U.S. Department of Transportation
Federal Aviation Administration

FAA World
October 1992

Not a 'Flavor of the Month'

Operational Planning Management Team Tackles Obstacles to the Future

By Jerry Lavey

In theory, the Operational Planning Management Team (OPMT) makes a lot of sense—so much so that it's puzzling why no one thought of it sooner. Actually, someone along the way probably did, yet because FAA has always been a day-to-day "firefighting" operation, a long-range operational perspective never had much of a chance.



Nobby Owens, AAT-2, chairs the Operational Planning Management Team.

As has been said before, "When you're fighting off alligators, it's tough to remember your original purpose was to clean the swamp."

Basically, what the OPMT is all about is putting together a process that integrates the agency's operational plans into a corporate operational planning strategy that drives the agency's budgets and implementation of programs. This is not a matter of adding another layer of bureaucracy—it's a matter of performing a vital function that is not being done now.

The OPMT process itself isn't all that exciting. It involves some fairly standard procedures for coordinating planning and getting the right people involved from inside and outside the agency. What marks the OPMT as different is the makeup of the OPMT team—13 top agency executives representing all the major operational organizations. For the first time ever, coordinated operational planning is being done by those actually responsible for operational programs and not relegated to a staff function where it runs the risk of becoming only an exercise on paper.

FAA Administrator Thomas Richards quickly endorsed the OPMT when he came onboard, calling "integrated operational planning and implementation absolutely necessary," especially in light of the tight fiscal situation where FAA "has to compete with other agencies for scarce budget resources. We know we must work smarter, use our resources more effectively, and take greater advantage of existing and emerging technologies," he says.

OPMT, the brain child of Joe Del Balzo, Executive Director for System Operations, began to take shape last spring in Baltimore. There top managers of the newly established AXO organization (described in the September issue of *FAA World*) assembled to figure out how to do business together under their new umbrella organization.

In June the newly formed OPMT began meeting at FAA Headquarters to work out details for achieving the goals set down in Baltimore. It also began identifying operational issues it could begin working on simultaneously while put-

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FYI or our Information . . .

FAAers in **Guam** and **Hawaii** recently suffered major disasters. A typhoon raged through Guam, and Hurricane Iniki hit Hawaii, damaging 85 percent of the buildings and homes on Kauai. All FAA employees and their families have been accounted for, but many need financial assistance to purchase basic necessities.

Contributions for them can be sent by check or money order to:

Western-Pacific Disaster Fund
FAA Western-Pacific Credit Union
15000 Aviation Boulevard, Room 1W10
Hawthorne, California 90250

The **"Sherry Flatley Fund/NAFEC Association"** has been established at the *FAA Technical Center, Office of Civil Rights, ACT-9, Atlantic City International Airport, New Jersey 08405.*

Sherry, wife of Tom Flatley, assistant chief counsel at the center, is in need of a bone marrow transplant to continue her battle against cancer. Not covered by medical insurance, the operation costs $200,000, and the Flatleys will have additional expenses such as child care, travel, and lodging.

The transplant is to be performed at Baltimore's Johns Hopkins University Hospital over a 10-week period.

For information, contact Maggie D'Ambra, ACT-9, (609) 484-4814.

The Air Traffic Control Association's **37th Annual Meeting, International Technical Program, and Exhibits** is planned for *Sunday to Thursday, November 1-5,* in Atlantic City, New Jersey.

Highlights include exhibits, a tour of the FAA Technical Center, and technical sessions.

ATCA's phone number is (703) 522-5717.

A **Software Engineering Workshop** is scheduled for *Tuesday and Wednesday, October 27 and 28,* in Washington, DC.

Its topic is "Working Together To Improve the Software Acquisition Process."

Contact workshop coordinator Susan Gardner, ASE-600, at (202) 646-5637 for further details.

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FAA World

October 1992 *Vol. 22, No. 10*

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Conversations with a Dinosaur

By Patty Walker

Editor's note: The sensitive issue of diversity is receiving a lot of attention at the Federal Aviation Administration and throughout the country.

In the following article, an employee gives one perspective. Her creative use of the language of a fable may bring Aesop and his lessons on life to mind.

Not all dinosaurs are in museums. We have a few right here in the FAA. Good, honest, intelligent, hard-working people who just haven't caught on. They continue to offend those of another race, another gender, or with different characteristics.

The other day I spoke at length with one who assured me there were others, lots of others! Now, your first reaction, if you're not a dinosaur, might be to find and cage those who are. However, if you are a dinosaur you might be shrinking with dread, thinking, "Here we go again!"

My diversity workgroup has struggled to find the key to success in opening FAAers' minds to diversity. The opinion of the group is that there has to be a "buy in" from every segment of our work force in order to be successful. Somehow, we have to make it palatable, if not profitable, to everyone, including the dinosaurs. There must be something in it for everyone.

Now, this particular dinosaur convinced me of its sincerity by saying, "I would never deliberately offend anyone. I just don't know the rules. People are too sensitive. I'm afraid to say anything to anyone for fear of being reprimanded and losing my job."

You can imagine the frustration of trying to explain that the problem wasn't that the population was oversensitive, but that some dinosaurs were not sensitive enough.

The rules are not new. They aren't different, and they predate the dinosaurs by a long shot. Here they are plain and simple:

- Put yourself in other people's shoes.
- Stretch your imagination to consider how people feel and why they feel that way.
- Speak to those who are different from you, and treat them with the same dignity you want for yourself.

'In accusing the dinosaurs of a lack of social conscience, their feelings have been negated. Their comfort zone has been violated, albeit unintentionally, but violated just the same.'

'If diversity means appreciating, really appreciating everyone's differences, then we cannot afford to discount these dinosaurs. We must continue our efforts toward diversity by including them, in a nonthreatening way, to be a part of the change.'

So, if the rules aren't new, why don't the dinosaurs understand them? Here's where we may be zeroing in on something.

The defensive stance taken by this particular, well-meaning, and sincere dinosaur was so intense, kind of wounded, if you know what I mean. Anyway, it became obvious that in our well-intentioned efforts to make everything right with the world we had ostracized a fair amount of the population. This bunch of dinosaurs, suddenly outcasts, felt hurt and defensive. Their ability to empathize was stunned into inaction.

Self-defense, being the strong force that it is, had literally killed any possibility of increased sensitivity toward the perceived enemy. That being the case, the simplest alteration in sensitivity seemed like a threat to the dinosaur.

In accusing the dinosaurs of a lack of social conscience, their feelings have been negated. Their comfort zone has been violated, albeit unintentionally, but violated just the same.

They have contributed greatly to society. Their hard work has helped to make ours a great country with a great aviation system. They have much to teach us still.

If diversity means appreciating, really appreciating everyone's differences, then we cannot afford to discount these dinosaurs. We must continue our efforts toward diversity by including them, in a nonthreatening way, to be a part of the change. We must listen to what they can teach us about communication and how easy it is to destroy it.

When we include everyone in our struggle for diversity, when we all have something invested in it, then and only then will there be a "buy in" from the whole work force.

So, if you run into a dinosaur, stop and listen. Never forfeit your dignity, but share it ... through understanding. ✲

Patty Walker is a secretary in the Office of Training and Higher Education.

