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FAA World

FAA Team Visits Soviets

U.S., Soviet Union Begin Certification Process

By Adolfo O. Astorga

Adolfo Astorga is the International Airworthiness Officer in FAA's Aircraft Certification Service.

Today aviation is not just a domestic matter. It's an international issue, and the FAA has been gearing up to function in a truly multinational culture.

On April 4 of this year, for example, an aircraft certification team headed by Anthony Broderick, Associate Administrator for Regulation and Certification, concluded its 10-day visit to the Soviet Union and its agency overseeing aviation affairs, Gosavianadzor—the State Supervisory Commission for Flight Safety. Organizationally the commission is under the Cabinet of Ministers of the U.S.S.R.

The FAA visit focused on getting acquainted with the Soviet regulatory system, and preparations for the trip had started months beforehand:

- A series of talks took place between U.S. and Soviet aviation officials at FAA Headquarters last year.
- In December the U.S.S.R. took the next step and submitted a diplomatic note requesting a bilateral airworthiness agreement (BAA) for the reciprocal airworthiness certification of aircraft and other aeronautical products for import.

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Washington National's Half Century

By Ned Preston

Ned Preston is the FAA agency historian.

Although no longer operated by FAA, the airport retains a special place in the agency's history.

On the evening of June 15, 1941, fifty years ago, an expectant crowd lined the railings at the new Washington National Airport. Soon after midnight passed, sets of red-and-green lights became visible overhead, indicating that airliners had arrived as scheduled to begin passenger service. Some maintain that an American Airlines flight made the initial landing, but newspaper accounts give that honor to Eastern's Silverliner Peachtree, a DC-3 that

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President Franklin D. Roosevelt places the first trowel of mortar setting the cornerstone of Washington National Airport Terminal Building in place. The date is September 26, 1940.

'The Future Is Wide Open'

Meetings Highlight Opportunities in Aviation

Women in Aviation Conference, St. Louis

FAA's New England Regional Administrator Arlene Feldman spoke at the second national conference on "Women in Aviation" held in April. Excerpts of her talk start on ***page 2.***

'The Future is Wide Open'

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FAA's New England Regional Administrator

"If you can't see any opportunities where you are now," New England Regional Administrator Arlene Feldman told the conference on Women in Aviation meeting in St. Louis, "don't waste your time criticizing the darkness. Light a candle to find your way out.

"I'm here today to tell you about life in the FAA—for women," Feldman said. "There's nothing quite like it. Life in the FAA is great. It's excellent. It's a success story in the making."

Looking back a few years, Feldman believes Title Seven of the Civil Rights Act of 1964 "put this country on notice about how it treated women and minorities, but it would be naive for us to think that it opened doors, or it created opportunities, or it made the bad times go away," she said.

"Regrettably, in many ways, it did the reverse. In some unfortunate ways, Title Seven just put the people perpetuating the problem on notice that now they had to be sneaky about what they were doing."

After World War II, many of the women in aviation couldn't find FAA jobs, and if they did, opportunities were limited, Feldman told the group.

"One of my earliest mentors was in that situation," Feldman said. "She was perhaps one of the finest weather briefers I've ever known. When it came time to get a weather briefing, no pilot cared about whether or not she was female. They went to her time and time again because she was good. It was that simple."

Feldman talked about the limited opportunities in those early days of the FAA for women like her mentor. "Even so," she said, her friend "didn't let that affect her performance."

Feldman identified discrimination as one of the problems the agency still has today, continuing on to say, "before you take that as a criticism, realize that that's America today as well.

"Discrimination exists," she said, and it's throughout society. "You've got to make a niche for yourself."

Feldman's answer to the problems is "production, and quality, and perseverance, and preparation."

Talking about her own career, she says some believe, she got where she is "just because she wears a skirt.

"My response to that is no response," she said. "The main point is that wearing a skirt is not what keeps me here.

"You've got to make a name for yourself. Get your degrees. Get your ratings. Be sure that you're in the spot where you need to be," she advised.

Feldman said that "people want competence. They want someone who's willing to be the best day-in and day-out."

Due to their hard work, FAA women are "making names for themselves in a male-dominated agency," she noted. "The list of high-ranking women in the agency is growing by the minute.

"Seize the moment. Seize the dream," she advised, because "no one is going to seize it for you."

'Get your degrees. Get your ratings.... People want competence. They want someone who's willing to be the best day-in and day-out....'

Arlene B. Feldman
New England Regional Administrator

The conference on Women in Aviation was sponsored by Parks College of Saint Louis University. Conference director is Peggy Baty, academic dean of the school.

Objectives of the annual conference are to educate the public about women's contributions to aviation, past and present; provide women in aviation occupations with networking opportunities; and provide role models and information to young women, high school and college age, about aviation careers.

Professional Women Controllers Convention

The Professional Women Controllers hosted their 13th annual convention in May, says Darla Gerlach, supervisor at Kansas City, KS, Air Route Traffic Control Center and editor of the PWC's newsletter, *The Watch*.

Gerlach wrote about convention activites:

Air traffic control specialists and men and women representing various aviation careers came from all over the United States—one controller from as far as Taiwan—to attend the Professional Women Controllers annual convention in Fort Worth. PWC president Rose Marino welcomed the group to the four-day meetings.

For the first time, technical displays were on exhibit during the convention. They showed aircraft situation display (ASD), the Automated Enroute Air Traffic Control System (AERA II), mode S data link, the Advanced Automation System (AAS—sector suite), AT&T's air traffic control organization, and color weather graphics—KAVOURAS—for automated flight service stations.

In his keynote speech, FAA Administrator James Busey talked about the importance of two-way communications in an organization, from top to bottom and from bottom to top.

He spoke about the convention theme, "Our Future Is Now," telling the audience about how a few years back the Washington Redskins had a football coach named George Allen. Allen adopted that same slogan and proceeded to take a bottom-rung team and turn them around to Super Bowl contenders.

"I trust this winner's attitude is going to work as well for the Professional Women Controllers," he said.

"The future is wide open for women in this country, especially in the field of aviation," said Busey. "In fact, I don't think there is any field that's more exciting and more promising right now than aviation. That goes for men as well as women."

Speakers at the convention also included Larry Craig, Southwest Region Air Traffic Division manager; Kay Frances Dolan, Office of Personnel director; Temple Johnson, Northwest Mountain Regional Administrator; Bill Pollard, Associate Administrator for Air Traffic; and Jack Sasser, Southwest Deputy Regional Administrator.

Panels covered subjects such as technical and procedural updates, special-emphasis organizations, and personnel, human resources, and training issues. Panelists included David Hurley, ATM-1; Joe Kisicki, AHT-1; Herb McClure, AHR-1; Walter Mitchell, ATR-1; Neil Planzer, ATZ-1; Lane Speck, ATP-1; and Leon Watkins, ACR-1.

There were workshops on total quality management, team strategy, recruitment, and image.

Darla Gerlach, Kansas City Air Route Traffic Control Center supervisor, was awarded as PWC member of the year. Rocky Wisniewski, Renton, WA, air traffic control specialist, received the PWC President's Award.

National officers installed for 1991-92 include new president Mary McBurney, area manager of the Kansas City Air Route Traffic Control Center. ■



Professional Women Controllers president Mary McBurney with immediate past president Rose Marino.

