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## Working for Cultural Diversity

### Hispanic Coalition Meets on "Preparing Today for Tomorrow"

Diane Spitaliere is editor of the Eastern Region Intercom.

By Diane Spitaliere



Creating an FAA work force that mirrors the diversity of all American people is an objective that has been receiving a lot of attention at the agency. Administrator James Busey talked about achieving that diversity at the 13th annual National Hispanic Coalition of Federal Aviation Employees (NHCFAE) conference, which met at the Sheraton Inner Harbor Hotel in Baltimore.



FAA Administrator James Busey

Here's what was said.

**Partners in EEO.** "At the senior executive level,

turn to **Hispanic Coalition** on page 10

## Make Your Claim

*RITA Adjustment Payments Made Retroactively on Permanent Change-of-Station Moves*

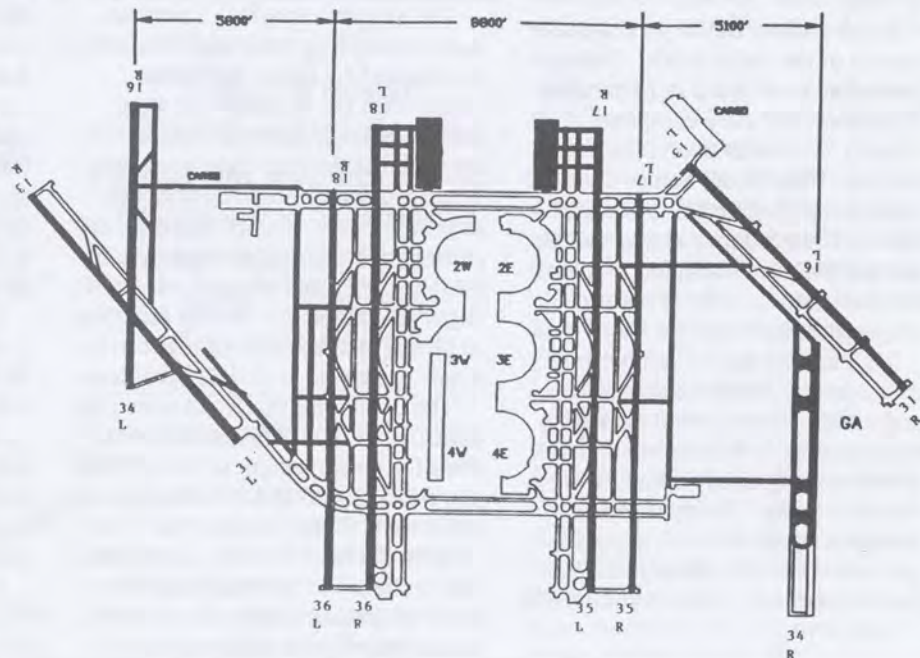
Some 2,500 FAAers a year make permanent change-of-station (PCS) moves, and some of those transferees may be due money because of new regulations, says the agency's Office of Accounting.

To get their retroactive payment, however, those eligible must submit a claim for adjustment to the accounting office that handled their original PCS and Relocation Income Tax

turn to **RITA Claims** on page 12

This diagram shows Dallas/Fort Worth Airport, one of the nation's busiest. Notice the pattern of its parallel runways.

An article about ways the agency is working to expand capacity at airports around the country starts on **page 2**.



## Now We've Learned To Fly

### FAA Organizes To Step up Capacity

By Pat Adler and Rich Nehl

Pat Adler, a secretary in ASC-200, and Rich Nehl, program manager in ASC-200, wrote the following article to show how their organization—the Office of System Capacity and Requirements (ASC)—is responding to current demands in aviation and the challenges the office faces in plans to expand capacity for future years.

The completion of the National Airspace System (NAS) Plan is well on its way, but this decade—the 1990s—presents the agency with some new challenges. Essentially, the task is to make sure the system and its airports can handle much higher levels of air traffic.

Fortunately the FAA has evolved along with the aviation industry and has organized to meet the challenges. One example is the establishment of its Office of System Capacity and Requirements (ASC) under the direction of E. T. Harris with James R. Smith as deputy director.

Think back to the airport capacity crunch of the early 1980s. Deregulation had spawned a large number of airlines, and they competed fiercely for shares of an established market. That meant competition for runways, departure slots, and gate space. Congestion was everywhere, and the industry struggled to meet the tremendous demand created by competitive pricing.

It's true that deregulation brought down prices, expanded the industry, and added to the general economic expansion of that time; but it also did something else—it taught America to fly. Today there are about 450 million aviation passengers annually. By the year 2000, that number will jump to almost 800

million a year—or just about two passengers for every one of today.

To meet that challenge, the FAA has been working toward:

- Ways to gain capacity in the near term as fast as is safely possible.
- A long-term system design for the 21st century.

The agency first formed the Airport Capacity Office to study the nation's airport system and seek solutions to ground movement problems. It also verified that the congestion problem extended into the airspace as well.

Initial, tentative steps into the computer modeling of a large-scale airspace design project began, and the search was on for better equipment and more efficient procedures to serve the flying public. The down side of all this progress was that solutions in one area fostered problems in another, pointing up the need for broader organization.

The Office of System Capacity and Requirements (ASC) was set up in October 1989 with responsibility for providing national leadership and initiative to expand the effective capacity of the air transportation system.

Currently it has three divisions:

#### Airport Capacity Planning Division, ASC-100

The biggest capacity gainers are new runways, and this division, which is managed by James McMahon, works with the industry and other parts of FAA to promote their development. Its Airport Capacity Design Team program brings together the airport operator, master planners, air carriers and other airport users, and FAA experts from airports, air traffic, flight standards, and airway facilities to identify improvements that can be made at airports with delay problems.

The collaborative efforts have produced more than 700 recommendations for improvement to the airfield, approach procedures, and navigational facilities at 30 major airports.

With the help of computer simulation models and analysts from the FAA Technical Center, the design teams quantify the delay-saving

benefits of the proposed improvements, thereby increasing the likelihood of having recommendations adopted. Reports were completed this year for 12 airports including Seattle, Chicago, Nashville, and Raleigh-Durham.

The division also produces the *Aviation System Capacity Plan*, a comprehensive view of the aviation system's requirements and the programs designed to meet them. The plan documents more than 60 new runways or runway extensions at the top 100 airports, describes new airspace procedures and new technology to increase capacity, and outlines programs to increase terminal and en route airspace.

#### Airspace Capacity Planning Division, ASC-200

Second only to weather, the greatest cause of delay exceeding 15 minutes are center and terminal volume restrictions.

ASC-200, managed by Richard L. Danz, zeroes in on new airspace procedures, demonstration programs, airspace design, and research and technology.