When '911' Can't Help

Four Awarded for Outstanding Flight Assists

Rotten weather, fuel running low, mechanical problems, and disoriented pilots—they're the stuff of an air traffic controller's nightmare. Each year controllers successfully handle some 2,000 in-flight emergencies.

Events may be going from bad to worse, but with skill and some luck, too, they turn the situation around. The result: thousands of accidents are avoided, and lives are saved.

From the hundreds of assists controllers accomplish yearly, the FAA picks three—one each from an air traffic control center, an airport traffic control tower, and a flight service station—as a basis for its Outstanding Flight Assist of the Year Awards.

Here are the names and stories of the most recent awardees, those for 1991.

Florin N. Owens
Automated Flight Service Station
Cedar City, Utah

A thankful pilot and his passenger credit controller Florin Owens' judgment, expertise, and skill in handling an emergency situation for saving their lives on January 15, 1991.

That afternoon Denver Air Route Traffic Control Center called the inflight position at Cedar City AFSS, reporting an aircraft that was lost, caught in bad weather, and unable to establish radar contact. The aircraft's transponder was inoperative.

Denver asked that the direction finder be activated.

Owens, inflight specialist at Cedar City, was soon able to establish communications with the pilot. According to its pilot, the C172 had only about an hour of fuel remaining.

Owens realized that the pilot was in serious trouble, suffering from a combination of spatial disorientation and hypoxia—lack of oxygen. The pilot relayed that he had lost feeling in both his hands and feet. He was unable to read the instruments, and he had his passenger assisting him in this area.

The flyer was also having extreme difficulty maintaining a proper heading and establishing a good rate of descent. He encountered icing from 17,000 feet through 14,000 feet.

Forty-five minutes had elapsed from initial contact with the pilot until the plane broke out in the clear at 12,000 feet northeast of Page, Arizona, but Owens maintained constant communications with the aircraft. The controller calmly and patiently corrected all heading errors and provided moral support to ease the distress of the fearful pilot. Repeatedly, the pilot turned past the assigned heading and flew back towards the worst of the weather.

Its fuel gauge read "empty" as the C172 landed safely at the Page Municipal Airport. The aircraft had approximately two minutes of fuel remaining.

Hired by the FAA in April 1980, Florin Owens has worked at Laramie, Wyoming, Flight Service Station; Cheyenne, Wyoming, Airport Traffic Control Tower; Boise, Idaho, Airport Traffic Control Tower; and since January 1989, Cedar City, Utah, Automated Flight Service Station. He is currently a training specialist.

Owens and wife LaNette are parents of a five-year-old son, Logan, and a three-year-old daughter, Holly.

Harold S. McEwen
Airport Traffic Control Tower
Tulsa, Oklahoma

Harold McEwen was working Tulsa's "radar west" position on May 25, 1991, when personnel from McAlester Automated Flight Service Station called in a lost aircraft with an inoperable transponder. The troubled craft was being transferred to the tower for flight assistance.

A PA38 with a student pilot at the helm, it had become lost as dusk approached.

Flying cross country, the student had no idea of his location or his last known position. He did, however, give a heading and an approximate bearing at 2,500 feet, but a radar search showed no probable targets in the area defined.

In response to McEwen's questioning, the pilot relayed that he had about eight gallons of fuel remaining. He also complied with the controller's direction to climb to 3,500 feet, thereby increasing his reception of navigational aids.

Direct radio contact was lost at various times during the assist, however.

Tulsa personnel contacted the McAlester station for data to help McEwen calculate the student's position based on time and airspeed. Some three minutes later, the owner of the PA38, based at Tulsa's Harvey Young Airport, called because of concern for the overdue flight and gave McEwen further information.

To reduce frequency congestion, McEwen, who was concerned that switching the PA38 to a sterile frequency might disrupt communications, had all his air traffic directed to the "radar east" position. At no time was service to other flights diminished.

McEwen demonstrated calm under pressure and excellence in using available equipment—including a new direction finder, VOR to/from readings, airborne radio relays through pilots of several private planes and at least one commercial airliner, sectional charts, and ASR-9 radar. During one communications link, a nearby aircraft relayed a message to controller McEwen. I'm "running short on fuel," the student pilot said.

Just in time, the pilot radioed that he saw a lake at his 12 o'clock. Using emergency video mapping, McEwen described the horseshoe shape of a lake north of Bartlesville. The student recognized the terrain, and radar zeroed in on his position.

Soon McEwen, who stayed with the pilot until final approach, was able to issue landing instructions. The PA38 landed safely at Bartlesville Phillips Airport with less than four minutes worth of fuel remaining.

Harold McEwen took the FAA air traffic controller's exam in March 1987 and started the FAA Academy that June. McEwen's first duty station was Lafayette Airport Traffic Control Tower in Louisiana. In October 1989 he and wife Julie returned to Oklahoma when McEwen was transferred to Tulsa tower.

McEwen has been at Will Rogers tower since September 1991.

Raymond E. Van Pelt
Timothy H. Crowder
Air Route Traffic Control Center
Houston, Texas

The weather in the area was bad on August 2, 1991, rainy with IFR—Instrument Flight Rules—conditions.

The pilot of a PA32 contacted Houston center reporting to be approximately five minutes from his destination on a Visual Flight Rules—VFR—flight.

Low on fuel, lost, and not qualified in IFR conditions, the pilot knew he was in a dangerous predicament, and he asked for guidance.

Recognizing the seriousness of the situation, Houston center controllers Raymond Van Pelt and Timothy Crowder tried to instill confidence in the frightened pilot. They immediately responded with professional, competent, calm, confident, and descriptive advice.

The controllers told the flyer that the PA32 was below the minimum safe altitude in the area and described nearby obstructions. Shortly the pilot reported back that his aircraft was at a safe altitude.

Van Pelt and Crowder quickly coordinated their assistance plans with other aircraft in the vicinity and with Memphis Air Route Traffic Control Center.

They tracked down areas of VFR conditions and directed the pilot to Hesler-Noble Field Airport in Laurel, Mississippi, the quickest route to improved weather.

The controllers gave a suggested heading, along with an approximate distance to Hesler-Noble based on the aircraft's position as relayed by Memphis center.

The troubled aircraft was not in radar coverage.

About five minutes later the pilot reported being disoriented but heading south, he said. Van Pelt urged the flyer to keep the wings level and maintain altitude. He would soon be out of the bad weather, the controllers assured. Also, to ease his fear, the pilot was told that several airports were nearby.

The PA32 landed without further incident.



Pictured left to right are Larry Craig, manager, Southwest Region Air Traffic Division; Bill Pollard, Associate Administrator for Air Traffic; controller Tim Crowder, Houston Air Route Traffic Control Center; Temple Johnson, manager, Northwest Mountain Region Air Traffic Division; controller Scott McEwen, Tulsa Airport Traffic Control Tower; FAA Administrator Thomas Richards; and controller Florin Owens, Cedar City, Utah, Automated Flight Service Station.

Award winner Raymond Van Pelt could not attend the ceremony because of illness.

In 1981 Raymond Van Pelt started work at the FAA as a controller at Houston Air Route Traffic Control Center. Previously he had been a flight operations specialist for the Department of Defense at Robert Gray Army Airfield, Texas.

He and wife Remy have one son, Bo, who is now in the Navy.