Modern Explorers of the Air

Aviation Art Contest National Winners for 1991

The entries are in and the national winners selected for the 1991 International Aviation Art Contest sponsored by the FAA and the National Aeronautic Association in cooperation with Federation Aeronautique Internationale in Paris, France.

All children can take part in the annual contest, which has winners in three age groups.

The theme of this year's contest was "Modern Explorers of the Air."

The best three artworks in each category were first picked at the regional level. Regional winners then competed on the national level, and the artworks winning nationally were forwarded to Paris where they were judged with entries from other countries for international awards and diplomas.

The American Society of Aviation Artists sponsored this year's additional award, an original drawing. Jacob Sloan of McKinney, Texas, won that prize.

National winners for 1991 are:

Category I — ages 5 to 8
Melissa Jo Jordan, first place
West Palm Beach, Florida
Age 8
Joshua Stallard, second place
Willis, Texas
Age 8
Lisa Hering, third place
Letha, Idaho
Age 8

Category II — ages 9 to 12
Jacob Sloan, first place
McKinney, Texas
Age 11
Michael Losh, second place
Kodiak, Alaska
Age 11

turn to **Art Contest** *on back cover*

Golden Anniversary

continued from page 1

touched down with its full complement of 21 passengers.

First to alight from the DC-3 was a Mr. D. E. Chapman of Dallas, doubtless upstaged by Hilda Ferguson, the "pretty New York showgirl" who followed. The third to disembark was Arthur Vandenburg, an influential Senator whose presence foreshadowed the airport's future role as a prime gateway to Capitol Hill.

Among the spectators was the manager of Washington's original airport, who had just sent off the last flight from a facility that opened as Hoover Field in 1926. Although enlarged by a merger with nearby Washington Airport in 1930, Washington-Hoover was far below prevailing standards.

Travelers who waited under the small terminal's striped awnings could watch aircraft dodge obstacles including power lines and a tall smokestack. Before trying their luck, pilots had to wait for flagmen to stop traffic on a public road that crossed the runway. Although this thoroughfare closed in 1938, Washington-Hoover remained an inadequate airport for a major city.

Despite a decade of hearings and reports, Congress did nothing concrete to provide the capital with a suitable airport until 1937, when it passed a measure to improve Washington-Hoover. President Franklin Roosevelt vetoed this bill, however, preferring construction of new airports at two sites: Camp Springs, Maryland, and Gravelly Point, Virginia.

In the following year, the Civil Aeronautics Act cleared a path toward at least half of this solution by removing previous restrictions on Federal spending for airport development. Never prone to a narrow interpretation of his authority, the



Late 1930s: A risky takeoff from Washington-Hoover.



1938: Gravelly Point site with planned landfill.

President moved to resolve the issue while Congress was in recess. He directed the nascent Civil Aeronautics Authority (CAA) to choose the site for a new airport and approved the agency's prompt verdict in favor of Gravelly Point. By scraping the bottoms of various barrels, as he later described the process, Roosevelt found enough unallocated money to fund the project.

Located about a mile down the Potomac from Washington-Hoover, Gravelly Point possessed advantages that included federal ownership of most of the site. To develop the land, however, engineers would have to reclaim much of it from the river, for almost half of the acreage consisted of mud flats covered by water at high tide. In November 1938, the CAA began this formidable task in cooperation with the Works Progress Administration, Public Works Administration, and other agencies.

The future runways were dredged and then filled with material stronger than the existing silt, while work proceeded on a dike to enclose the whole landing area. After the dike's completion, the water over most of the site was raised 20 feet above the river level, a step necessary to encourage settling. Not until the spring of 1940 did the builders open the sluices to reveal dry land and begin the process of grading and paving.

By September 28, 1940, the project was advanced enough for Roosevelt to dedicate the still unfinished airport. Those who attended the ceremony were surprised by a flyover of more than 400 military aircraft, and a group of government and airline planes landed on the new runway. The President's address showed his preoccupation with the growing threat of war, but he found time to describe the "bad dreams" of air crashes at Washington that had prompted him to cut the knot of the long airport controversy. His broad smile as the cornerstone found its place may have reflected personal satisfaction in the coming demise of an airport named for one of his political opponents.

The change could be taken as a symbol of the New Deal's vast expansion of government responsibilities. Washington-Hoover, a privately owned facility, was yielding to the first commercial airport to be built and operated by a Federal agency.

When National opened for scheduled service nine months later, CAA issued a pamphlet showing its pride in an achievement intended to serve as a global model. No other airport near a population center could boast such freedom from obstacles, allowing aircraft to rise gradually from runways pointed in eight (later six) directions.

Approached from a sign-free parkway, the grounds were landscaped to "assume the character of a beauty spot." The columned facade of the terminal was intended to evoke memories of Mount Vernon and of Abingdon, a colonial mansion that once stood on the site. Once inside,



1940s: Spectators crowd the completed terminal.

visitors could view flight operations through a massive glass wall facing the tarmac. The planners of the "people's airport" even provided bleachers, correctly assuming that enthusiastic spectators would help to fill the facility's shops and restaurants.

Atop the terminal, the tower cab commanded a view of runways that experts declared the best lighted in the world. The entire crew of seven controllers had transferred from Washington-Hoover, becoming the federal government's first civil tower controllers. CAA's air traffic responsibilities had previously been limited to en route separation, provided from air route traffic control centers such as the one housed at Hoover since 1937. The ARTCC now found a home within National's terminal, where pneumatic tubes allowed its personnel to exchange data easily with their colleagues in the tower above. (The center later relocated to Hangar 6 before moving to Leesburg in 1963.)

The tower controllers' new equipment was advanced for its day, but not without defects. On opening night, radios tuned by technicians accustomed to long-distance equipment picked up transmissions from aircraft on the West Coast as well or better than those flying nearby. Although the product of painstaking research, the tower's angled glass had to be modified to eliminate a startling distraction: under certain conditions, reflections made it seem that aircraft were diving straight toward the earth.

These "bugs" were soon eliminated, and National remained close to the forefront of air traffic control technology. With Chicago Municipal, it began the first operational tests of Ground Control Approach radar in April 1947. By mid-1952, approaches and departures from the airport were both under radar control.

Such advances were no luxury, as the aviation industry's appetite for National's capacity was immediate and unflagging. The facility handled 79,164 air operations in its first full year, ranking second in the nation in scheduled flights. The number of flights handled had more than doubled by 1949, and incoming delays were second only to LaGuardia's. Airspace management problems were complicated by military traffic, a problem highlighted by an accident on November 1 of that year.

Despite warnings from National tower, a Bolivian pilot flying a P-38 on an acceptance test rammed a DC-4 that had been cleared to land ahead of him. The fatality total of 55 was higher than in any previous U.S. airline crash. Soon followed by the

more on next page

loss of six lives in a stalled DC-3, the tragedy gave new immediacy to plans for a second airport for the capital. This was not to become a reality, however, until the opening of Dulles International in 1962.

From the outset, Washington National proved a magnet for people as well as aircraft. Over 600,000 passengers passed through its gates during the first year, and visitors totaled some four million. By 1943, when he succeeded John Groves to become National's second manager, Hervey Law considered the terminal already overcrowded. Yet the increasing size of transport planes meant that the flow of passengers would rise even more quickly than that of aircraft. Scheduled air carrier operations had almost quadrupled by 1965, but passengers multiplied by a factor greater than 11.