It has airspace capacity design projects either completed or underway at 10 major areas in the United States. Such design involves extensive coordination between controllers and airspace planners because airways are the least visible, yet most complex elements of the nation's transportation infrastructure. They are defined only by a system of electronic navigation aids and air traffic control procedures to keep aircraft safe.

The division orchestrates major simulations, two of which lasted a total of six weeks and took place at the FAA Technical Center. Participating in the simulations were air traffic controllers, air carrier pilots, computer operators, and a host of support personnel located in various parts of the country.

It applies the Airport and Airspace Simulation Model (SIMMOD) to large-scale airspace redesign.

SIMMOD was first used in 1986 for an analysis of expanding the Boston Center's airspace. The model projected benefits from \$23 million to \$123 million, depending on demand.

Similar studies took place in the Los Angeles, Ft. Worth, and Chicago centers and studied resectorization, special use airspace restrictions, complete airspace redesigns, and new runway construction.

The division finds that the most productive solutions involve the construction of additional runways. However, to realize those benefits, accommodations must be made in the airspace structure.

In Dallas, for example, the Metroplex plan projected an immediate savings of \$13 million per year as a result of airspace changes alone. In the year 2010, the total proposal would save a cumulative \$5.2 billion in costs due to delays—\$1.7 billion attributable to airspace and \$3.5 billion to the construction of two new air carrier runways.

#### Aviation Weather Division, ASC-300

Richard J. Heuwinkel manages ASC-300, which aids in FAA's extensive system to collect, analyze, and disseminate weather information to pilots, air traffic controllers, and flight service specialists. Weather data comes from many sources including FAA meteorological instruments located at airports and flight service stations (FSS), weather radar images, and weather satellite pictures from the National Weather Service. FSS personnel summarize federal analyses and aviation forecasts for pilots.

Representing FAA, the division leads the development of a National Aviation Weather Program Plan in cooperation with five other agencies—the National Weather Service, Department of Defense, National Transportation Safety Board, National Aeronautics and Space Administration, and Department of Agriculture—under the auspices of the Office of the Federal Coordinator for Mete-

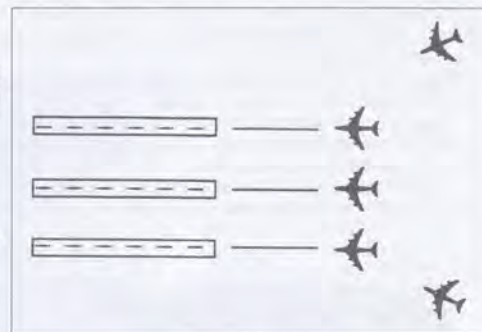


**New technology.** Shown in progress is the development of closely spaced multiple parallel ILS—Instrument Landing System—approaches. The program, which is being conducted at the FAA Technical Center in Atlantic City, aims to expand capacity safely.

#### Procedural enhancement.

The multiplication of runways would make using triple IFR—instrument flight rules—approaches possible.

At right is a diagram of these triple approaches for Dallas/Fort Worth.



**'...deregulation brought down prices, expanded the industry, and added to the general economic expansion of that time ... it taught America to fly.'**

orological Services and Supporting Research.

The plan aims to improve system capacity through improved weather services. It describes users' needs and sets internal and external priorities for meeting those needs. It also assesses the capabilities of

interagency systems—both current and planned—to fill targeted requirements.

Currently, a draft of the requirement sections of the plan is out for federal and industry review.

In the near term, the division coordinates requirements, sets priorities for meeting requirements, and zeros in on changes needed in interagency roles and responsibilities with respect to aviation weather services.

#### Forecast for expansion

Further expansion and increased pressure on the system are part of the aviation forecasts for the remainder of this century. With business and pleasure travel both slated to increase, the agency continues to evolve to meet the significant expansion of demand and the new challenges of the future. ■

## Then ... and Now

By Mary Ann Cassano

*Mary Ann Cassano is a community affairs specialist, Southern Region's Office of Public Affairs.*

tion was begun on the Washington National Cathedral. Last year, President Bush dedicated that edifice at its completion," he said.

"Think about it—in the time it took to build a single church, we went from Kitty Hawk to the moon," Harris said. "It's not the tower structure that we're honoring here today. We're honoring the dedicated people of the FAA who have served their nation here for half a century."

In the beginning Miami Air Traffic Control Tower was known as "old Number One" and was erected annually by the city of Miami to serve as the judges' stand and timing tower for the "All American Air Maneuvers." Due to a rapid increase in air traffic, the Civil Aeronautics Board (CAB) ordered that an airport traffic control tower be commissioned at Miami Municipal Airport so that National and Pan American Airlines could continue to operate passenger flights into Miami.

The tower, with a total of three controllers and only light guns to control traffic, was commissioned on May 1, 1941. A month later radios were installed.

During the tower's early years Franklin D. Roosevelt became the first incumbent President to fly. History was made when he boarded Pan Am's *Dixie Clipper*, a Boeing Flying Boat, departing Miami's Dinner Key to French Morocco for the Casablanca Conference.

Today, the ninth Miami Tower is settled in the midst of the old military warehouse area on the far west side of the airport. It is a "state-of-the-art," Welton-Becket designed, nonfunctional shaft and base building standing 229 feet tall

*Miami Tower, 1941*



## Miami Tower Employees Put Together 50th Anniversary Celebration

Miami Air Traffic Control Tower, one of the country's first federally operated towers, celebrated its 50th anniversary recently and played host to approximately 200 visitors.

"Aviation and air traffic control has come a long way in 50 years," said FAA's Deputy Administrator Barry L. Harris in his keynote address. "In the same year Wilbur and Orville Wright flew at Kitty Hawk—1903—construc-

1941-1991



*Miami Tower, 1991*



on 2.88 acres of land. Some have said that it is as majestic as an eagle's nest, providing the controllers an unparalleled view of all airside activity at Miami International Airport.

For the May 31 celebration, the Miami Tower folks were ready, willing, and able to pull together, coordinate details, and contribute their talents. A lasting, graphic example is the eye-catching logo Theresa Schumaker, administrative program assistant, designed.

At the ceremony, which was kicked off by a fly-over of three F16s from Homestead Air Force Base, Southern Regional Administrator "Cas" Castleberry said that early in his career he had tried to get onboard at the tower. "I am very proud of the people in air traffic and especially Miami Tower and their accomplishments," he said.

Other officials at the ceremony included former tower manager Thomas R. Jones, who made a presentation to tower manager Jimmy Mills; Dade County Aviation Department director Rick Elder; and Bernard Jorge, aide to Senator Bob Graham. Senator Graham entered the 50th anniversary into the *Congressional Record*.

Jim Wright, Southern Region's Air Traffic Division manager, presented the Regional Air Traffic Terminal Facility Level IV/V of the Year Award to senior air traffic control specialist Ralph Palmer, Jr., who accepted for the facility. Wright pointed to the employees' "dedication and teamwork" as the reason for the win.