An FAA employee since 1984, Timothy Crowder reached full performance level in 1987. Previously he had been in the U.S. Navy.

Crowder's family includes wife Michelle; daughter Tiffany, who is 11; and three-year-old son Nicholas. ✲

Report from South Florida

Thanks to the FAA South Florida Relief Committee for this information.

Many FAA facilities including the Tamiami Flight Service Station, Tamiami Tower, and Richmond Radar Site, were casualties of Hurricane Andrew, which on August 24 tore a path of destruction through the area. The hurricane caused billions of dollars in damage, and rebuilding is currently underway.

Personal losses suffered by FAA families are still being calculated. More than 200 FAA employees in the South Florida area have reported a complete loss of their home or extensive damage to the structure, making the residences unusable.

The FAA South Florida Relief Committee was formed to mobilize aid to these FAA employees. Made up of a cross-divisional group of individuals, the committee reacted swiftly, receiving, cataloging, and distributing supplies donated by FAAers nationwide.

Initially, the FAA's relief distribution facilities were established at Miami Center and Opa Locka Airport, the closest operational airport to the stricken area. Miami Center, which was spared major structural damage, also became the relief effort's command center.

As air service resumed to Tamiami Airport, located well within the heart of the devastation, the primary distribution facility was moved to six general purpose tents located at the base of the former Tamiami tower structure. This move relocated the source of available supplies closer to those with the greatest needs.

Literally dozens of aircraft and trucks arrived filled with supplies for hurricane victims. While individuals personally affected by the storm rushed to secure what remained of their homes, countless other FAA employees, nationwide, rushed to fulfill their survival needs.

Support arrived in the form of food, water, building supplies, willing and able volunteers, and of course, much needed emergency funds. FAA employees donated more than $100,000 in financial aid to their fellow employees. Similarly, the agency provided per diem allowances for families forced to relocate by the storm.

Throughout the experience, several things have become very clear: that FAA personnel truly respect and treat each other as family, that FAA personnel are unselfishly willing to give of their own when the need arises, and that when all is said, and even more is done, we truly are one FAA. ✲

See page 20 for a letter from the FAA South Florida Relief Committee.





LEFT: FAA Administrator Thomas Richards talks with agency relief workers at Opa Locka Airport.

BELOW LEFT: Survivors of the collapsed Richmond Long Range Radar site were huddled behind the wall in the left corner of the building.

BELOW: The Operations Center at the Miami Automated International Flight Service Station after Hurricane Andrew's onslaught.



Roland Herwig and the Aeronautical Center *Intercom* originated this article.

Off Duty . .. and in Person

Lights! Camera! Action!

Gary Keechi is an FAAer who likes movies—especially being in them.

The 28-year-old Native American electronics mechanic with the FAA Logistics Center's Electro-Mechanical Unit appears in *The Last of the Mohicans*, a 20th Century Fox release based on James Fenimore Cooper's famous novel.

Keechi, a member of the Delaware tribe, was one of nine Aeronautical Center FAAers or their family members to take part in the filming east of Asheville, North Carolina, last summer.

On-site filming

Two sons of Chris McIntosh, a personnel staffing specialist at the Aeronautical Center, also were in *Mohicans*. In addition, Pat Frejo of the Logistics Center's Supply Management Branch and her whole family were drafted for a scene.

Keechi plays a Sac and Fox-Osage warrior in a battle filmed in a narrow North Carolina valley. He found out about the acting opportunity from fellow FAAer Merle Reeder. Selection for the part included being videotaped and photographed for the Fox casting agency, and eventually they asked Keechi to come to Asheville.

Long hours

On vacation, Keechi traveled to North Carolina for a two-week "working" holiday. As an extra, he got up at 3 a.m. to head for the set.



Filming brought a thousand Native Americans with many tribal affiliations to one place.



Keechi on location as a Mohican warrior.

Then he waited in line for makeup, wardrobe, and a stylist. Most of his hair was shaved, but the remainder was arranged in the manner of an 18th century warrior. Meals were served on site, so the actors didn't leave the area until about 10 p.m.

Lots to learn

Keechi says the warriors were trained in hand-to-hand combat and weapons by David Webster, who teaches FBI and CIA counterterrorist units. With cameras rolling, Keechi figures he was shot and killed about six times, killed people six to seven times, and was photographed from many different angles.

Filming brought over a thousand Native Americans with many tribal affiliations to one place. In addition to meeting movie industry professionals, "I met a lot of Oklahoma and other Native Americans," Keechi says. "Working on *The Last of the Mohicans* gave me a sense of pride in my heritage and a new respect for my ancestors," he added.

Keechi hopes to continue his encounters with a camera. A TV special may be his next on-screen role, he reports.

Impromptu casting

Pat Frejo, who is of Seminole heritage, agrees that the acting experience has increased respect for her forebearers. She, with three of her children and her mother, traveled to the North Carolina location to visit with her son Bryan. Bryan, already an actor, had arrived earlier to be in the movie. Before shooting was over, Frejo, her mother, two daughters, and another son had been cast as extras at the request of *Mohican* star Daniel Day-Lewis.

Bryan plays one of the principal Huron warriors as well as two other

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FAAers perform some challenging jobs, and they also share their exceptional talents after work hours are through. They may be community leaders, celebrated experts in a field, or just downright interesting people.

This column introduces a few of them.

Know someone who should be highlighted in print? News about notable FAAers can be sent to:

FAA World
Office of Public Affairs, APA-340
800 Independence Avenue, SW
Washington, DC 20591

from page 1

ting together a planning process for the future. These are mostly issues that have been behind schedule or languishing, often because a broad horizontal planning approach to them had never been used.



Cindy Zook talks to the group.

Examples are the complex runway incursion program, involving various offices and services within FAA and elements outside the agency, and weather detection and dissemination. In addition, there is the burgeoning issue of satellites for communications, navigation, and surveillance; a review of the Advanced Automation System; and longer-term issues such as system maintenance and support and facility operation and management.

The main criteria for OPMT involvement is to provide "value-added benefit," to help clarify issues and to accelerate high-level decisions. The OPMT is not interested in duplicating or taking the place of individuals or organizations already working an issue. In most cases, program managers are not the problem—they're more frustrated than anyone at lack of progress, often for reasons outside their control. The OPMT works hand-in-hand with the program office responsible to get things off dead center—to help determine why they got stuck in the first place and to help remove bureaucratic barriers, real or imagined.

As already stated, a concept like the OPMT isn't revolutionary by modern management standards. But, for an agency like the FAA with an energy and focus traditionally consumed by the day-to-day responsibilities of getting planes from point A to point B, it represents a major change indeed.

As in all large institutions that are used to doing business in a certain way, the proposed change in the status quo was not invariably greeted with open arms. Skepticism, interest, suspicion, curiosity, and downright fear are some of the reactions coming from inside the agency.



Photos by Ben Kocivar

Dorothy Berry, Ed Kelly, Jerry Lavey, Quentin Taylor, Ann Mladinov, and John Mathewson at an OPMT meeting.

But, in fact, its members say, the idea of an OPMT should not alarm anyone. Intentions are neither for the OPMT to become another layer of bureaucracy, nor a separate bureaucratic entity at all. As OPMT chair Nobby Owens puts it: "If the OPMT does it right, horizontal integration will become the norm in the agency, and the OPMT as such can cease to exist."