Nourished by this stream of humanity, National's facilities could only grow. The main terminal expanded, sprouted "fingers," and a new North Terminal opened in 1958. That same year a pair of "Airwayte" structures began some two decades of hospitality to travelers who rented small bedrooms along their cantilevered halls. Hangars, utility buildings, roads, and taxiways were added. Parking lots multiplied too, but no one repeated the remark of an early visitor who wondered how the original thousand spaces would ever be filled.

Turbojets began flying U.S. airline routes in 1958, bringing unprecedented efficiency but also heightened landside congestion and increased noise that was particularly troublesome for close-in airports. FAA resisted the introduction of jets to National, hoping that the restriction would help the growth of underused Dulles. The ban became increasingly difficult to maintain as airlines abandoned their reliance on prop and turboprop aircraft for short and medium distances.

In 1966 a new era began at National as FAA permitted jetliners with less than four engines to begin service. The airlines assented to an hourly limitation on the number of flights, and also to a policy fixing National's role as a short-haul airport by prohibiting most non-stop jet service to or from cities beyond a set perimeter. In addition, the operators agreed to a ban on jet operations between 10 p.m. and 7 a.m. Although these voluntary arrangements were later superceded by FAA rules and modified in certain respects, they set a pattern. The agency tried to protect National from becoming overwhelmed by its own popularity with travelers.

In 1970 the introduction of Boeing 727-200 "stretch jets" challenged National to cope with even more people and automobiles. As the airport reached age 30 the following June, manager C. R. "Tex" Melugin called streetside congestion a greater problem than air traffic control. National had by that time reached an annual rate of about 330,000 aircraft movements and was one of five major hubs subject to the "high density" regulation placing a cap on Instrument Flight Rule operations.

The airport had been enclosed within a permanent terminal control area for the past four months and was slated to receive the Automated Radar Terminal System (ARTS III) within a year.

Subsequent equipment upgrades such as the ARTS IIIA helped controllers remain equal to the task of preventing collisions. In January 1982, however, a different hazard destroyed an Air Florida flight shortly after takeoff from the airport. Dragged down by snow and ice on its wings, the Boeing 737 struck the 14th Street bridge and plunged into the Potomac.

The heroism of rescuers and a flight attendant saved five persons, but 78 died. This was to become the last fatal crash involving a major airline at National during the airport's first half century, making an average of only one such accident every 16.6 years.

While maintaining this safety record, authorities at National have worked to limit the noise that makes the airport unpopular in some residential areas. Special flight rules for this purpose began in 1960, and a variety of new procedures were introduced over the years.

Perhaps the most controversial was the "scatter plan" tested during 1983-84 at the request of the Metropolitan Washington Council of Govern-



1958: The main terminal landside approach.

ments. In an attempt to distribute noise more equitably, FAA permitted pilots to turn away from the Potomac shortly after takeoff and climb in varied directions. The resulting outcry from neighborhoods unused to overflights killed the experiment.

FAA had meanwhile modified the ban on late-night jets to exempt "Stage Three" aircraft able to operate below specified decibel levels. In August 1983, a DC-9 Super 80 became the first scheduled jetliner to arrive at National after 10:00 p.m. since the start of the curfew.

By the 1980s, the prevailing attitude toward enterprises run by the Federal government was far less positive than during the New Deal era of National's birth. In June 1984, Transportation Secretary Elizabeth Dole proposed to end FAA operation of both National and Dulles and announced that an advisory commission would recommend an appropriate body to assume the responsibility.

The result was 1986 legislation authorizing the airports' transfer to the Metropolitan Washington Airports Authority. This independent regional entity is governed by a board whose eleven members are appointed in a fixed ratio by the President and the chief executives of Virginia, Maryland, and the District of Columbia. Almost 700 FAA employees joined the authority on June 7, 1987, when it took control of the two airports under a long-term lease.

Washington National marked its 50th year with an open house that included historical displays and tours of a DC-3 and other vintage aircraft. Those who attended may have noted that the airport's basic runway layout had changed little since the 1940s, although more land had been filled for a safety over-run completed in 1984. In most other respects the facility had evolved dramatically, becoming a city-within-a-city that employed over 10,000 people in addition to MWAA's own staff of about 500.

The authority intended to accelerate the change through a complicated, multiyear program that general manager James Wilding compared to a chess game. Among the many planned improvements were a new control tower and multilevel garages to increase parking to 8,000 spaces. A new main terminal would rise north of the existing one, which would be renovated to handle overflow. Passengers would use enclosed, moving walkways to reach the subway station, which had opened in 1977 and now handles 16 percent of movement to and from the airport.

On the day after the anniversary, the Supreme Court made its decision in a suit brought by an anti-noise group hoping to increase local control of Dulles and National. The court invalidated aspects of the legislation setting up WMAA, stating that the law's provisions for Congressional oversight violated the Constitutional separation of executive and legislative powers. Wilding expressed his disappointment with the ruling but doubted that day-to-day operations would be affected.

Meanwhile, National continued to serve 45,000 passengers a day on flights by major airlines, commuters, and general aviation. Whatever the impact of the court's decision, it seemed likely that the riverside airport would remain a major nexus of transportation. ■



1966: Turbojet service begins at National.



Augustus A. Melton, Jr., airport manager, Washington National Airport and, on right, George Mathieu, APA-100, designer of this 50th anniversary exhibit, shown at Hangar 7 during the anniversary celebration.

FAA Team Confers with Soviets

continued from page 1

• The U.S. government then made the decision to pursue a BAA with the Soviet Union, incrementally with certain basic criteria.

During the FAA team's visit, discussions of the Soviet regulatory system took place with the State Aviation Register (Gosaviaregistr), the U.S.S.R. civil airworthiness authority under Gosavianadzor, and technical services, design bureaus, and aircraft production facilities in the U.S.S.R.

The FAA team—which also included Craig Beard, director, Aircraft Certification Service, and Adolfo Astorga, International Airworthiness Officer—learned about the Soviets' organizational structure for setting airworthiness standards and accomplishing certification, the distribution of certification authority and responsibility, and the relationship between Gosaviaregistr and the Soviet aviation industry. Although a different set up from the FAA's and unique to the Soviet Union, the team termed what they saw "impressive."

Also, the team saw enough similarities in the two regulatory systems to begin work toward a BAA. As a step toward a future bilateral airworthiness agreement, the agency accepted through Gosaviaregistr an application for FAA design certification of two kinds of Soviet planes:

• The Tupolev Design Bureau model TU-204-200, a high-tech, two-engine, medium-range, 214-passenger aircraft.

• The Ilyushin Design Bureau model IL-96M, a four-engine, long-range, 386-passenger aircraft.

Both aircraft designs will be powered by Pratt and Whitney PW2000 series engines and will be equipped with either Collins or Honeywell avionics, making them the first Soviet aircraft equipped with U.S. engines and avionics. In a decision based in part on limits in FAA employee resources, Apollon S. Systsov, U.S.S.R. Minister of Aviation Industry, gave first priority to the TU-204-200.



The FAA delegation visited the Mil Moscow Helicopter Plant. Shown from the left are Craig Beard, AIR-1; three Mil engineers; Tony Broderick, AVR-1; Adolfo Astorga, AIR-4; and Marat Tishchenko, general designer at the helicopter plant.

Actual FAA type design certification of model TU-204-200 and model IL-96M aircraft can be issued only after a bilateral airworthiness agreement between the United States and the Soviet Union is realized through an exchange of diplomatic notes.