The day's many "reunions" included the attendance of one of Miami Tower's original controllers, Kenneth Schwinger, now retired from the agency.

Following the ceremony, visitors were treated to tours of the facility. ■

*The original article appeared in the Southern Intercom.*

## 'Chinks' in the 'Armor' A Flying Story

By Michael R. Ruff

So what do I do now, Harlan? After 150 hours, my experience was mostly local with a couple of trips in good weather. And now, alone in my Skylane, I face the line of clouds in northern Kansas that drapes Missouri and Indiana with IFR-required stuff. I glance to my right at the empty seat, as if I could will my flight instructor, Harlan, magically to appear with an answer to my question. Instead, the line of clouds is getting closer.

A chink had already appeared in Harlan's armor. He always said, "Get all your flying done by noon." Great plan, but I took off at 12:10 p.m. because of fog and low ceilings in the Panhandle of Texas. Little did I know that the same late takeoff time would appear in Iowa, Arkansas, and Tennessee.

I survey the clouds and decide to go under, rather than over, since I was closing in on Grand Island, Nebraska, my first refueling stop—down to 4,500 feet, where the bumps are hard and heavy. Grand Island Tower is working a lost student whose Tomahawk is somewhere out there. Hope we don't meet before we're formally introduced. Then the controller asks me for a short final from a right-hand pattern because a Caravan on final is about to eat my empennage.

No problem. Just remember what Harlan said, and get off the runway in a hurry. The controller thanks me for expediting.

Refueled, weather checked, I'm climbing out of Grand Island, and the clouds are everywhere. I have to descend a couple of times to avoid busting right through the fluff. Finally, I level off at my cruising altitude of 11,500 feet, and I anx-

*It was a pilot's dream come true, the solo cross-country he longed to take: from his home in Pampa, Texas, to Sewanee, Tennessee, for aerobatics lessons from a master pilot—with a planned diversion north to pick up a fellow pilot in Ann Arbor, Michigan.*

*But things started to go wrong. This story was written by Michael Ruff, a private pilot who had a frightening, life-threatening experience. Ruff*



The author Mike Ruff, left, is with aviator and educator, Bill Kershner.

Ruff, a certified public accountant and private pilot, was en route to Kershner's home airport for aerobatic flying lessons when he encountered the symptoms of hypoxia.

wants to make others aware of the insidious danger he encountered.

The original article was published in the Federal Air Surgeon's Medical Bulletin, which examines medical instances of severe pilot incapacitation and the actual outcomes.

"The very possibility of sudden pilot incapacitation is the basis for establishing medical standards," reports the publication.

iously keep looking over my shoulder. It sure didn't look that bad when I flew through the area. I don't know if this is a normal phenomenon or the beginning of bad news. The visibility in front of the plane is much better than in back. Harlan always said the best thing to do if you got into weather was a 180 degree turn. Another chink!

The Des Moines controllers are a friendly group, easy to talk to and very helpful. I look forward to my next trip to Des Moines. I'll stay at a motel next time that has the air conditioning working. Pretty stuffy, and I didn't get much sleep.

On the bright side, 4.4 hours after I left Pampa, Texas, I was safely in Des Moines, and the motel folks had left the light on for me.

Up early the next day to get all my flying done by noon, I end up waiting until 12:30 for departure. In my deepest airline voice, I inform

ground control who I am, where I am, and what my intentions are. Just like Harlan taught me. Why is ground control giving me a clearance?

"After departure, turn to 080 degrees and maintain 5,000." As I copy the information, I inform ground that, "uh ... uh, I'm VFR." The controller tells me he knows I'm visual flight rules. This is a clearance out of the ARSA (airport radar service area). CHINK!

En route to Ann Arbor, I pass just south of Chicago. The airliners are everywhere. Flight following is great, and I get a new controller every five minutes. Chicago has lots of sectors. My journey continues at 11,500 feet until I descend to 7,500 feet over Jackson, Michigan.

During the descent, Center hands me off to Lansing approach.

Then it all breaks loose: My VOR needles will not center.

They float around, and I don't know how to stabilize them. I am not sure where I am or what direction

I am flying. I sure don't know how to get to Ann Arbor, and this comes after eight and a half hours of cross-country flight using these nav receivers as my primary navigation aid.

The Detroit charts are out on the seat next to me. I cannot connect what is on the charts with what I see outside the airplane. I am unable to process the information regarding my position, and I can't figure out what to do about this problem.

Do I tell Lansing that I have a problem? Do I have a problem? I can't seem to find an answer to these questions. My mental alertness has evaporated in a twinkling of an eye. Before I began my descent over Jackson, everything was fine. As I leveled off at 7,500 feet, everything was wrong.

I read a lot of aviation material and understand how easy it is to violate the FARs (Federal Aviation Regulations) in today's high-traffic environment. While I did not actively stop everything and think, "If I screw this up will I lose my license?" it was a concern to me. So what do I tell Lansing? I know something is wrong, but I have no idea how to proceed.

I know that I have no chance of landing at Ann Arbor without Lansing's help. I still have no idea where I am. My call to Lansing is a compromise: "Lansing Approach, Skylane 97864. I'm a little disoriented. Could you tell me my position?"

I don't declare an emergency. I don't tell them that I am in big trouble, just that I am disoriented.

The controller confirms that the city at my twelve o'clock position is Jackson, but I cannot make the outside view correlate to the chart. I take the controller's word for it. The next step is to determine the heading for Ann Arbor, so I ask Lansing how to get to Ann Arbor.

My directional gyro is reading 090 degrees—exactly the course on my flightplan—but I am unable to process the information and have to ask for directions.

I still couldn't determine my position without outside help. The Lansing controller must have realized that I was in trouble. He talks to me continuously from Jackson to Ann Arbor. As I near Ann Arbor, he asks if I wanted to switch to Detroit Approach as they also have me on their radar. My answer must have indicated that I was still disoriented. I say, "Oh, I don't care. That's up to you. Whatever you want to do is fine."

I am not able to make this simple decision.

Lansing Approach apparently realizes this is not the time to complicate my flying and tells me to just stay on their frequency.

I see the large oval track on my left and realize that it is the Chrysler Proving Grounds. I also see the track on my VFR terminal area chart. Bingo, I know where I am! Time to relax and get ready to land. Then I see a sailplane in front of me and turn left to avoid the plane. Lansing Approach remarks that the sailplanes don't show up on radar. But this is another confirmation of my position—the chart has a sailplane symbol west of Ann Arbor.

I am now aware of my position and Lansing Approach hands me off to Ann Arbor Tower. I am given a right base for Runway 24. My base leg is over the bank building, just like my friend Rudy had said it would be. I am feeling very relieved after my journey through confusion. Now I just have to land, and I can relax.

Have you ever tried to land a Skylane at 120 knots? Doesn't work. As I turned on final, I notice my airspeed for the first time: 120 knots!