Owens and four other OPMT members interviewed for this article have been around the track a few times, as far as FAA service goes. All retain a healthy skepticism for quick fixes, the latest "flavor of the month" program, or processes that promise to be a panacea for current problems. All understand that if the OPMT is to succeed, people inside and outside the agency will have to buy into the process and get involved, and they know this buy in won't come easily.

Yet, despite these concerns, OPMT members have signed on, carving out time for OPMT work in addition to performing their regular jobs. They're doing this because they believe the OPMT is not another "flavor of the month." In fact, they say, it's the way to ensure the agency remains an effective force in U.S. and world aviation.

Insiders' View

The novelist George Eliot once observed: "Among all forms of mistake, prophesy is the most gratuitous." Accordingly, no one interviewed for this article is willing to bet that the OPMT has a lock on the agency's future.

Yet, all agree that if there weren't something like the OPMT, somebody would have to invent it.

As they see it, the agency can no longer get by with doing business as usual, functioning as a collection of organizational elements that operate fairly independently of one another. They see the aviation industry facing a shifting world environment—the "new realities," as a recent *Aviation Week & Space Technology* article put it.

Therefore, says Nobby Owens, the FAA must change "because the world is changing." He points to increased international competition and the globalization of aviation as prime examples.

Jim Cain sees the FAA as part of the "U.S. aviation culture" that has become complacent, only to discover that it can be overtaken by others in areas it has traditionally dominated. "If we are going to survive and prosper in time of challenge, then we have to get our act together. We can no longer afford to have stovepipe, parochial thinking in the FAA. We have to pull together as an agency with a single set of objectives, with a vision of where we want to go as an agency."

Quentin Taylor, who agrees with the need for an OPMT to help the agency get its act together, winces when he hears the word "vision" because it usually means something too ethereal. "We need to develop plans that have nuts and bolts, flesh, blood, and bones as well as people attached to them. That's the only way we can secure the interest and participation of FAA's employees."



'We must have a well-planned transition to the next generation air traffic control system. If not, we'll make mistakes in the way we treat our people.'

Dorothy Berry

What then does the OPMT concept mean to Taylor in real-world terms? It means, for instance, making sure an air traffic control tower doesn't end up having a line-of-sight obstruction because Airports didn't coordinate an airport construction project with Air Traffic. It also means providing "better coordination between our facilities and equipment and airports programs," he says, citing instances where FAA provided funding for a runway without coordinating with the program office that provides the landing system for that runway. This helps explain why the installation of an instrument landing system is sometimes mandated. We get upset, yet the agency could have prevented it with better coordination.

Dorothy Berry sees the OPMT as providing "the first opportunity to do human resource strategic planning," noting that the AHR organization was created in 1985 with the specific purpose of doing precisely that. She says that until the operational questions are answered in a coordinated, systemic fashion, "we cannot do human resources planning—which essentially involves recruiting, training,

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A 'Who's Who' of the OPMT

Chair, **Nobby Owens,** *AAT-2*
Deputy Associate Administrator for Air Traffic

Dan Beaudette, *AVR-2*
Deputy Associate Administrator for Regulation & Certification

Dorothy Berry, *AHR-2*
Deputy Associate Administrator for Human Resource Management

Carolyn Blum, *ASU-1*
Associate Administrator for Contracting & Quality Assurance

Jim Cain, *ASD-2*
Deputy Associate Administrator for System Engineering & Development

Bill Handel, *AEA-2*
Deputy Regional Administrator Eastern Region

Ed Harris, *ASC-1*
Director Office of System Capacity and Requirements

Ed Kelly, *AAF-2*
Deputy Associate Administrator for Airway Facilities

Ken Lauterstein, *ACS-1D*
Special Assistant to the Assistant Administrator for Civil Aviation Security

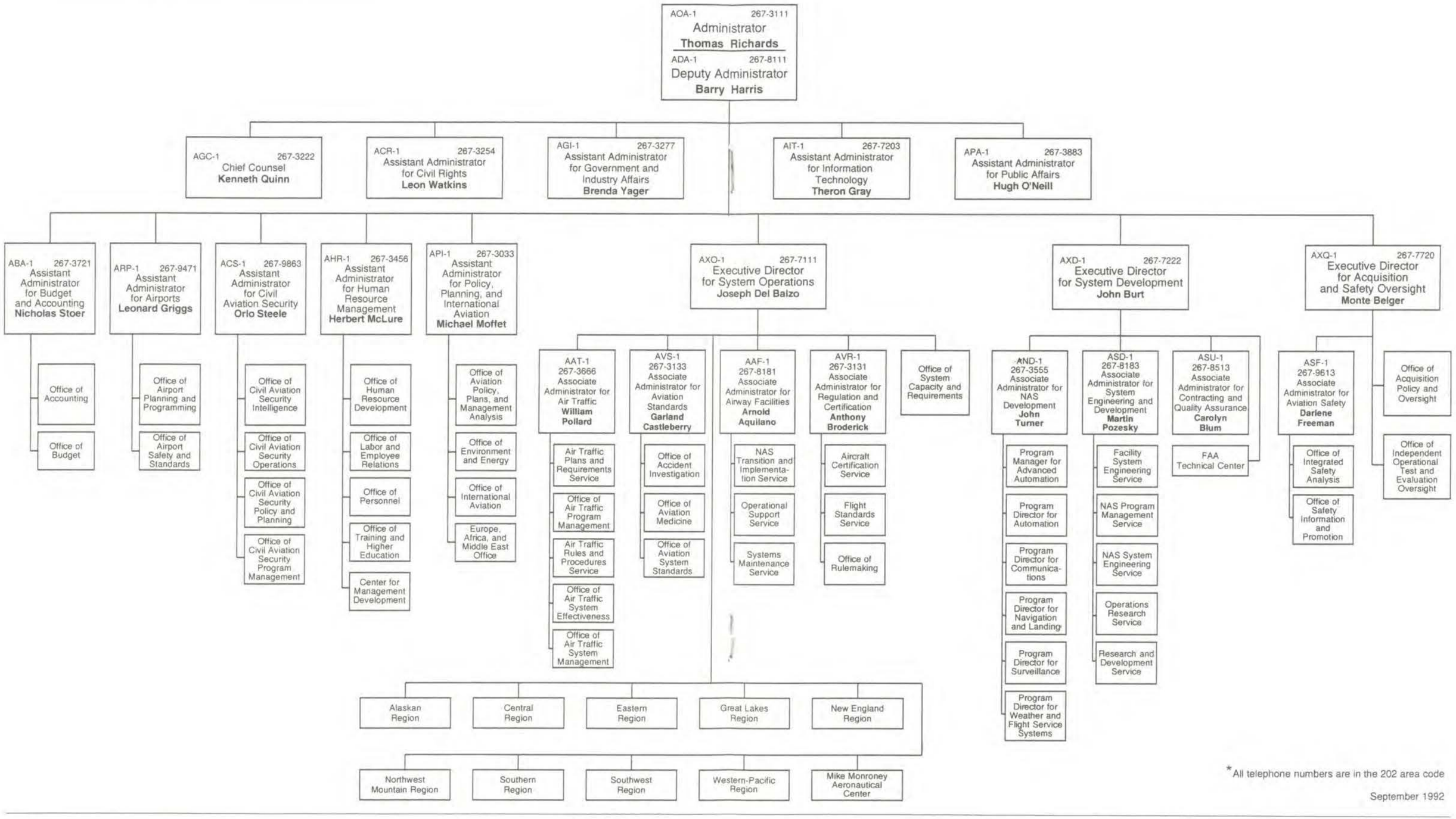
Dale McDaniel, *API-2*
Deputy Assistant Administrator for Policy, Planning & International Aviation