To smooth the preliminary proceedings, the FAA and Gosaviaregistr have already concurred on forming a team of technical specialists to begin the agreement process as early as possible and to hold top-level program review meetings semiannually.

In their work toward the possibility of reciprocal airworthiness certification, the FAA and Gosaviaregistr will be tackling many challenges. The process must be accomplished without the benefit of guidance from past relations between the countries in the certification area.

To add to the newness of the situation, the two countries' regulatory systems for aircraft certification have developed independently of each other over the past several decades, and the FAA is only now becoming familiar with the fundamental certification procedures and standards of the Soviet Union.

In contrast, FAA has been working closely for four decades in reciprocal airworthiness certification efforts with its Canadian, Western European, and Australian counterparts.

The Tupolev and Ilyushin projects, set up as the most practical way of becoming familiar with each others' national certification standards and regulations, will show—among other things—how the two countries apply their aviation standards and will provide the framework for evaluating the equivalency of the two regulatory systems. In essence, the FAA and Gosaviaregistr are "developing the tooling" for future relations.

To date, the FAA and Gosavianadzor have welcomed the opportunity to work together to gain an understanding of each others' regulatory system, develop a relationship on airworthiness certification, and harmonize the Soviet airworthiness standards with U.S. standards. By doing so, they are making international air transportation a safer system. ■

Columbia, Los Angeles Sectors Win Top Honors

The Airway Facilities Sector of the Year Awards for the 1990 fiscal year go to the Columbia, South Carolina, General National Airspace System (GNAS) and the Los Angeles Air Route Traffic Control Center (ARTCC) Airway Facilities sectors.

In 1982 the Columbia GNAS Sector grew out of the consolidation of the Charleston, South Carolina, and Savannah, Georgia, sectors. It covers 47,000 square miles, supports 536 federal and 58 nonfederal facilities, and gives operational support to both Jacksonville and Atlanta ARTCCs. In addition, the sector supports approach control operations in Georgia at Warner Robins Air Force Base, Savannah, and Augusta; in South Carolina, it supports Florence, Charleston, and Columbia.

The Columbia Sector started the fiscal year dealing with the aftermath of Hurricane Hugo. The most severe hurricane ever to strike the continental United States, Hugo hit the coast at Charleston with "force 5" winds cutting a path across the sector. South Carolina sustained billions of dollars in damage, but the sector's advance planning and preparation minimized the impact to FAA facilities. Through excellent working relationships with state officials and the dedication of its workforce, the sector quickly restored safe air traffic control operations.

The Los Angeles ARTCC flight advisory area totals 177,000 square miles of airspace. The Center is served by six long-range radars, one "beacon only" airport surveillance radar, and two long-range "beacon only" radars. Radio communications outlets are installed at 32 remote locations, 12 of which are used as emergency backup facilities. Linked to the center's Host computer are 30 remote flight data terminals, 14 automated radar approach facilities, four enroute automated centers, and one Flight Service Data Processing System. ■



James Weaver, sector manager, and Charles Young, assistant manager for technical support, talk about operations at the Columbia GNAS Airway Facilities Sector.

Regional GNAS Sector Winners for 1990

North Alaska—Fairbanks, Alaska
Alaskan Region
St. Louis, Missouri
Central Region
Empire—Syracuse, New York
Eastern Region
Chicago, Illinois
Great Lakes Region
Windsor Locks, Connecticut
New England Region
Salt Lake City (Hub), Utah
Northwest Mountain Region
Dallas/Ft. Worth, Texas
Southwest Region
Golden Gate—Hayward, California
Western-Pacific Region

Regional ARTCC Sector Winners for 1990

Anchorage, Alaska
Alaskan Region
Washington at Leesburg, Virginia
Eastern Region
Minneapolis, Minnesota
Great Lakes Region
Seattle, Washington
Northwest Mountain Region
Jacksonville, Florida
Southern Region
Houston, Texas
Southwest Region



Members of the Los Angeles ARTCC Airway Facilities Sector communications unit, left to right: Yanelle Fouts, Paul Gallup, Kevin Yazawa, and Frank Kryda.

New CMD 'Meeting Support' Technology a 'Hit'

Collaborative Technology Provides Anonymous Inputs, Quick Decisions

By John Clabes *John Clabes is public affairs officer at the Mike Monroney Aeronautical Center.*

It is called a meeting support room that uses "collaborative technology"—the ultimate conferencing system that provides a way to arrive at conclusions and turn a three-day meeting into one day of concentrated productive effort that gets everyone's feelings and ideas down on paper all at one time, without a recorder or secretary.

Using 25 OATS laptop computers, the support room is being tested at the FAA's Center for Management Development, Palm Coast, FL, as a possible forerunner for expanded conference capabilities in the federal government. It is drawing rave notices.

Participants say the system lets them "say" what they want to say without fear of being embarrassed or ridiculed.

Ray Salazar, CMD manager, said conference participants, classes working on group projects and CMD faculty and administrators are using the room to support planning and decision-making efforts. Time savings are measurable and valuable, he added.

And herein lies the secret of the system—it enables participants to explore issues and rapidly arrive at decisions. Individual opinions are instantly tabulated and the level of consensus projected on a large screen for all to see. The group can discuss issues further or move on to other things while a report is printed. The speed and accuracy of the printed reports are a hit with most participants. No longer will people have to wait a week or month for written results of a meeting.

Salazar said locating the collaborative technology room at CMD will provide the FAA with a broad sampling of use that will help them decide what future directions this technology will take at CMD or other FAA installations.

CMD is becoming increasingly popular for conferences, with most open dates booked through next year.



Murphy stands among the 25 laptop computers at the new CMD conferencing center. The system cuts down on conference time and work. It allows anonymous participation in meetings in addition to traditional methods.

Richard 'Bud' Murphy, seated, and Ron Vetter in the CMD conferencing center.



Installed first in a classroom and later moved to its own location near FAA offices at CMD, the electronic conference support room can solve a number of problems normally associated with meetings, such as getting off track, low productivity, domination of discussions by certain strong or vocal personalities—which means low participation by others—failure of politically charged issues to surface because of fears and assumptions that there is agreement when there is not. The technology seems to have a positive impact on all of these problems.

In addition to the traditional conversation associated with meetings, participants can simultaneously provide anonymous input through their keyboards. Sensitive issues can be analyzed and potential solutions evaluated on their merit and not on the basis of who might have suggested them.

In addition to printed records of the meeting, reports can also be provided as a text file on a floppy disk.

Once decisions are made, action can be defined and assignments made clear. Experience shows that participants tend to take more responsibility for carrying out assigned tasks because they have been "meaningfully involved" in defining the problem and generating the solution.

Richard "Bud" Murphy, assistant manager of collaborative technology, often serves as facilitator or group leader during sessions, especially during the so-called break-in period. When decisions come slowly or participants falter, Murphy can be heard to sound off with the words "Talk to me...talk to me." He becomes the facilitator, electronically.

He also provides training on the system and often acts like a proud father, nurturing his "baby" into the world of technology in the FAA.

He said that informal leadership from members of a group often will be sufficient, and he won't have to be facilitating conferences. When he is needed, however, he's ready to help. Murphy was an education specialist with the Ventana Corp., the group that developed the commercial version of GroupSystems, and is now on the University Research Corporation staff that provides instructional services to CMD. He often takes a background support role, ready to help when needed.