My first thought is how I wish this thing had brakes.

My second thought: flying just isn't as much fun anymore.

This was the first time since arriving over Jackson that I have

enough mental awareness to check the airspeed.

I pull the throttle and lift the nose slightly but still much too fast. I then lower the flaps 10 degrees and make it to the runway.

No chance of landing ... start my go-around procedure—incorrectly. Harlan had worked on balked landings with me. I know that it is ... throttle first—then flaps...?

Under the pressure of the balked landing at an unfamiliar airport and with my mental awareness impaired, I dump the flaps and then add throttle.

My Skylane probably saved my life. The amazing climb capabilities of this plane take me up to pattern altitude, and it doesn't seem to notice that I had dumped the flaps incorrectly.

As I enter a left downwind, I begin to slow the plane down to approach speed and make a successful landing. Heart pounding, I pull off the runway and stop the plane so I can unwind.

Later, I added things up and came up with the problem that had nearly caused me to become an accident statistic: hypoxia.

Three factors contributed to my hypoxia scare. First, the stress of my first long, solo cross-country flight taxed my physical and mental abilities. Even though this was a pilot's dream come true, the reality of weather, in-flight decisions, and navigation was more than I had bargained for.

Second, fatigue zapped my energy reserve and made me more susceptible to hypoxia. The fatigue started when I was faced with the uncertainty of whether or not I could even make the flight. And this was on the first morning!

The weather lowered the ceiling and visibility below VFR conditions. I did not get to take off until noon, instead of the 8 a.m. departure I had planned.

Then, the weather en route caused a deviation to the north. I ended up in Des Moines instead of Indianapolis, as planned. Since I had planned

turn to Flying Story on next page

## Flying Story

continued from page 7

on staying with relatives, I had not thought about the expense of a hotel room the first night.

This led to the really dangerous part of this trip. I decided to scrimp on the room cost and chose a budget motel.

After check-in, I discovered the room air conditioner would not be turned on until a month later—a way to save money, but this April day was in the 90s, and my room faced the west. A pizza oven would have been cooler. It was so hot in the room that I only got about four hours' sleep that night.

I should have gone to another motel, but I didn't.

Looking back, this was a silly decision. I had a \$50,000 airplane parked on the tarmac, and here I was trying to save \$15 on a motel room. This caused a breakdown in the most important safety feature on an airplane—the pilot.

I was really fatigued the next morning when I arrived at the airport at seven. The weather again delayed my departure until noon.

Finally, the previous summer I had flown from Rapid City, South Dakota, to Pampa, Texas, in four hours at 11,500 feet. I had felt no ill effects from the extended flight at 11,500 so I was lulled into flying the 4.4 hour legs of this flight at 11,500.

My second 4.4 hour flight was too much for my stressed and fatigued condition.

The next day, Rudy, my pilot friend, and I climbed into the plane and flew to Seawance, Tennessee. I had a headache you wouldn't believe from the previous day's adventure, so Rudy did all of the flying on the way to Tennessee.

In retrospect, I believe that I was truly lucky to walk away from this incident with no damages to property or person. My future flying will always be with the awareness of the insidious killer—hypoxia. ■

The Federal Air Surgeon's Medical Bulletin publishes case studies that are useful to practitioners of aviation medicine and other partners on the aviation safety team. Documented cases in which a pilot was incapacitated in flight can be sent for publication to:

Editor  
Federal Air Surgeon's Medical Bulletin  
FAA Civil Aeromedical Institute  
PO Box 25082  
Oklahoma City, Oklahoma 73125

## Conferences on Tap

### MANAGERS' MEETINGS

The FAA Conference of the Federal Managers Association holds its 11th annual conference *Sunday-Wednesday, October 6-9*, in Las Vegas at the Imperial Palace Hotel.

Presentations on flow control, the Traffic Alert and Collision Avoidance System (TCAS), the association's legislative actions, Center for Management Development changes, and labor/management relations are included in the schedule of events.

For more information about the conference, contact Gary Postlewait at (505) 823-0575, commercial; FTS 476-0575.

### WAKE VORTEX CONFERENCE

The FAA is sponsoring an international symposium on the problems posed by air turbulence when aircraft take off and land.

Stated for *Tuesday-Thursday, October 29-31*, in Washington, DC, the symposium is the first formal meeting on the topic since 1977.

It brings together experts from around the world to discuss a variety of vortex subjects including detection and tracking, new technology, history, pilot training and theoretical and experimental research.

The meeting also focuses on airport capacity, which is affected by operating standards that require aircraft to be separated by many miles, especially on takeoff and landing.

Wake turbulence, circular patterns of air created by air moving over an aircraft when it generates lift, varies in strength with the weight, wingspan and speed of the generating aircraft and can be hazardous to the following aircraft.

The symposium will be held at the Quality Hotel Capitol Hill, 415 New Jersey Avenue, NW.

For technical information, contact Dr. Bob Machol, FAA Chief Scientist, Washington Headquarters, FTS 267-9451, Fax: FTS 267-5117.

### PACIFIC RIM CONFERENCE

The FAA is hosting an International Oceanic Airspace Conference, *Wednesday-Friday, November 13-15*, in Honolulu.

The conference is expected to attract 200 representatives from nations that provide air traffic control services within the Pacific Rim.

Headlining the agenda are presentations on global satellite navigation, oceanic and other new air traffic management technology, the effects of volcanic activity on aviation, Pacific area weather forecasting and TCAS, the traffic alert and collision avoidance system.

### TARGETING EXPLOSIVES

FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday to Friday, November 13-15*, at the Sands Hotel in Atlantic City, New Jersey.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

The symposium aims to focus on the development and future deployment of promising biological, chemical and physical explosives detection technologies for luggage and personnel screening; share technologies for improving existing explosives detection equipment; facilitate technology transfer; and promote unified and efficient international security for aviation.

## A Year Ago in Aviation—Third Quarter 1990

### JULY 3

• **USAir flight 5050.** The National Transportation Safety Board cited pilot error as the probable cause of an accident that caused two deaths when a Boeing 737 skidded into the East River during an aborted takeoff from LaGuardia on September 20, 1989.

### JULY 25

• **Eastern indicted.** A Federal grand jury in New York indicted Eastern Airlines and a number of its officials on charges of falsifying records to make it appear as if vital repairs and maintenance had been performed.

### JULY 26

• **Drinking and driving.** FAA adopted a new rule, effective November 29, 1990, requiring (1) individuals applying for an FAA-required medical certificate to consent to the release of information from the National Driver Register, and (2) pilots to provide FAA with written notification of each driving conviction related to alcohol or drugs. The rule authorized FAA to deny, suspend, or revoke a pilot certificate if the individual concerned received two or more alcohol or drug-related convictions within a three-year period.