Ed Phillips, *AGL-1*
Regional Administrator Great Lakes Region

Carl Schellenberg, *AWP-1*
Regional Administrator Western-Pacific Region

Quentin Taylor, *ARP-2*
Deputy Associate Administrator for Airports

Federal Aviation Administration



*All telephone numbers are in the 202 area code

September 1992

Firsts

Up and over the Border—Live

By Joette Storm
Photos by Keith Holuboff

For Japanese astronaut and correspondent Toyohiro Akiyama and his Russian companion Valery Gorchakov, the opening of the borders between Russia and Alaska offered a challenge. They decided to rise to it literally, becoming the first to cross the Bering Strait by hot air balloon.

The crossing last April 22 launched from Uelen, Russia, and landed at Wales, an Eskimo village on the Alaskan coast of the Bering Sea. It commemorated the 250th anniversary of Vitus Bering's explorations of Alaska and focused attention on the cultural exchanges occurring there today.

Tokyo Broadcasting agreed to do a live broadcast of the balloon flight. Little did officials realize the project would take 10 months to put together and cost more than $1 million, said producer Isao Niitsuma. Special approvals had to be granted for the international crew of two reporters, a Japanese pilot, a copilot, and an American pilot as well as the crew of a Russian Mi-26 support helicopter.



An Mi-26 ferried the crew to Nome.

Charlene Derry, Alaskan Region international aviation affairs specialist, spent many hours keeping the project on track.

"The wheels of a complex multiagency coordination and approval process for the event started to turn last February," says Derry. "I received a 'heads-up' fax from FAA's International Representative in Tokyo, describing the balloon expedition.

Almost simultaneously Derry received a related request for assistance from the governor's Office of International Trade in Alaska.

Derry also served as the liaison with the U.S. Customs Service, the Immigration and Naturalization Service, and the FAA's overflight office as well as the Department of Transportation.



More than 10 million Japanese television viewers witnessed portions of the three-and-a-half hour balloon flight from Uelen to Wales.

Because Derry dealt with people located in different time zones, many of the tasks had to be carried over to off-duty hours.

"Plans called for communications with the crew standing by in Uelen, Russia, where telecommunications are very limited," says Derry. The help of Russian Far East officials and a capable translator under contract to the FAA Alaskan Region made them possible.

Special approvals were obtained for using a helicopter, and air traffic advisories were prepared to alert airline pilots and others of the balloon's presence in the North Pacific routes.

The plan was to launch in early April, but the changeable Arctic weather delayed the flight and kept an 80-person team in Uelen for more than three weeks. The delay was a very expensive proposition, says Saburo Kawakami, a reporter for Hiroshima Telecasting Company.

On Earth Day the winds were right to make the launch. More than 10 million Japanese television viewers witnessed portions of the three-and-a-half-hour flight across the icy Bering Strait.

FAA controllers in the Anchorage Air Route Traffic Control Center kept track of the aircraft as it wafted its way to Wales. Later FAAers in Nome had a first-hand look at the Mi-26 ferrying the crew to Nome. ✲

Joette Storm is public affairs officer, Alaskan Region.

Secretary Card Visits Aeronautical Center Employees



Secretary Andrew Card is briefed by Harry Pelphrey, section supervisor in the FAA Academy, on air traffic simulators during a visit to the Aeronautical Center.
H. C. McClure, Associate Administrator for the Aeronautical Center looks on at right; Dick Rodine, academy superintendent, is at left.
Elizabeth Froehler, air traffic instructor, demonstrates the simulator.

On his first trip to the Aeronautical Center, Secretary of Transportation Andrew Card spent time meeting people and viewing center operations. Card described the Oklahoma City facility as a focus point for the Department of Transportation.

With FAA Academy superintendent Dick Rodine, Gwen Sawyer, and Harry Pelphrey, the Secretary toured the air traffic control cab simulators and saw academy operations.

At the U.S. Coast Guard Institute Roland Isnor, commander, and William Baker, lieutenant commander, gave details of their program. Dr. Aldridge Gillespie, Transportation Safety Institute director, accompanied Card to the antidrug information center where he had a hands-on briefing.

The Secretary also met with members of center management and viewed a mission briefing.

In introducing Card, H. C. McClure, Associate Administrator for the Center, paid tribute to the center's employees, saying that "we can do anything here because of our people."

Card talked about the importance of the center nationally and the amazing cluster of activities it performs. He commended the job its employees are doing. ✲

In the Movies

from page 7

parts. The rest of the Frejo family appear in a scene where a Huron medicine man speaks to the villagers. While in Asheville, Bryan was asked to appear next in *Under Siege*, starring Steven Segal, Pat Frejo reports.

The Frejo family also worked long, hot days, requiring patience and many "takes." Pat seconded Keechi's statement about the work and meeting interesting people. One of her daughters fainted in the heat, reported Frejo, but added that the acting experience "was the most fun we ever had, and the actors and directors were all very nice."

Hurons and Mohawks

Chris McIntosh, who is of Creek lineage, did not travel to Asheville, but her two sons, Matthew, 19, and John, 22, were extras in the movie. The McIntosh brothers ended up on opposing sides—one a Huron and the other in the Mohawk camp. Although both enjoyed the filming, acting was not always comfortable, they agree.

To fit the parts, their heads were almost completely shaved like Keechi's every two days. With remaining hair pulled taut, they then worked long hours outside with little protection from the sun.

Historical context

Like the novel, the movie is set in 1757 during the French and Indian War.

The film's story line has been altered to give its frontier hero, Nathaniel "Hawkeye" Poe (the novel's Natty Bumppo), a love interest. The violence, which has been intensified according to a *New York Times* report, earned the production an "R" rating. ✲

National Hispanic Heritage Month
September 15—October 15

'500 Years of Contributions'

National Hispanic Coalition of Federal Aviation Employees Holds Training Conference

Reported by Carmen Carrion and Jose Joga

What does Hispanic really mean? How does the Office of the Executive Director for System Operations, AXO, view diversity? For what does the letter "d" in the word diversity stand?

The over 200 who attended the National Hispanic Coalition of Federal Aviation Employees' annual training conference in Chicago know the answers.

The conference theme, "500 Years of Contributions," recognized the quincentennial of the landing of Spanish explorers in America.

Here are some highlights of the training.

• A panel of Hispanic Senior Executive Service managers discussed their views and experiences on whether and how being Hispanic had helped or hindered their careers. They gave suggestions for advancement.

On the panel were Joaquin Archilla, deputy director, Systems Maintenance Service; Marcos Costilla, manager, Airway Facilities Division, New England Region; Fanny Rivera, deputy regional administrator, Western-Pacific Region; and Ray Salazar, manager, Center for Management Development.

