluators of the contractor's performance using feedback from OATS implementation coordinators (OICs) and other users.

No wonder the fifty or so people who at different stages worked long hours, traveled extensively and battled deadline after deadline in setting up the OATS mechanism are so proud of the results. Included in the project were employees from Management Systems; Logistics; General Counsel; various program offices in FAA Headquarters, regions and centers; and OST and other DOT operat-

ing administrations.

Technical teams gathered contract requirements and published them as a voluminous "Request for Proposals" (RFP), answered contractors' responses and evaluated the proposals submitted—and we're talking about thousands and thousands of document pages here. A Source Evaluation Board (SEB), necessary under federal procurement rules for a contract of this size, oversaw the process and direction of the work.

OATS was able to be implemented immediately. Since only one protest was filed and that one was withdrawn after the bidder was debriefed, there was no loss of time in justifying the selection—an almost unheard of occurrence with a contract of this size. Sherwin attributes this to the "good work, the technical people and the contracting people did on the project."

Basically, implementation is being done through the agency's Information Resource Management (IRM) and OIC network and Office of Management Systems units.

People who worked on OATS are also enthusiastic about the results because they realize the contract could very well become a model for ADP procurement in the government. Other federal agencies have shown a lot of interest in FAA's coordinated approach to the contract and in using the same structure themselves.

Those involved in the program also see OATS as a catalyst for setting up wider communications networks—networks that are effective and compatible. CORN, which deals with mainframe ADP, is in the works, and the Administrative Data Transmission Network (ADTN) will provide a unified telecommunications system.

Through OATS, FAA may have taken the first step toward getting out of the dilemma that automation brought to office workers: Although it's often been difficult to live with, it's now impossible to live without. ■

Retirees from page 11

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Terry K. Davidson, supervisor, General Material Section, Supply Management Branch, FAA Depot . . . **William F. Denny**, supervisor, Designate Standardization Section, Maintenance Support Branch, Regulatory Support Div., promotion made permanent . . . **Thomas E. Krause**, unit supervisor, Sacramento FIDO, from Washington Liaison Staff, Aviation Standards National Field Office . . . **Debra L. Turner**, supervisor, Alaskan & Great Lakes Region Payroll Section, Payroll Branch, Accounting Div.

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Joseph H. Boswell, systems engineer, Anchorage AFS ARTCC . . . **John R. Gillespie**, supervisor, Program Support Section, Program Support Branch, Airway Facilities Div. . . **Michael R. Homa**, manager, Kodiak ATCT, from St. Paul, MN . . . **Fred L. Jack**, asst. manager, North Alaska AFS, Fairbanks, promotion made permanent . . . **Mark J. Kelliber**, systems engineer, Anchorage AFS ARTCC . . . **Robert J. Morrison**, asst. manager, Establishment Engineering Branch, Airway Facilities Div. . . **Louis W. Roegen**, asst. manager for training, Anchorage ARTCC . . . **Denise R. Simantzi**, systems engineer, Anchorage AFS ARTCC . . . **Gary W. Stadig**, unit supervisor, Anchorage AFS ARTCC . . .

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Arthur N. Brownell, Jr., asst. manager, Philadelphia FSDO, from regional headquarters . . . **Donald D. Carlisle**, area supervisor, Baltimore ATCT, from Washington ARTCC, Leesburg, VA . . . **Ralph A. Cole**, manager, Ieterboro, NJ, ATCT, from Allentown, PA, ATCT . . . **Victor C. Depina**, area supervisor, Washington ARTCC, Leesburg, VA . . . **Albert F. Douglas**, asst. manager, Washington National Airport ATCT,

from regional headquarters . . . **Dominick Festa**, manager, Internal Security Branch, Civil Aviation Security Div., promotion made permanent . . . **Alan L. Gershon**, manager, LaGuardia AFSSO, Metro NY AFS, from regional headquarters . . . **Karen L. Goodchild**, area supervisor, Caldwell-Wright Airport ATCT, Fairfield, NJ, from Farmingdale, NY . . . **John D. Hinkle**, manager, Roanoke, VA, ATCT, from JFK Airport ATCT, NY . . . **Deborah A. Johnson**, unit supervisor, Washington, DC, National AFSSO, Capital AFS, promotion made permanent . . . **Otis M. Johnson, Jr.**, GADO manager, Baltimore FSDO, promotion made permanent . . . **Nelson Knox**, section supervisor, Establishment Engineering Branch, Airway Facilities Div. . . **John Kochis, Jr.**, unit supervisor, Islip, NY, ARTCC AFS, promotion made permanent . . . **Melvin L. Schuck**, unit supervisor, Harrisburg FSDO, from Washington Headquarters . . . **Cynthia E. Stele**, area supervisor, Washington ARTCC, Leesburg, VA . . . **Charles A. Tidale**, area supervisor, Pittsburgh ATCT, Coraopolis, PA, promotion made permanent . . . **Anthony C. Tisdall**, area supervisor, Philadelphia, ATCT, promotion made permanent . . . **Eugene T. Ulger**, area manager, Washington ARTCC, Leesburg, VA, from LaGuardia ATCT.