Years of research at the University of Arizona went into design of

turn to **CMD Technology** *on page 15*

A Year Ago in Aviation—Second Quarter 1990

APRIL 2

• ***NTSB reorganization.*** The National Transportation Safety Board set up a new Office of Aviation Safety as part of a reorganization effective this date.

APRIL 4

• ***Traffic alert & windshear warning devices.*** The FAA announced a revised schedule for the installation of TCAS II and airborne windshear warning devices. Under the new rule, air carriers are required to equip airliners having more than 30 seats with these safety devices over a four-year period—with all such aircraft to be fully equipped by December 30, 1993.

APRIL 8

• ***Security staffing.*** FAA completed hiring for a 63 percent increase in the staff of the Intelligence Division of the Civil Aviation Security Office.

APRIL 13

• ***Cargo door rule.*** FAA issued an airworthiness directive requiring modification of Boeing 747 visual warning systems to signal flight and ground crewmembers when cargo doors were not fully closed, latched, and locked.

APRIL 17

• ***Passenger flights at Stewart.*** The first regularly scheduled passenger service began at Stewart International Airport, a former Air Force base at Newburgh, New York. The airport had previously been used only for cargo, military, and private flights.

APRIL 18

• ***Eastern trustee.*** A federal bankruptcy judge removed Eastern Airlines from the control of Texas Air chairman Frank Lorenzo and placed it in the hands of special trustee Martin Shugrue. Eastern had lost more than $1 billion since it filed for Chapter 11 protection on March 9, 1989.

APRIL 23

• ***GPWS proposal.*** FAA announced a proposed rule extending the requirement for the Ground Proximity Warning System to include all turboprop aircraft with ten or more seats.

APRIL 26

• ***Route transfer.*** The Department of Transportation gave Eastern Airlines approval to sell its Latin American routes to American Airlines.

• ***ILS antenna.*** The first Redlich localizer antenna for the Instrument Landing System was commissioned at Dulles International Airport.

APRIL 30

• ***Airport grant allocations.*** The FAA announced that in fiscal year 1990 it would distribute $814.3 million among the nation's airports for airport development and planning and for noise compatibility programs.

MAY 10

• ***Hampton contract.*** FAA announced that a $200,000 contract for development of a prototype program for air traffic control training had been awarded to Hampton University, a historically black institution.

MAY 13

• ***Depot renamed.*** The FAA Depot at the Aeronautical Center was renamed the FAA Logistics Center.

MAY 15

• ***Security commission report.*** The President's Commission on Aviation Security and Terrorism released its report, which focused on the December 1988 bombing of Pan Am Flight 103. The report included criticism of FAA and recommendations for improving security and combating terrorism.

MAY 21

• ***Transponder proposal.*** FAA issued a proposal to suspend until December 30, 1993, certain provisions of regulations requiring altitude reporting (Mode C) transponders. The proposal would give aircraft without Mode C continued access to specified airports within 30 miles of a terminal control area primary airport.

JUNE 1

• ***Weather radar.*** The Terminal Doppler Weather Radar at Denver's Stapleton International Airport became the first TDWR to begin an operational demonstration, yielding data to assist aircraft operations.

• ***U.S.-U.S.S.R. aviation accord.*** Secretary of State James Baker and Soviet Foreign Minister Eduard Shevardnadze signed an agreement providing for expanded air service between their two countries. The accord was one of several pacts concluded in the context of a Washington summit meeting between Presidents Bush and Gorbachev.

JUNE 6

• ***Improved security measures proposed.*** The FAA issued a proposed rule requiring both domestic and foreign air carriers operating in the United States to upgrade their standards for screening for weapons and explosives.

JUNE 13

• ***Child care.*** As part of a trend toward more child care centers, FAA dedicated its first such facility to be built "from the ground up" in a ceremony at the Aeronautical Center.

JUNE 14

• ***Office of Intelligence and Security.*** Secretary Sam Skinner announced that he intended to create an Office of Intelligence and Security within OST, and that its director would be Coast Guard Vice Admiral Clyde E. Robbins. At the same time, Administrator Busey announced the new position of Assistant Administrator for Civil Aviation Security. The actions were in part a response to recommendations of the President's Commission on Aviation Security and Terrorism.

JUNE 28

• ***International accords.*** An exchange of letters made final the terms of a package agreement expanding opportunities for airline service between the United States and the United Kingdom. On the same day, the Department of Transportation announced that the United States and Poland had agreed to amend and liberalize their bilateral aviation agreement. ■

Retirees

Aeronautical Center

William M. Pyron
Lewis W. Sample

Alaskan Region

Donald G. Husek
Charles W. Niemann
Mary F. Patterson

Central Region

Maurice J. Condon
Patrick Henry
William C. Leingang
John R. Malone
Jon R. Searle
Gilbert W. Wallace
Jeannette H. Woodrum

Eastern Region

Harry L. Jones
Andrea L. Motes
Carl G. Trowbridge

Great Lakes Region

Lewis Adams
Gordon D. Brown
Jackie L. Follis
Burton M. Gauthier
Saverio Iacobellis
Paul R. Long
Ronald E. Miley
Glen D. Peebles
Patrick C. Pequet
Shirley E. Taylor
Charles J. Thompson

New England Region

Harlow A. Wellman

Northwest Mountain Region

Armella E. Donnelly
Eugene L. Maynard
Richard L. White

Southern Region

James C. Berry
Mary L. Culpepper
Gaylon A. Gardner
Claude M. Parrish
Kennon B. Turner

Technical Center

Joseph A. Ketaner

Washington Headquarters

Thomas Clabby
Andrew A. Miller
Victor C. Torrico

Western-Pacific Region

Paul K. Johnson
Marvin E. Mahrt
James C. Rasbach
Patricia L. Tavares
Leroy W. Uncles

People

Aeronautical Center

Joseph G. Bakula, manager, Audio-Visuals Branch, Management Services Div., promotion made permanent ... **Sandra S. Boules,** supervisor, Visuals Section, Audio-Visuals Branch, Management Services Div., promotion made permanent ... **Joe L. Downs,** manager, Systems Engineering Branch, National Engineering Field Support Div. ... **Robert E. Igo,** chief, Strategic Planning & Evaluation Staff, FAA Academy ... **George A. Michel,** academy 3R instructor, Airway Facilities Branch, FAA Academy ... **Lynda L. Reiter,** manager, Administrative Services Branch, Management Services Div. ... **Stuart B. Riley,** academy 3R instructor, Quality Assurance Staff, Air Traffic Branch, FAA Academy, from Fort Worth, TX.

Alaskan Region

James G. Hodges, area manager, Anchorage, ARTCC ... **Alfred H. Zingg, Jr.,** Anchorage AFSFO, South Alaska AFS, from Cold Bay.

Central Region

Wilma G. Eyster, asst. manager for training, St. Louis, MO, AFSS ... **Amy M. Francis,** area supervisor, Lincoln, NE, ATCT ... **Norman G. Larason,** section supervisor, Facilities Establishment Branch, Airway Facilities Div. ... **Mary T. Moore,** supervisor, Financial Accounting Section, Financial & Cost Accounting Branch, Accounting Div. ... **Douglas R. Murphy,** manager, Wichita, KS, ATCT, from FAA Academy ... **James K. Sizer,** aviation safety inspector, St. Ann, MO, FSDO, promotion made permanent ... **Terry L. Vandyne,** asst. manager for training, Olathe, KS, ARTCC ... **William D. Wright,** section supervisor, Position Management & Employment Branch, Human Resource Management Div., promotion made permanent ... **Lindon R. Wynes,** area manager, Olathe, KS, ARTCC.