### AUGUST 2

• **Mideast crisis.** Iraq invaded and seized control of Kuwait, President Bush's response included immediate restrictions on air transportation between the United States and Iraq, and these prohibitions were extended to include occupied Kuwait on August 9. Among the effects of the crisis during the rest of 1990 was a dramatic escalation of jet fuel prices.

• **Penalty assessment.** A final rule governing rules of practice for FAA civil penalty actions not exceeding \$50,000 became effective.

### AUGUST 7

• **Gatwick TNA.** FAA announced that a thermal neutron analysis explo-

sives detection system was in use at London's Gatwick Airport. The system had been installed under an agreement between FAA and the British Airports Authority announced on April 17, 1990.

### AUGUST 13

• **Furlough warning.** Administrator Busey told FAA employees they faced the possibility of furloughs for two-and-a-half days per pay period if Congress failed to resolve the budget crisis. Employees received notices of the proposed furloughs after President Bush signed an initial sequestration order on August 25.

### AUGUST 15

• **Controller training.** FAA and the Community College of Beaver County, Pennsylvania, signed an agreement under which the college would conduct a five-year prototype training program. Qualified graduates would be eligible to become controllers without attending the FAA Academy.

### AUGUST 17

• **CRAF activated.** A portion of the Civil Reserve Air Fleet was called up for the first time in history as the Defense Department activated CRAF Level 1, a "committed expansion" of U.S. airlift capability. Initially, 16 operators were called upon to provide 38 aircraft to assist the Operation Desert Shield deployment in the Middle East.

### AUGUST 31

• **Retirement boom.** Three of FAA's executive directors retired, joining more than 300 other FAA employees whose retirement was hastened by worry that Congress might eliminate the option of a lump-sum benefits payment.

### SEPTEMBER 1

• **HQ smoking ban.** Smoking was prohibited throughout the FAA Headquarters building, with the exception of one area of the cafeteria.

### SEPTEMBER 19

• **ATC contingency plan.** FAA briefed the industry on a contingency plan for air traffic restrictions to start October 1 if the agency were forced to implement budget cuts under the Gramm-Rudman-Hollings Act.

### SEPTEMBER 20

• **Florida TCAs.** Two new terminal control areas became effective at Tampa and Orlando.

### SEPTEMBER 25

• **Strategic plan.** FAA released its first strategic plan, addressing six issue areas as well as aviation in the 21st century. The plan, which was dated August 1990, was presented in the framework of the Secretary's National Transportation Policy.

• **UN air embargo.** The United Nations voted to ban virtually all air traffic with Iraq, with the exception of certain humanitarian flights.

### SEPTEMBER 26

• **Pilot training rule.** To encourage innovative flightcrew training, FAA issued a rule permitting air carriers to develop advanced qualification programs (AQP). A required element of AQP was cockpit resource management (CRM) training.

### SEPTEMBER 27

• **Commuter crash finding.** The National Transportation Safety Board announced that poor pilot performance led to an Aloha IslandAir crash that killed 20 persons on Molokai Island on October 28, 1989.

### SEPTEMBER 28

• **System development.** FAA and the MITRE Corporation signed a five-year agreement under which MITRE would operate a new Center for Advanced Aviation System Development at the firm's facility in McLean, Virginia.

### SEPTEMBER 30

• **Budget crisis resolved.** Congress and the Bush Administration reached a budget agreement that averted cuts mandated under the Gramm-Rudman-Hollings Act. ■

## Hispanic Coalition

we can set the tone and direction for equal employment opportunity, but our management staff alone cannot do the whole job," Busey said. "We need your help, guidance, and cooperation. That is why I consider all of you to be my partners in this effort."

**Career development.** Training

*continued from page 1*

should be geared to develop skills the agency needs as well as aid career growth.

"Supervisors and employees working together on IDPs [individual development plans] can achieve an equitable balance between an employee's career development and the agency's need for capable, well-

informed managers," Busey said. "This careful, planned approach to self development has a tremendous payoff."

**Targeted recruitment.** The agency is making a concentrated effort to get more minority and women entry-level candidates into the recruiting pipeline.



Serving on one panel at the meetings were Leon Watkins, Assistant Administrator for Civil Rights; Bill Pollard, Associate Administrator for Air Traffic; Marty Pozesky, Associate Administrator for System Engineering and Development; and Herb McLure, Associate Administrator for Human Resource Management.

Manny Torres of the Aeronautical Center facilitates a cultural diversity training session.



Eastern Regional Administrator Daniel Peterson fields a question from the audience.



Annette Baldwin, Eastern Region Supervisory Identification and Development Program manager, explains the SIDP.



FAA Technical Center's René Matos is the president of the National Hispanic Coalition of Federal Aviation Employees.

"Creating a culturally diverse workforce is not only the right thing to do, it's the smart thing to do," Busey said.

While the number of new workers declines, the number of women and minorities in the workforce will increase. Projections say that by the turn of the century, 85 percent of new workers will be women and minorities.

"We must recruit and hire more minorities now—not ten years from now," Busey told the group.

**SES ranks.** Two more Hispanic employees entered the ranks of the Senior Executive Service (SES) this year. Marcus Costilla is the new Airway Facilities Division manager in the New England Region, and Fanny Rivera is the new Deputy Regional Administrator in Western-Pacific Region.

"Today we have five Hispanics in our SES ranks, which represents three percent of our senior executive group. That's not as good as we'd like, but it's better than it was a couple of years ago," said Busey.

"With the right training and the right motivation, Hispanics, other minorities, and women will have the opportunity to make their mark in this agency," Busey concluded.

Associate Administrator for Human Resource Management Herb McLure zeroed in on IDPs and their impact on career development.

On July 19, 1990, Administrator Busey directed FAA managers to give women and minorities an opportunity to develop IDPs with their managers.

FAA supplies technical training, but it can never provide everything needed for career advancement.

"An IDP is not a guarantee of advancement—it is an opportunity to develop," said McLure. People need to invest in themselves, McLure said—to take career-enhancing courses on their own initiative.

"Seize the moment," he said.

"Take advantage of the many opportunities now available."

A panel of FAA associate administrators, moderated by Assistant Administrator for Civil Rights Leon Watkins, also discussed EEO issues at the conference.

Topics included:

- Retaining minority employees. "We need to provide a nurturing environment to these people so they don't leave for other organizations," said Bill Pollard, Associate Administrator for Air Traffic.
- Recruitment. Managers could bring more women and minorities into the organization over the next year.

"Diversity brings value to the workforce," said Marty Pozesky, Associate Administrator for System Engineering and Development.

Eastern Regional Administrator Daniel J. Peterson moderated a panel on hiring and promoting Hispanics in the work force. New England Regional Administrator Arlene Feldman, Western-Pacific Deputy Regional Administrator Fanny Rivera, and Technical Center Director Harvey Safer sat on the panel.