• An affirmation against discrimination and sexual harassment was signed. Penning their agreement were representatives from Air Traffic, the National Hispanic Coalition of Federal Aviation Employees, the National Black Coalition of Federal Aviation Employees, the Professional Women Controllers, the National Air Traffic Controllers Association, the Coalition of FAA Asian Pacific Americans, and the National Association of Air Traffic Specialists.



Signatories of the affirmation against discrimination and sexual harassment include Bill Pollard, AAT-1; Rene Matos, NHCFAE; and Evelyn Washington, NBCFAE.

• A panel of top-level AXO managers, led by Joe Del Balzo, Executive Director for System Operations, shared information on diversity. They emphasized the importance of incorporating the agency's training on diversity into daily operations.

• The "Women in Leadership" panel emphasized the need to take risks, have a mentor, and strive towards self-improvement while preparing for management positions.



FAA Administrator Thomas Richards, right, met with NHCFAE members and gave a keynote address at the recent training conference.

Rene Matos, the coalition's outgoing national president, is at left.

Commenting on the conference, Joseph Kisicki, director of the Office of Training and Higher Education, stated that he had learned more about the educational and cultural differences among Hispanics and received feedback on training programs, personnel practices, and the way management is perceived in different areas.

H. C. McClure, Associate Administrator for the Aeronautical Center, appreciated the nontraditional training methods used at the conference. He found it important that there was "a lot of personal sharing by top-level Hispanics and non-Hispanics" and would have liked "all employees to have heard some of the views expressed by AXO managers."

Membership of the NHCFAE has increased 150 percent over the past three years. Elected as its new national officers were Monica Burton, president; Luis Ramirez, vice president; Lucio Aguilar, director of resources; Cindy Korn, director of administration; Diana Story, director of women's initiatives; and Nora Leal, director of public affairs. ✲

Carmen Carrion is a management analyst in the Office of the Associate Administrator for Aviation Safety.

Jose Joga, outgoing national director of public affairs for the National Hispanic Coalition of Federal Aviation Employees, is an air traffic control specialist at Wilkes-Barre, Pennsylvania, tower.

Did you know . . . ?

Next year's conference is scheduled for Oklahoma City, but you don't have to wait until then for the answers to our initial three questions:

• Hispanic means being part of a culture composed of separate but equal subcultures—for instance, Mexican, Puerto Rican, or Salvadoran—which are tied together by the Spanish language but have their own distinct history, art, norms, and perspectives.

• "Workplace diversity is a form of insurance," Joe Del Balzo, AXO-1, told the group. "It ensures that we will have, within our agency, whatever human resources are necessary to create whatever forms of organization the times and the technology demand."

"The surest route to oblivion in a period of transition," Del Balzo continued, "is to preserve and protect an FAA made up of people who all think alike and act alike."

• The "d" in diversity stands for "dealing with change through education," says Jimmy Cabrera, a speaker at the conference. He believes education should be used "as a tool for breaking glass ceilings, walls, and floors."

Photo Credits

Not so. Those who know Bill Handel were surprised to see him identified as Dan Peterson in a recent *FAA World* photo—September issue, page 16. Eastern Region's Regional Administrator and Deputy Regional Administrator are pictured correctly here.



Dan Peterson
Regional Administrator
Eastern Region



Bill Handel
Deputy Regional Administrator
Eastern Region

Camp-in. Members of New England's Aviation Education Program office recently met with over 300 Girl Scouts at a weekend "camp-in" at the Museum of Science in Boston.

The region's Aviation Education manager Shelia Bauer, Northeastern co-op student Pam Parker, and Daniel Webster College intern David Price provided a special celebrity visit from "Air Bear." They highlighted FAA activities and available aviation careers for the Girl Scouts.

Each weekend for the past five years elementary school student groups bring sleeping bags and enough clothing for two days and get to explore and sleep amidst museum exhibits. They participate in aviation-related workshops, activities, and hands-on experiments.

Here Bauer and Price, as Air Bear, are shown with a few of the campers.



from page 9

and developing the right people for tomorrow." And, "tomorrow," or the year 2010, is only a few years away—"half a career for people starting at the FAA today," she observes. "Controllers coming online today will go through various new technologies in their careers, and we must paint them a picture of what they have signed up for.

"We have already bought $30 billion worth of equipment," for the National Airspace System—NAS—modernization program, "and we really haven't figured out satisfactorily what this all means to the people of the FAA. I am here to make sure that we take care of people in this process.

"We must have a well-planned, orderly transition to the next generation air traffic control system," Berry adds. "If not, we'll make big mistakes in the way we treat our people."

Dan Beaudette explains that what the OPMT is trying to accomplish represents nothing more than what "folks believe good government already is doing—looking ahead today for the solutions to tomorrow's problems and doing it in some kind of coordinated fashion." Beyond the internal coordination required, he says, the FAA needs to work more closely with industry, to find answers that don't cost the taxpayers nearly what it would cost by waiting until a problem is upon us. "That is a difficult thing to do for people in the business because we are 'today' kind of people," he believes.

Beaudette points to the Extended-Range Twin-Engine Overwater Operations (ETOPS) program as an example of how FAA, working with industry, can get out ahead of an issue. "In the early to mid-80s, we saw the twin-jets coming with the range and payloads to cross the North Atlantic. We also saw an FAA regulation that forbade this.

"So, we worked with industry to have new aircraft such as the 757 and 767 approved for such operations," Beaudette remembers. "We need to apply that foresight and planning to other areas as well. If we can get top management to focus more on strategic planning and get individual organizations sharing and developing their strategies across functional lines," says Beaudette, "I think the agency will be better prepared to handle some of the bumps that lie ahead."



'Everyone will get quite comfortable with the process once they understand what we are doing and how we are going about it.'

Nobby Owens

Owens sees a big payoff for OPMT-type planning in such areas as oceanic operations where traffic is growing at an extraordinary rate. "Air traffic in the Pacific Rim, for instance, is growing by leaps and bounds, yet we are using outmoded, nonradar air traffic control methods and procedures there," says Owens. "As a result, we are artificially constraining growth.

"If the OPMT can help speed the delivery of satellites for oceanic operations and the development of new procedures," Owens believes, "the capacity increases will be dramatic."

Cain, who has been with the FAA for 25 years, paints a grim scenario of what will happen if an OPMT-type structure does not survive: "If we can't make something like the OPMT work, in 10 years we will experience the repeat of the late 60s and early 70s when we became a backwater. We saw our budgets go down the tubes and were capable of putting only 'baling wire' and 'Band-aids' on the system.

"In the past 10 years, our budgets have gone up, and this has allowed us to make important investments in the system's future. However, with tightening budgets, we can't afford to rest on our laurels," Cain says.

"We'll have to compete for scarce dollars, and the system's future depends on how well we pull together and make our case as an agency," he believes.

Why won't OPMT become just another "flavor of the month" and be replaced in turn by some other fresh abbreviation or acronym? In Owens' opinion, "What makes this different is the high-level commitment—the people who are involved in it and their bosses will make sure their respective organizations follow through."

Since strategic planning is an integral part of every executive's job, Owens believes that "if we can find a way for executives to do that better, there is no way they can turn it down. When FAA's associates see that this kind of integrated planning benefits their organizations, they will buy into it."

He predicts that by the end of the year, "organizations will start seeing the OPMT help them. They will see this is an open system; they'll find out that it is exactly what we say it is.