Eastern Region

Albert A. Anch, area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent ... **Ronald G. Bagley,** area supervisor, New York ARTCC, Islip ... **Carl Thomas Barr,** unit supervisor, Washington National AFSFO, Capital AFS, Arlington, VA, promotion made permanent ... **Gabriel D. Bruno,** manager, Allegheny City FSDO, West Mifflin, PA, from Washington Headquarters ... **David Cherry,** asst. manager for training, Washington National ATCT, Arlington, VA, from Washinton Headquarters ... **Freddie E. Delbridge,** area supervisor, Roanoke, VA, ATCT, promotion made permanent ... **William P. Diviney, Jr.,** unit supervisor, Philadelphia AFSFO, Tri-State AFS, promotion made permanent ... **Robert L. Fulton,** staff officer, Public Affairs & Planning Staff, Office of Regional Administrator ... **Charles Ray Gooding,** unit supervisor, Camp Springs, MD, AFSFO, Capital AFS, from Washington Headquarters ... **Jeffrey C. Hampson,** area supervisor, Lanacaster, PA, ATCT, from Philadelphia ATCT ... **John C. Henline,** asst. manager, Buffalo, NY, FSS, from Altoona, PA, AFSS ... **Stephen P. Jenkins,** unit supervisor, Washington CASFO, Chantilly, VA ... **Deborah A. Johnson,** manager, Washington National AFSFO, Capital AFS, Arlington, VA ... **Kerry L. Johnson,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent ... **Thomas C. Kelly,** area supervisor, New York ARTCC, Islip, promotion made permanent ... **Warren J. Meehan,** manager, Richmond, VA, ATCT, from Boston, MA, TRACON ... **Charles E. Nelms,** unit supervisor, Chantilly, VA, AFSFO, Capital AFS, promotion made permanent ... **Lawrence A. Ostrowski,** asst. chief, Civil Aviation Security Div., from New York CASFO ... **Marc Pandeloglou,** unit supervisor, Operations Branch, Flight Standards Div., promotion made permanent ... **John B. Plate,** manager, Charleston, WV, ATCT, from College Park, GA ... **Charles L. Rupert,** manager, Huntington, WV, AFSFO, from Charleston AFS ... **Gerry L. Shakley,** asst. manager, traffic management, Washington ARTCC, Leesburg, VA, promotion made permanent ... **Walter Simpkins,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent ... **Marvin R. Smolansky,** area supervisor, New York ARTCC, Islip, promotion made permanent ... **John E. Stephens,** area supervisor, Charleston, WV, ATCT, from Huntington ATCT ... **John D. Tabler,** manager, Norfolk AFSFO, Norfolk AFS ... **Brooks E. Tickel, Jr.,** area supervisor, Pittsburgh (Allegheny) ATCT, promotion made permanent ... **Emil C. Vanhove,** unit supervisor, Baltimore AFSFO, Capital AFS, promotion made permanent ... **Patricia I. Vega,** area supervisor, New York ARTCC, Islip, promotion made permanent ... **Kathryn M. Vernon,** asst. manager, traffic management, Washington ARTCC, Leesburg, VA, promotion made permanent ... **Robert T. Williamson,** area supervisor, Capital City ATCT, New Cumberland, PA, from Harrisburg ATCT ... **Deborah G. Wooten,** area supervisor, Richmond, VA, ATCT, promotion made permanent ... **Joseph E. Zogbi,** executive officer, Flight Standards Div.

Great Lakes Region

Kenneth W. Baenen, area manager, Huron, SD, AFSS ... **John C. Converse,** asst. manager for training, Detroit Metro ATCT, Romulus, MI ... **Richard L. Day,** area manager, Minneapolis, ARTCC, Farmington, from Olathe, KS, ARTCC ... **Dennis L. Deforest,** manager, Minneapolis Crystal ATCT, from Flint, MI, ATCT ... **Mark D. Degrood,** area supervisor, Minneapolis, ARTCC, Farmington, from FAA Academy ... **Thomas F. Dundr,** area supervisor, Akron-Canton, OH, ATCT, from Youngstown ATCT ... **John W. Hardy,** asst. manager, program support, Cleveland, OH, AFS, from regional headquarters ... **Robert Lyn G. Hertzog,** AF watch supervisor, Chicago AFS, promotion made permanent ... **Jerome Kalita,** asst. manager, airspace & procedures, Chicago, IL, ARTCC ... **Douglas C. Kayler,** supervisor, Technical Support Section, Information Processing Services Branch, Management Systems Div., promotion made permanent ... **Stephen G. Keenley,** manager, Investigations & Internal Security Branch, Civil Aviation Security Div., promotion made permanent ... **Edward G. McKinley,** asst. manager, plans & procedures, Minneapolis (Wold Chamberlain) ATCT ... **Bonnie C. Pankalla,** asst. manager, Flight Standards Div., from Los Angeles FSDO ... **Gerald S. Pearson,** area supervisor, Minneapolis, ARTCC, from FAA Academy ... **Beverly J. Peterson,** supervisory administrative officer, Milwaukee FSDO ... **Ramiro Rodriguez, Jr.,** unit supervisor, Belleville, MI, AFS, Washtenaw County, from Phoenix, AZ, AFS ... **Tim H. Rosenlund,** environmental support unit supervisor, Farmington, MN, AFS ... **Donald P. Russo,** unit supervisor, section B, Real Estate Branch, Logistics Div., promotion made permanent ... **Jack P. Smith, Jr.,** asst. manager for training, Wold Chamberlain ATCT, Minneapolis ... **Richard J. Specht,** unit supervisor, Farmington, MN, AFS ... **Beverly J. Vaughn,** supervisor, F&E Contracting Section, Acquisition Management Branch, Logistics Div., promotion made permanent ... **Mark D. Ward,** area supervisor, Chicago ARTCC, Aurora, promotion made permanent ... **Michael A. Wilson,** AF watch supervisor, Chicago AFS, Airway Facilities Div., from Indiana AFS.

New England Region

Ugo A. Benettieri, area manager, Bradley TRACON, Windsor Locks, CT ... **Timothy R. Davis,** area supervisor, Boston ATCT ... **Gregory Lee Hudspeth,** unit supervisor, Bangor, ME, AFS, from FAA Academy ... **Richard K. Jaeger,** area supervisor, Providence, RI, TRACON, promotion made permanent ... **Deborah A. Johannes,** area supervisor, Boston ARTCC, Nashua, NH, from Indianapolis ARTCC ... **Bertrand G. Marien,** area manager, Bradley TRACON, Windsor Locks, CT ... **Steve E. Torgersen,** area supervisor, Burlington, VT, ATCT, promotion made permanent ... **George H. Zarella,** asst. manager, Cape TRACON, Otis AFB, Falmouth, MA, from regional headquarters.