A recruitment advisory panel discussed how to market the agency by advertising available agency positions to specific minority and female populations.

"We are an excellent employer," said John Iberg of the Aeronautical Center, "but we don't always market ourselves."

Workshops provided conference goers with career enhancement information.

Eastern Region Supervisory Identification and Development Program (SIDP) manager Annette Baldwin explained the SIDP process, and the regional Recruitment Section supervisor, Linda Giordano, advised on the "do's and don'ts" of SF 171 preparation.

Other workshops covered stress management, communications skills, and self development. ■

## RITA—Relocation Income Tax Allowance—Payments

continued from page 1

Allowance (RITA) claims.

The new procedures for calculating a RITA adjustment are based on the General Services Administration's final rule, which was issued in the March 6 *Federal Register*.

The rule set up procedures to be used when a state does not allow, for state income tax purposes, the deduction of all or part of the PCS moving expenses deductible for federal income tax purposes.

The final rule effective date is January 1, 1987.

According to the Internal Revenue Service, the states that do not allow all or part of the PCS moving expense deduction are Arkansas, Idaho, Illinois, Indiana, Ohio, Massachusetts, Michigan, New Jersey, Pennsylvania and maybe even others.

Here's some information on RITA claims and retroactive adjustments.

**Eligibility.** A transferee is eligible for RITA adjustments when the move was in the government's interest to one of the states disallowing all or some moving expenses for state income tax purposes.

RITA payments are not based on moves from a state.

The new RITA adjustment is retroactive, but the original RITA claim must have been paid on or after the January 1, 1987, date.

**Adjustment claim.** Starting with RITA claims paid during 1991, the adjustment does not require separate filing.

Transferees must file a claim for the adjustment when the RITA claim was paid before 1991. They should use an SF 1012, "Travel Voucher Memorandum," with supporting documentation, completing blocks 1, 2, 5, 7, 13 and leaving the "amount claimed" area blank.

On the reverse side of the form, insert and sign the following statement:

"I am submitting this claim during 19\_\_ for a RITA adjustment.

"Reimbursements for this move were paid in 19\_\_ and 19\_\_ ; original RITA for this move was paid in 19\_\_ and 19\_\_ .

"For each year I received reimbursements, I certify that the amounts itemized below were not deductible by me for state income tax purposes."

Then list applicable items and amounts.

**Adjustment documentation.** Supporting documents should be attached to the SF 1012.

• The FAA form "Employee Moving Expense Information Payments Made during Calendar Year \_\_\_\_," used in lieu of IRS Form 4782.

It gives the moving expense PCS income amount shown in the Form W-2, "Wage and Tax Statement," for each year during which reimbursements were made.

• Copies of the microcomputer printout for each RITA payment previously made.

**Submitting claims.** Transferees can submit completed claims to their servicing accounting office, the one that paid their original PCS and RITA claims.

**Taxable income.** Like the RITA itself, the RITA adjustment is treated as income in calculating federal and state income taxes.

It is included on the W-2 form, "Wage and Tax Statement," for the year in which the adjustment is paid.

Processing RITA claims takes time, and payment for claims without necessary documentation takes longer.

**Original claims.** Transferees filing a claim for an original RITA should follow instructions in FAA Order

1500.35A, "Relocation Income Tax Allowance."

Questions on the RITA entitlement can be answered by your servicing accounting office. ■

### FAA World

September 1991

**Secretary of Transportation**  
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**Assistant Administrator—  
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## Retirees

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Martin F. Krueger  
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William R. Whitla

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### Aeronautical Center

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### Alaskan Region

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### Central Region

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### Eastern Region

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### Great Lakes Region

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### New England Region

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### Southwest Region

Roy L. Allen, principal maintenance inspector, Houston, TX, FSDO ... Dionisio G. Barela, asst. systems engineer, Albuquerque ARTCC AFS, promotion made permanent ... David F. Bitonti, principal operations inspector, Dallas/Ft. Worth FSDO, from Houston FSDO ... Franklin J. Breeden, unit supervisor, Houston FSDO, from Dallas/Ft. Worth FSDO ... Thomas C. Brown, supervisor, F&E Planning Section, System Requirements Branch, Air Traffic Div. ... Paul D. Costlow, area supervisor, Oklahoma City TRACON, promotion made permanent ... David R. Cowell, area supervisor, Ft. Worth ARTCC, promotion made permanent ... James D. Crawford, area supervisor, Ft. Worth, TX, ARTCC ... Steve F. Earnest, manager, Houston CASFO ... William G. Ellis, unit supervisor, Houston FSDO ... Charles D. Foust, supervisory civil aviation security specialist, Houston CASFO, St. Rose, LA ... James W. Frascione, manager, New Orleans AFS, New Orleans AFSFO, from Boston AFS ... Robert G. Haley, manager, Monroe, LA,

AFSFO, Little Rock, AR, AFS, from Barksdale AFB, LA, AFSFO ... Darryl A. Haynes, area supervisor, Houston Hobby Airport ATCT, from San Antonio International ATCT ... Tommy L. Jones, systems engineer, Houston ARTCC AFS ... Jimmie F. Keck, asst. systems engineer, Ft. Worth ARTCC AFS, promotion made permanent ... James D. Kincaid, area supervisor, Tulsa, OK, International ATCT, from San Antonio International ATCT ... Ronald E. Laster, area supervisor, Ft. Worth ARTCC, promotion made permanent ... Laquinnia Lawson, unit supervisor, Oklahoma City FSDO ... Clyde S. Ledgerwood, Jr., area supervisor, Dallas/Ft. Worth TRACON, from regional headquarters ... John D. Lester, unit supervisor, Houston ARTCC AFS, from Technical Center ... Dennis D. Livesay, asst. air traffic manager, Albuquerque, NM, Transition Staff, from regional headquarters ... Joseph J. Loehle, asst. systems engineer, Albuquerque ARTCC AFS, promotion made permanent ... Linda S. Longoria, manager, Addison, TX, AFSFO, Dallas/Ft. Worth AFS ... James McCain, manager, Houston AFSFO, Houston AFS, from Ft. Worth ... Frederick W. McCannon, unit supervisor, Ft. Worth FSDO, from Denver, CO, FSDO ... Ronald C. McGarry, manager, Houston FSDO, from regional headquarters ... William McGowan, area supervisor, Ft. Worth ARTCC ... Nelda J. Mitchell, manager, Air Security Branch, Civil Aviation Security Div. ... Ray B. Moore, unit supervisor, Little Rock, AR, FSDO, from Ft. Worth FSDO ... David Olivas, area supervisor, Ft. Worth ARTCC ... Charles D. Owen, manager, Lake Charles, LA, AFSFO, New Orleans AFS, promotion made permanent ... Johnny L. Pipes, area supervisor, Ft. Worth ARTCC, promotion made permanent ... Nat D. Potter, principal operations inspector, Houston FSDO, from regional headquarters ... James L. Powell, area supervisor, Ft.