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Ray R. Ashenburt, asst. manager, airport and procedures, Boston ARTCC, Nashua, NH . . . **John T. Bastias**, area manager, Boston ARTCC, Nashua, NH . . . **David E. Bauer**, unit supervisor, Airway Facilities Div., promotion made permanent . . . **Brian K. Brunelle**, area supervisor, Logan Airport, ATCT, Boston . . . **Kenneth F. Bryant**, asst. manager for technical support, Boston, MA, AFS, from regional headquarters . . . **George Dileo**, area supervisor, Boston ARTCC, Nashua, NH . . . **Murti U.**

Hasrajani, staff engineer, NAS Program Coordination Staff, Airway Facilities Div., from Washington Headquarters . . . **James Rudrigues**, area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent . . . **Jonathan M. Schippani**, area supervisor, Boston ARTCC, Nashua, NH, promotion made permanent . . . **William J. White**, manager, Aircraft Evaluation Group, Flight Standards Div. . . **Robert C. Yalden**, asst. manager, traffic management, Boston ARTCC, Nashua, NH.

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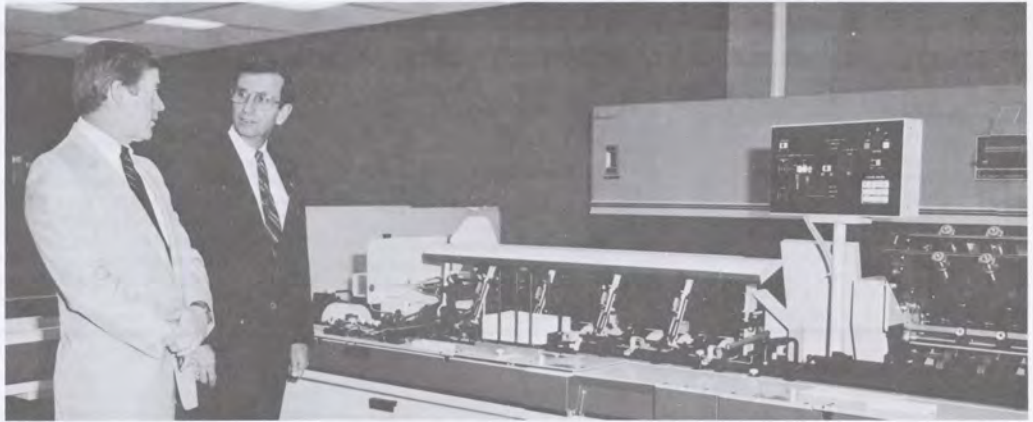
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Joseph R. Bennett
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Henry L. Burg
Walter R. Briggs
Les G. Chin
Robert E. Coleman
Arthur D. Criswell
Ovillie D. Decker
Clarence M. Ehlbert
William F. Fitzgerald
Boniface Frank

Laser-Printed Statement of Earnings and Leave

In January, all Department of Transportation employees received a new laser-printed 1989 Form W-2, Wage and Tax Statement. In April, employees began receiving a new laser-printed Statement of Earnings and Leave printed on standard letter-size (8½ × 11 inch) paper.

The basic format of the SEL remains the same. Enhancements such as highlighting net pay and separating current pay period and pay adjustment information have been made to improve readability. The information is printed portrait-style (across the narrow portion of the paper) as opposed to landscape-style (across the wide portion of the paper) as the former SEL was printed. Employees began receiving their new SEL about April 17, which was the pay date for the period March 25–April 17.



Data Services Division Assistant Manager Leo Epperson, left, and Brooks C. Goldman, Associate Administrator, Administration, view

the machine that helps get the new short form pay statements underway at Mike Monroney Aeronautical Center.

FAA Photo by Gene Hunter

U.S. Department
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