Northwest Mountain Region

Clifford R. Baird III, area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Harvey G. Berube,** unit supervisor, Auburn ARTCC AFS, promotion made permanent ... **Gary M. Bria,** manager, Salem, OR, ATCT, from Medford, OR, ATCT ... **Barbara K. Cassada,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Edale L. Clark,** area supervisor, Walla Walla, WA, FSS, from Prescott, AZ, AFSS ... **Gregory C. Clark,** manager, Pocatello, ID, ATCT, from Denver ... **Sharon L. Clevenger,** group supervisor, Seattle ARTCC, Auburn, WA, promotion made permanent ... **Ronald T. Ishii,** unit supervisor, Radar/Automation Installation Engineering Section, Establishment Branch, Airway Facilities Div., promotion made permanent ... **Howard W. Jessen,** area supervisor, Seattle AFSS, from Butte, MT, FSS ... **Janet K. Johnson,** unit supervisor, Auburn ARTCC AFS, promotion made permanent ... **John L. Keller,** unit supervisor, Denver FSDO, promotion made permanent ... **Ellen King,** area supervisor, Boeing ATCT, Seattle, from Seattle-Tacoma ATCT ... **Martin L. Leininger,** asst. manager, Auburn ARTCC AFS ... **Cynthia A. Lockwood,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Matthew F. Nelson,** area supervisor, Salt Lake City, UT, ATCT ... **Donald C. Peters,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Dennis A. Rominger,** traffic management unit supervisor, Denver ARTCC, Longmont, CO ... **Ronald D. Schwartz,** area supervisor, Spokane ATCT, from Lewiston, ID, ATCT ... **David C. Smith,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Martin R. Walker,** manager, Pueblo, CO, ATCT, from Broomfield, CO, ATCT ... **Keith T. Werts,** manager, Tacoma, WA, Narrows ATCT, Gig Harbor, from Felts Field ATCT, Spokane ... **Lee U. Willson,** asst. manager, quality assurance, Seattle ARTCC, Auburn, WA.

Southern Region

Nils B. Anderson, manager, Tallahassee, FL, FSS ... **Harold R. Augspurg,** area supervisor, Gainsville, FL, AFSS, promotion made permanent ... **Ronald S. Boyd,** manager, Pompano Beach, FL, ATCT, from West Palm Beach ATCT ... **Darrell E. Brown,** asst. manager for program support, Atlanta ARTCC AFS, from regional headquarters ... **Kendall L. Butler,** area supervisor, Tampa, FL, ATCT, from Albert Whitted ATCT, St. Petersburg ... **James R. Call,** area supervisor, Lexington, KY, ATCT, from Pompano Beach ATCT ... **Frank Capello,** unit supervisor, Miami CASFO ... **Harrison F. Davis,** asst. manager for training, Anderson, SC, AFSS, promotion made permanent ... **Charles P. Federico,** manager, Albany, GA, AFSFO, Montgomery AFS, promotion made permanent ... **Ernest J. Fontaine,** manager, Miami, ARTCC AFS, from Miami Hub AFS ... **Daniel J. Grosser,** area supervisor, Hebron, KY, ATCT, promotion made permanent ... **Owen P. Hoffman,** area supervisor, Hampton, GA, ARTCC, promo-

tion made permanent ... **Edwin C. Hoyt,** area supervisor, Miami International ATCT, from Miami ARTCC ... **Gary L. Jackson,** manager, Huntsville, AL, AFSFO, Memphis, AFS (Hub), from Covington, KY, AFS ... **Richard A. Jehlen,** area manager, Miami ARTCC ... **Martin R. Lauth IV,** area supervisor, Ft. Pierce, FL, ATCT, promotion made permanent ... **Brigitte A. Lewkowicz,** area supervisor, Charlotte, NC, ATCT, from Toledo, OH, ATCT ... **Ann Spencer Miley,** asst. manager, Jacksonville, FL, AFS (Hub), from Wisconsin AFS, Green Bay ... **Jose M. Murillo,** area supervisor, San Juan CERAP promotion made permanent ... **Edward W. Owens,** asst. manager, plans & procedures, Orlando, FL, ATCT, from Seattle ... **Dennis M. Poff,** manager, Asheville, NC, AFSFO, Charlotte AFS, from Raleigh AFS ... **Robert P. Ricci,** unit supervisor, Nashville, TN, AFSFO, Memphis (Hub) AFS ... **Paul B. Rollins,** unit supervisor, Atlanta ARTCC AFS, Hampton, GA, promotion made permanent ... **Collier H. Sanders, Jr.,** area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **John W. Simpson,** area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **Thomas D. Thurston, Jr.,** area supervisor, Hampton, GA, ARTCC, promotion made permanent ... **Marvin D. Whitworth,** unit supervisor, Greer, SC, AFSFO, Charlotte AFS, promotion made permanent ... **Tony N. Williams,** area supervisor, Greer, SC, ATCT, from Charlotte, NC, ATCT.

Southwest Region

Roberto Barron, manager, Systems Maintenance Engineering Branch, Airway Facilities Div., from San Antonio AFS ... **Allen W. Borchers,** area supervisor, Shreveport, LA, ATCT, promotion made permanent ... **Stephen T. Byrd,** asst. manager, quality assurance, Albuquerque ARTCC ... **Richard M. Cinotto,** area supervisor, Midland, TX, ATCT, from San Antonio ATCT ... **Eleanor J. Crockett,** area supervisor, Dallas, (Love) ATCT, from Addison, TX, ATCT ... **John F. Edwards,** area supervisor, Fayetteville, AR, FSS, from Jonesboro, AR, AFSS ... **Samuel J. Gill, Jr.,** asst. manager, quality assurance, Dallas/Ft. Worth ATCT, from Abilene, TX, RAPCON ... **Daniel E. Hedenberg,** manager, Lawton, OK, ATCT, from Oklahoma City ... **James W. Langston,** aviation safety inspector, Aircraft Evaluation Group, Flight Standards Div., promotion made permanent ... **Roland D. Mauldin,** manager, Abilene, TX, RAPCON, from Lubbock, TX, ATCT ... **Alan R. Minneman,** area supervisor, Albuquerque, NM, ARTCC, from Houston, TX, ARTCC ... **James L. Ramirez,** asst. manager, programs, Oklahoma City, TRACON ... **Ruth D. Russell,** manager, Planning & Program Management Branch, Flight Standards Div. ... **Jon L. Semanek,** area supervisor, Albuquerque, NM, ARTCC, from Western-Pacific Region Headquarters ... **Victor L. Smith,** area supervisor, Houston, TX, Intercontinental ATCT ... **Walter L. Tweedy,** area supervisor, Dallas/Ft. Worth TRACON ... **Daniel E. Wood,** manager, Little Rock, AR, AFSFO, Little Rock AFS, from regional headquarters ... **George D. Wright,** environmental support unit supervisor, Houston AFS.

Technical Center

Alan K. Novakoff, technical program manager, Systems Development Div. ... **Ellis R. Peopples, Jr.,** manager, Information Resources Branch, Management Systems Div.