Worth ARTCC, from regional headquarters ... **Walter J. Price**, manager, Operations Branch, Flight Standards Div., from Houston FSDO ... **Luther D. Rainey**, environmental support engineering technician, New Orleans, LA, AFS, promotion made permanent ... **Donald G. Saenz**, unit supervisor, Hobby AFSFO II, Tyler, TX, Houston AFS ... **James J. Schuman**, area supervisor, Oklahoma City TRACON, from Abilene RAPCON ... **Henry A. Sellers**, manager, Ft. Smith, AR, AFSFO, Little Rock AFS ... **Manuel Silva, Jr.**, San Antonio, TX, AFSFO, San Antonio AFS, from regional headquarters ... **Joseph D. Smith**, team supervisor, Baton Rouge FSDO ... **Patricia E. Smith**, area supervisor, Ft. Worth ARTCC, from regional headquarters ... **Thomas N. Thornbrugh**, area supervisor, Ft. Worth ARTCC ... **Nadine K. Torregano**, area supervisor, Ft. Worth, TX, AFSS, from Montgomery County AFSS, Contoe, TX ... **Charles L. Turner**, unit supervisor, Dallas/Ft. Worth AFS ... **John P. Wilkinson**, unit supervisor, Ft. Worth ARTCC AFS, promotion made permanent ... **Philip M. Zaglool**, supervisor, Aviation Technical Security Section, Air Security Branch, Civil Aviation Security Div.

### Technical Center

**Paul H. Jones**, technical program manager, Airport Technology Branch, Airports Div. ... **Kathy M. Richards**, technical program manager, ATC Technology Branch, Concepts Analysis Div. ... **Frank L. Ridenour**, unit supervisor, Production Section, Maintenance & Operations Branch, Facility Engineering & Operations Div., promotion made permanent ... **Frank W. Seman**, manager, Engineering & Design Branch, Facility Engineering & Operations Div. ... **Sherry A. Taylor**, technical program manager, Advanced Automation Systems Branch, Automation Div. ... **Robert L.**

**Welch, Jr.**, manager, Terminal Field Support Branch, National Automation Field Support Div., from Rochester, NY, ATCT ... **James A. Woerner**, unit supervisor, Production Section, Maintenance & Operations Branch, Facility Engineering & Operations Div., promotion made permanent.

### Washington Headquarters

**Mae L. Avery**, staff officer, Operations Center, Office of the Deputy Administrator, promotion made permanent ... **Roger M. Baker, Jr.**, program specialist, General Aviation Staff, Flight Standards Service, promotion made permanent ... **James K. Buckles**, manager, Accident/Incident Div., Office of Air Traffic System Effectiveness ... **Peter H. Challan**, TATCA program manager, Research & Development Service ... **Stephen B. Cohen**, group supervisor, Government & Industry Information Div., Office of Aviation Safety Analysis, promotion made permanent ... **Peter J. Hannums**, manager, Union/Management Relations Div., Office of Labor & Employee Relations ... **Allyn Hertzbach**, team leader, Career Systems Div., Office of Human Resource Development ... **Dennis T. Koehler**, asst. manager, Advanced Systems & Facilities Div., Air Traffic Plans and Requirements Service, from Boston ARTCC, Nashua, NH ... **Larry L. Lackey**, team leader, Higher Education & Advanced Technology Staff, Office of Training & Higher Education ... **Stephen B. Manley**, team leader, Communications/Aircraft & Weather Branch, Contracts Div., Logistics Service ... **Ralph L. Noyes**, manager, Principal Security Inspector/Security Liaison Branch, Airport/Air Carrier Liaison Div., Office of Civil Aviation Security Operations ... **Alice M. Payne**, manager, Administrative Management Branch, Planning & Program Manage-

ment Div., Aircraft Certification Service ... **George H. Pierce**, group supervisor, Payroll Systems Branch, Payroll & Administrative Systems Div., Office of Accounting, from Aeronautical Center ... **Ruben D. Quinones**, manager, Brussels CASIFO, Office of Civil Aviation Security Operations, from Miami CASFO ... **Nancy G. Shalloway**, team supervisor, System Operation & Engineering Branch, Contracts Div., Logistics Service ... **Dorothy Sirk**, manager, Procurement Management Branch, Management, Plans & Evaluations Div., Logistics Service ... **Fitzhugh Stephens, Jr.**, deputy div. manager, National Flight Data Center, Office of Air Traffic System Management ... **Mardi Ruth Thompson**, manager, Enforcement Policy Branch, Regulations & Enforcement Div., Office of Chief Counsel, promotion made permanent ... **Glenda J. Whiting**, asst. manager, Human Resource Management Div., Human Resource Management Office.

### Western-Pacific Region

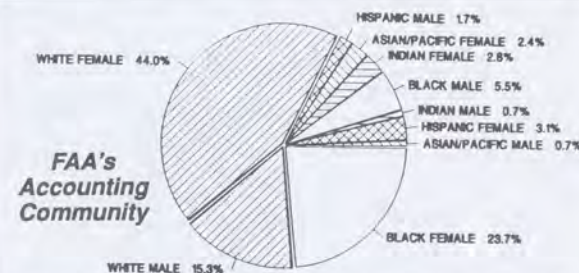
**Larry K. Barrett**, unit supervisor, Davis Monthan, AZ, AFB AFSFO, Phoenix AFS, promotion made permanent ... **Lorence H. Bessette**, manager, Phoenix Certificate Management Office, Flight Standards Div., from Scottsdale, AZ, FSDO ... **Richard C. Bischoff**, manager, Palm Springs, CA, AFSFO, San Diego AFS, from regional headquarters ... **Elmer Byrd**, manager, System Maintenance Engineering Branch, Airway Facility Div., from regional headquarters ... **Ronald L. Christopher**, manager, Flagstaff, AZ, AFSFO, Phoenix AFS, from regional headquarters ... **Paul Collander**, manager, Southern California TRACON AFS, from regional headquarters ... **Kurt W. Cooper**, manager, Stockton, CA, ATCT/TRACON, promotion made permanent ... **Linda K. Corbett**, area supervisor, Oakland (Fremont), CA, ARTCC, promotion made permanent ... **William L. Cound**, area supervisor, Los Angeles (Palmdale)