"Everyone," he concludes, "will get quite comfortable with the process once they understand what we are doing and how we are going about it." ✲

Jerry Lavey, manager, Program Management Staff, Office of Public Affairs, is on detail to the Operational Planning Management Team staff.

Information in the "People" section is extracted from the Consolidated Personnel Management Information System.

Space permitting, actions of a change of position and/or facility are published.

Aeronautical Center

Lawrence Wilburn Dasch, unit supervisor, Flight Operations/Scheduling Section, Sacramento Flight Inspection Field Office, promotion made permanent ... **James G. Duea,** div. manager, Flight Procedures & Inspection Div. ... **James C. McKenzie,** unit supervisor, Environmental Engineering Section, Engineering Branch, Engineering & Production Div. ... **Demetrio O. Morales,** unit supervisor, Dock Acceptance & Distribution Section, Receipt & Packing Branch, Storage & Transportation Div. ... **Richard W. Pollock,** section supervisor, En Route Training Branch, Air Traffic Div., from Washington Headquarters ... **Nicholas A. Richards,** asst. branch manager, Airway Facilities Div. ... **Charles E. Saunders,** manager, Air Traffic Performance Verification Program Div., from Ft. Worth ARTCC ... **William H. Tinney,** unit supervisor, Line Maintenance Section, Anchorage Flight Inspection Field Office.

Alaskan Region

Carl N. Anderson, systems engineer, Maintenance Operations, Anchorage ARTCC AFS ... **Joseph M. Cassel,** supervisor, Electronics Engineering Section, Systems Maintenance Engineering Branch, Airway Facilities Div. ... **Concetta L. Cron,** support services supervisor, Services Section, Materiel & Services Branch, Logistics Div., promotion made permanent ... **Arthur E. Gumtau,** manager, Anchorage TRACON, from Philadelphia ATCT.

Central Region

Donald L. Brosius, systems engineer, Airway Facilities Sector, Olathe, KS ... **James L. Butler,** manager, Investigations & Internal Security Branch, Civil Aviation Security Div. ... **David B. Dollard,** area supervisor, St. Louis, MO, AFSS, promotion made permanent ... **Richard C. McMillen,** manager, Air Security Branch, Civil Aviation Security Div.

Eastern Region

James C. Bednar, area supervisor, Atlantic City ATCT, promotion made permanent ... **Ruth L. Burns,** area supervisor, Newark ATCT, promotion made permanent ... **Lawrence R. Chase,** area manager, Baltimore TRACON ... **Michael P. Hudak,** unit supervisor, Washington ARTCC AFS, Leesburg, VA, promotion made permanent ... **Thomas W. Lee,** unit supervisor, Newark, NJ, AFSFO, Tri-State AFS, from Trenton AFSFO ... **Kevin McGrath,** area supervisor, Albany, NY, ATCT, promotion made permanent ... **Robert A. Micalizzi,** asst. manager, traffic management, New York TRACON, Garden City ... **Larry R. Myers,** asst. manager, programs, Norfolk, VA, ATCT ... **John A. Reichenbach,** area manager, Philadelphia ATCT ... **Mark D. St. Amand,** area supervisor, Washington ARTCC, Leesburg, VA, promotion made permanent ... **Lawrence J. Wuebker,** manager, Charlottesville, VA, ATCT, from Richmond ATCT.

Great Lakes Region

Richard G. Bailey, unit supervisor, Oberlin, OH, AFS ... **Darrell Burnside,** area supervisor, Lansing, MI, AFSS, promotion made permanent ... **William L. Calhoun,** unit supervisor, Farmington, MN, AFS ... **David W. Carmona,** area supervisor, Lansing, MI, AFSS, promotion made permanent ... **Charles B. Chism,** unit supervisor, Chicago FSDO, Schiller Park, IL ... **James W. Comerford,** unit supervisor, Oberlin, OH, AFS ... **Mary R. Diefenderfer,** unit supervisor, Chicago FSDO, Schiller Park, IL ... **John J. Dusak,** maintenance inspector, Chicago FSDO, Schiller Park, IL, promotion made permanent ... **Robert R. Ethier,** asst. manager, traffic management, Minneapolis, MN, ARTCC, Farmington ... **James A. Grover,** unit supervisor, Oberlin, OH, AFS ... **Eddie B. Hardimon,** area supervisor, Cleveland, OH, ARTCC, promotion made permanent ... **Terence J. Hehir,** unit supervisor, Farmington, MN, AFS ... **Austin T. Lloyd,** area supervisor, Akron-Canton, OH, ATCT, from Cleveland Hopkins ATCT ... **Richard R. Lukon,** area manager, Cleveland, OH, ARTCC, Oberlin ... **Gerardo Martinez,** maintenance inspector, Chicago FSDO, Schiller Park, IL, promotion made permanent ... **Harry L. Mellott,** unit supervisor, Oberlin, OH, AFS ... **Daniel J. Stanek,** unit supervisor, Farmington, MN, AFS ... **Barbara Thomas-Bagrowski,** section supervisor, Human Resource Management Div., promotion made permanent ... **Ronald J. Tishma,** unit supervisor, Oberlin, OH, AFS ... **Thomas H. Ullmer,** unit supervisor, Wisconsin AFS, Green Bay, WI ... **Barbara A. Williams,** asst. manager for training, Cleveland, OH, ARTCC, Oberlin ... **Barbara J. Wilson,** manager, Brook Park, OH, AFSFO, Ohio AFS, Cleveland, from Eastern regional office ... **Thomas A. Winston,** principal avionics inspector, Chicago FSDO, Schiller Park, IL.

New England Region

Lindsay A. Commeau, area supervisor, Providence, RI, TRACON, Warwick, promotion made permanent ... **Paul F. Erekson,** area supervisor, Bedford, MA, ATCT, from St. Thomas, VI, ATCT ... **Patrick T. Fahey,** area supervisor, Providence, RI, TRACON, from Groton, CT, ATCT ... **Earl H. Grand,** manager, Groton, CT, ATCT, from Providence, RI, TRACON ... **William F. Maloney,** manager, System Management Branch, Air Traffic Div. ... **Michael G. Salisbury,** manager, New Bedford, MA, ATCT, from Cape TRACON, Otis Air Force Base, MA.

Northwest Mountain Region

George A. Baty, manager, Program & Planning Branch, Airway Facilities Div. ... **Katherine T. Binger,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Robert M. Blunk,** manager, Civil Aviation Security Div., from Washington Headquarters ... **Duane R. Boda,** asst. manager, programs, Colorado Springs, CO, ATCT ... **Sandra L. Christhilf,** staff chief, NAS Coordination Staff, NAS Coordination Branch, Airway Facilities Div. ... **Gary R. Glenisky,** unit supervisor, Establishment Engineering Branch, Airway Facilities Div. ... **Murry D. Hess,** asst. manager, programs, Salt Lake City, UT,

ATCT ... **Gregory I. Mueller,** manager, Denver ATCT ... **Kevin H. Pape,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Charles W. Price,** area supervisor, Seattle-Tacoma, WA, ATCT ... **Michael J. Ralph,** area supervisor, Salt Lake City, UT, ATCT, promotion made permanent ... **Gail A. Rogers,** section supervisor, Seattle, WA, FSDO ... **Larry W. Stephen,** area supervisor, Denver ARTCC, Longmont, CO, promotion made permanent ... **Thomas H. Wheir,** manager, Renton, WA, ATCT, from Seattle-Tacoma ATCT ... **Jerald L. Wilson,** asst. manager, Seattle ARTCC, Auburn, WA.