Washington Headquarters

Gary W. Baldwin, deputy director, Office of Labor & Employee Relations ... **Kenneth R. Clark,** manager, Interfacility Communications Program Branch, Communications Engineering Div., Program Director for Communications ... **David G. Decarme,** manager, International Organizations Branch, International Operations & Organizations Div., Office of International Aviation, promotion made permanent ... **Pamela N. Foss,** manager, Human Resource Management Div., Associate Administrator for Human Resource Management ... **Philip J. Gill,** asst. manager, Advanced Automation System Div., Program Manager for Advanced Automation ... **Joyce J. Gillen,** manager, Technical Staff, Research & Development Service, promotion made permanent ... **Richard J. Heuwinkel,** manager, System Capacity & Requirements Office, Office of System Capacity & Requirements ... **Nathaniel M. Johnson,** manager, Air/Ground Communications & Control, Program Director for Communications ... **James A. McMahon,** division manager, Office of System Capacity & Requirements ... **Ronald W. Myres,** manager, Regulations Branch, General Aviation & Commercial Div., Flight Standards Service ... **Ellis A. Ohnstad,** manager, Program Guidance Branch, Grants-in-Aid Div., Office of Airport Planning & Programming ... **Robert J. Reed,** branch manager, Terminal Automation Associate Program, Automation Engineering Div., Program Director for Automation ... **Paul K. Rosenwald,** manager, FSS & Weather Branch, System Plans & Programs Div., Air Traffic Plans & Requirements Service ... **John M. Rybka,** asst. manager, Research & Development Program Analysis Div., NAS Program Management Service ... **Ann M. Sadler,** chief, Executive Staff, Logistics Service, promotion made permanent.

Western-Pacific Region

Darwin E. Aldous, unit supervisor, Sacramento, CA, AFS, promotion made permanent ... **Monroe P. Balton,** director, Office of Assistant Chief Counsel, promotion made permanent ... **Diane K. Bodenhamer,** area supervisor, Honolulu CERAP, promotion made permanent ... **Charles J. Burge,** area manager, Riverside, CA, AFSS ... **Elmer R. Byrd,** manager, Southern California TRACON AFS, from regional headquarters ... **James R. Carey,** area supervisor, Deer Valley ATCT, Phoenix, from Grand Canyon ATCT ... **John S. Dehart,** area supervisor, Las Vegas ATCT/TRACON ... **Keith S. Gosik,** area supervisor, Santa Barbara, CA, FSS, from Lancaster FSS ... **Brian E. Hauf,** area manager, Oakland, CA, ARTCC, Fremont ... **John K. Hoffman,** area manager, Edwards AFB, CA, RAPCON ... **David F. Jensen,** manager, Budget Staff, Financial & Management Resources Div. ... **Donald H. Kirby,** area manager, Burbank, CA, TRACON ... **Ronald E. Krebs,** area supervisor, El Toro, CA, TRACON, Santa Ana ... **Judith M. Opperman,** area supervisor, Oakland, CA, ATCT, from Livermore ATCT ... **Robert R. Park,** area manager, Oakland, CA, ARTCC, Fremont ... **James L. Phillips,** supervisor, Programming Development Section, Information Resource Management Branch, Financial & Management Resource Div., from Washington Headquarters ... **Michael J. Schrock,** area supervisor, Tucson, AZ, ATCT/TRACON, promotion made permanent ... **Charles B. Simmons,** manager, Edwards AFB, CA, AFSFO, Los Angeles AFS, from regional headquarters ... **Richard H. Swanson,** aviation safety inspector, Los Angeles, FSDO, promotion made permanent ... **James D. Tharp,** area supervisor, Guam CERAP, from Houston ARTCC ... **Soonalote Tufele,** administrative officer, Los Angeles TRACON, promotion made permanent ... **Richard A. Waites,** area supervisor, Phoenix TRACON, from Scottsdale ... **Jerry D. Webb,** area supervisor, Las Vegas, ATCT/TRACON, from Van Nuys, CA, ATCT ... **Leon W. Zukosky,** area supervisor, San Francisco, ATCT, from Windsor Locks, CT, TRACON.

FAA World

June 1991

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Samuel K. Skinner

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Kathleen Bergen—Southern Region
Roger Myers—Southwest Region
Holly Baker—Technical Center

'How To's' of Bar-Coding

Labels 'Distinctive,' Stay with Equipment for Lifetime

The agency is gearing up to begin a new era for property accountability. In addition to an agencywide inventory, property custodians will make sure that distinctive bar-code labels, which show evidence of tampering, are applied to all accountable personal property in the FAA.

Carmela Newberry, Materiel Management Branch, NAS Support Division, Logistics Service, has some tips to share about bar-coding:

- The area for bar-code application must be clean and dry. Remove rust, grease, or oil by cleaning with an emery cloth, sandpaper, or steel wool and isopropyl alcohol—a flammable solvent, which should be used conservatively.
- Labels are best applied when the temperature (including the article's surface) is at least 50 degrees Fahrenheit—10 degrees centigrade.

If a label must be applied when the temperature is lower, wipe the area with isopropyl alcohol and a lint-free cloth before application.

- Affix the label on the most permanent location possible, with the preferred place being in the upper right-hand quadrant. If this is not possible, install it on the front, right-hand side of the item as viewed from the most unobstructed angle. "Front" is the surface best seen when the object is in normal use or operation or in storage.
- Be sure that bar-code labels are placed on flat surfaces, not across seams, on screws or fasteners and around corners or edges. Scanners cannot read the label unless it is on a flat surface.
- If possible, labels should be applied to equipment carried or stored in containers or carrying cases, not to the cases themselves.
- Bond the adhesive by pressing firmly over the entire label, especially around the edges. To fix "blisters" of trapped air, puncture them and gently rub the label to smooth.

Adhesive on labels will take about 48 hours to bond.

- Do not trim or alter bar-code labels because the scanner will not be able to read the correct information.
- Never reuse damaged labels. Note their numbers for future reference; then remove and destroy them.
- Bar-code labels do not interfere with the operation or performance of electronic equipment.
- Property custodians should determine that an item will be retained before applying a bar-code label.
- New items, regardless of the source, will have bar-code labels applied as soon as they are received at offices, facilities, and sites. Supporting documentation will include the item's bar-code number, make, model and serial number.
- Bar-code labels, once applied, will stay with the equipment throughout its life.

Also, all accountable personal property that is leased, borrowed, or loaned for more than 90 days should be recorded in the Personal Property In-Use Management System (PPIMS) in accordance with FAA Order 4650.21B. ■

CMD Technology

continued from page 1

GroupSystems software. Computers have expansion chassis, linked to a dedicated OATS file server, laser printer, and video projector. The laptops are also equipped with basic OATS software. The system was designed and installed by Ron Vetter, the audiovisuals contractor at CMD, under supervision of Morris Wallace, program manager for facilities and support. Wallace is also high in his praise of the system.

Salazar said he was pleased that the FAA through CMD is the first federal agency to utilize the advanced collaborative technology. The only complaint so far has been that the system will frustrate meeting participants who want to "press the flesh" and study body language and eye movement—just the things it was designed to eliminate. Others are pleased with the system because of personal interaction. All praise the high productivity generated in the room.

"We think it is a wonderful advancement and will help us to continue to develop a state-of-the-art learning center at CMD," Salazar added. ■

Art Contest

from page 3

Renee Sallee, third place (tie)
Bakersfield, California
Age 12
Athena Burnett, third place (tie)
Goose Creek, South Carolina
Age 12

Category III — ages 13 to 16
Jessica Schaefer, first place
Hillsborough, North Carolina
Age 16
James Baker, second place
North Palm Beach, Florida
Age 15
Jeremy McGraw, third place
Edmond, Oklahoma
Age 15



Jessica Schaefer, first place, category III



Melissa Jo Jordan, first place, category I



Jacob Sloan, first place, category II

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