ARTCC, promotion made permanent ... **Mary N. Gomes**, area supervisor, Marysville, CA, FSS, from Rancho Murieta, CA, AFSS ... **Don W. Green**, area supervisor, Long Beach, CA, ATCT, promotion made permanent ... **Stanley I. Gurule**, area supervisor, El Toro, CA, TRACON, promotion made permanent ... **Allen L. Haeggquist**, aviation safety inspector, Phoenix (Scottsdale), AZ, FSDO ... **Jimmie L. Haralson**, manager, Hawthorne, CA, AFSS ... **Linda D. Harvey**, unit supervisor, San Francisco Certificate Management Office, Flight Standards Div. ... **Thomas J. Huber**, unit supervisor, San Diego AFSFO ... **Stanley A. Huff**, area supervisor, Oakland TRACON, from Oakland ATCT ... **Richead L. Jacobson**, manager, Angel Peak, NV, AFSFO, Phoenix AFS, from Las Vegas AFSFO (rad/comm) ... **Michael W. Johns**, asst. manager for training, Los Angeles, ARTCC AFS, promotion made permanent ... **William D. Marino**, manager, Air Traffic Regional Office, Air Traffic Div., from Washington Headquarters ... **Solomon R. Mason**, Oakland (Fremont), CA, ARTCC, promotion made permanent ... **David Miles**, manager, Golden Gate (Hayward), CA, AFS, from Houston ARTCC AFS ... **Cherlynn M. Miller**, asst. manager, programs, NAS Miramar TRACON, San Diego, from regional headquarters ... **Mark C. Penn**, area supervisor, San Francisco ATCT, promotion made permanent ... **Janet M. Proper**, section supervisor, Operations Branch, Human Resource Management Div. ... **William Resto**, area supervisor, Lindbergh ATCT, San Diego, from Gillespie Field ATCT ... **Joseph R. Rodriguez**, manager, Planning & Programming Section, San Francisco Airports District Office, from regional headquarters ... **Leslie J. Ross, Jr.**, asst. manager, John Wayne Airport, Santa Ana, CA, ATCT, from regional headquarters ... **Otto E. Schoenholzer**, unit supervisor, San

Francisco Certificate Management Office, promotion made permanent ... **Linda E. Silvertooth**, principal aviation safety inspector, Long Beach, CA, FSDO, from regional headquarters ... **Gordon P. Sutterfield**, manager, Fullerton, CA, ATCT, from regional headquarters ... **Rodney D. Treus-**

**dell**, manager, Santa Barbara, CA, AFSFO, Los Angeles AFS, promotion made permanent ... **Paula M. J. Villanueva**, area supervisor, Montgomery Field, San Diego ATCT, promotion made permanent ... **John L. White**, section supervisor, San Diego FSDO.

**FAA's Accounting Community**

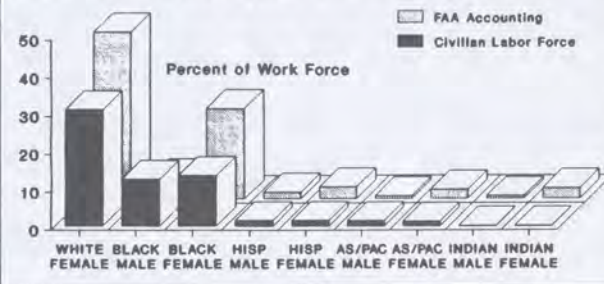


Recently the Office of Accounting (AAA) took a look at its nationwide work force, which numbers about 500. These graphs illustrate what it discovered.

The pie chart, above, shows the composition of the FAA accounting community - a very diverse group. The bar chart, below, compares the FAA accounting work force to the nation's general population based on civilian labor force statistics.

In almost all areas, the agency's accounting work force exceeds the female and minority representation of the U.S. work force as a whole. Representation of both white and black females is considerably higher than the national rate.

Ernest Keeling, director of Accounting, says these graphs exemplify accounting's efforts to develop and maintain a culturally diverse work force. "A diverse work force, which in the accounting community handles everything from paying bills to developing new systems, can contribute and deal effectively with the challenges before us," Keeling said.



## 'A Cultural Mosaic'

### America's Hispanic Tradition Started with Columbus' Voyage

*National Hispanic Heritage Month—this year from Sunday, September 15, to Tuesday, October 15—celebrates America's rich Hispanic heritage.*

*America's Spanish roots were established in 1492 with the landing of Christopher Columbus, commissioned by Spain's king and queen. Columbus also landed in Cuba in 1492 and Puerto Rico in 1493. Many other expeditions followed, and the explorations covered an area from what is now the Carolinas to Florida and extending to California.*

*In 1968, President Lyndon Johnson designated the week of September 15 as National Hispanic Heritage Week, and in 1989 Congress extended the week to a month.*

*The theme for 1991 is "500 Years of Hispanic Heritage, 1492-1992—A Cultural Mosaic."*

*Hispanic groups in America are culturally diverse, says Lieutenant Schuyler Webb in a report for the Defense Equal Opportunity Management Institute.*

**Mexican Americans.** *The largest and oldest of the groups, they claim the longest residence of any ethnic group except for Native Americans—over four centuries.*

**Puerto Ricans.** *This is the second largest Hispanic group in the United States.*

*An American territory since 1898, Puerto Rico became a commonwealth in 1952 with some governmental autonomy but maintaining ties with the United States.*

*Puerto Ricans, unlike Mexican and Cuban Americans, are easily able to go back and forth to their country of origin.*

**Cuban Americans.** *The third largest of the diverse group of Hispanic Americans, Cubans in 1989 numbered about 1.1 million in the United States, with the largest concentration in the Miami area. New York City and the Los Angeles area also have sizeable Cuban populations.*

**Spanish.** *Since 1820 about 250,000 immigrants have come to the United States from Spain. Many settled in urban areas.*

**Dominicans.** *Beginning in 1975 numerous people from the Dominican Republic immigrated to the United States.*

**Other Latin Americans.** *Hispanic immigrants include those from Colombia, Ecuador, Nicaragua, and El Salvador—the next largest sources. An estimated 300,000 Colombians live in the United States, mostly in large urban areas such as New York City.*

**Filipino Americans.** *Filipinos are often English-speaking with Spanish surnames and speak Tagalog as a second language.*

*Although generally considered Asian Americans, some reports and books include Filipinos as Hispanic Americans.*

## Aviation Notables 'Who's Who' of Hispanic-American Astronauts

The National Aeronautics and Space Administration (NASA) selected Franklin Chang-Diaz for the space program in 1980, and he flew aboard the space shuttle Columbia in January 1986.

Chang-Diaz had received his doctoral degree in applied plasma physics from the Massachusetts Institute of Technology in 1977 after coming from Costa Rica in 1969.

Major Sidney Gutierrez, United States Air Force, and Dr. Ellen Ochoa have been selected by NASA for future space shuttle missions. Ochoa is the first Hispanic woman to be selected for a shuttle mission.



*Dr. Ellen Ochoa, the first Hispanic female astronaut, flew into the record books when she became an astronaut candidate as well as a NASA mission specialist for space shuttle flightcrews.*

*Originally from southern California, Ochoa completed her dissertation at Stanford University in 1985 and has since worked in research, primarily on optical recognition systems for space automation. She is a private pilot.*

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