Southern Region

Justo P. Casablanca-Garcia, asst. manager, plans & procedures, San Juan CERAP ... **David R. Denhard,** area supervisor, Savannah, GA, ATCT, promotion made permanent ... **Luvern D. Dokter,** unit supervisor, Georgia FSDO, Atlanta, promotion made permanent ... **Wayne M. Drayer,** unit supervisor, Miami FSDO ... **Hoyt L. Dunn,** manager, Atlanta ARTCC AFS, Hampton, GA, from Hub AFS, Atlanta ... **Ashley P. Hurt,** asst. manager, quality assurance, Hilliard, FL, ARTCC ... **Philip F. Jones,** manager, West Palm Beach, FL, ATCT, from Southwest regional office ... **Steven A. Kaeser,** area supervisor, Memphis, TN, ARTCC, promotion made permanent ... **Marvin J. Leininger,** area manager, Hilliard, FL, ARTCC ... **Robert B. Mapp,** area supervisor, Melbourne, FL, ATCT, promotion made permanent ... **Roger P. Milton,** area supervisor, Tallahassee, FL, ATCT, promotion made permanent ... **Timothy J. Nelson,** area supervisor, Memphis, TN, ARTCC, promotion made permanent ... **Richard G. Ray,** area supervisor, Charlotte, NC, ATCT, promotion made permanent ... **Jose M. Rivera,** unit supervisor, San Juan, PR, AFS, from Newark, NJ, AFSFO ... **David A. Senechal,** manager, St. Thomas, VI, ATCT, from Springfield, IL, ATCT ... **Sam O. Thurmond,** asst. manager for program support, Hub AFS, Memphis, TN, from Hub AFS, Atlanta, GA ... **Gary N. Tigert,** asst. manager for training, Memphis, TN, ARTCC ... **George E. Waggoner,** area supervisor, San Juan CERAP ... **Edward K. Wright,** asst. manager for training, Greenwood, MS, AFSS.

Southwest Region

Edward N. Agnew, branch manager, Airport Development Office, Airports Div., from Southern regional office ... **Donald A. Barnes,** asst. manager for program support, Houston ARTCC AFS ... **Glenn A. Herrington,** area supervisor, Fort Worth, TX, AFSS, from Albuquerque, NM, AFSS ... **Ronald C. McGarry,** asst. FSDO manager, Certificate Management Office, Ft. Worth, TX, from Houston, TX, FSDO ... **William P. Schmidt,** unit supervisor, Establishment Engineering Branch, Airway Facilities Div. ... **Norvel W. Sechrist,** manager, Wichita Falls, TX, AFSFO, Oklahoma City AFS, promotion made permanent ... **Nadine K. Torregano,** area supervisor, Albuquerque, NM, AFSS, from Ft. Worth, TX, AFSS ... **Tony G. Valerio,** asst. manager for program support, Houston AFS.

Technical Center

Rose Orchard, manager, ATC Technology Branch, Concepts Analysis Div., from Altoona, PA, AFSS ... **Donald W. Roberts,** technical program manager, ATC Technology Branch, Concepts Analysis Div.

Washington Headquarters

Lori Laquaglia Aquilino, unit supervisor, International Field Office, Frankfurt, Flight Standards Division, Brussels, Flight Standards Service, promotion made permanent ... **Alphonso J. Barr,** staff chief, Office of Acquisition Support ... **Gene D. Broshears,** unit supervisor, International Field Office, Gatwick, Flight Standards Division, Brussels, Flight Standards Service ... **Robin C. Burke,** team leader, Federal Air Marshal Branch, Security Operations Div., Office of Civil Aviation Security Operations, from Chicago CASFO ... **Susan D. Cornell,** manager, Field Development Program Div., Office of Air Traffic Program Management, from Miami ARTCC ... **Robert E. David,** branch manager, Airport Safety & Operations Div., Office of Airport Safety & Standards ... **Phyllis A. Duncan,** deputy div. manager, Accident Prevention Program Branch, General Aviation & Commercial Div., Flight Standards Service ... **Michael Gallagher,** asst. manager, Aircraft Manufacturing Div., Aircraft Certification Service ... **Terrence M. Greenwood,** manager, Industrial Div., Office of Acquisition Support ... **Alan L. Hanson,** manager, Program Engineering Support Branch, Telecomunications & Operations Div., Systems Maintenance Service, from Western-Pacific regional office ... **M. Darlene Hickox,** manager, Airport Safety Data Branch, Airport Safety & Operations Div., Office of Airport Safety & Standards ... **Henry E. Howard,** supervisory industrial specialist, Quality Assurance Branch, Industrial Div., Kansas City, MO, Office of Acquisition Support, from Chantilly, VA ... **James B. Kenney,** international program manager, Flight Standards Service ... **Robert R. Lachance,** team leader, Federal Air Marshal Branch, Security Operations Div., Office of Civil Aviation Security Operations, from Atlanta CASFO ... **George C. Paul,** div. manager, Civil Aviation Security Staff, Brussels, Office of Civil Aviation Security Operations, from Northwest Mountain regional office ... **Roberta W. Sappington,** program specialist, Office of Human Resource Development, Palm Coast, FL ... **Thomas E. Sullivan,** staff chief, Information Resource Management Staff, Assistant Administrator for Civil Aviation Security ... **William A. Weeks,** deputy div. manager, ATCT/TRACON Facilities Program Branch, Facility Programs & Transition Div., NAS Transition and Implementation Service, from Alaskan regional office ... **Frances A. Wirtanen,** manager, NAILS Policy & Planning Branch, NAILS Program Div., NAS Transition and Implementation Service.

Western-Pacific Region

Dean A. Barnes, area supervisor, Los Angeles ARTCC, Palmdale, promotion made permanent ... **Pamela A. Bonnett,** manager, Redding, CA, ATCT, promotion made permanent ... **Edward L. Couch,** section supervisor, Operation Branch, Air Traffic Div. ... **Joanne F. Edmison,** area supervisor, Oakland, CA, ARTCC, Fremont, promotion made permanent ... **Elaine C. Harrison,** asst. manager, plans & programs, Reno, NV, AFSS ... **Jay P. Howard,** manager, San Jose, CA, FSDO, from Brussels, Belgium ... **Douglas M. Irwin,** manager, Phoenix, AZ, CASFO, from Civil Aviaition Security International Liaison Staff, Singapore ... **Timothy J. Koob,** area supervisor, Miramar NAS TRACON, San Diego, from Palomar ATCT, Carlsbad, CA ... **Robin W. Lampson,** manager, Elko, NV, AFSFO, Sierra Nevada AFS, promotion made permanent ... **David M. Lotts,** area supervisor, Los Angeles ARTCC, Palmdale, promotion made permanent ... **Robert B. Nowland,** security inspector, Los Angeles CASFO, promotion made permanent ... **William Resto,** area supervisor, Miramar NAS TRACON, San Diego, CA, from Lindbergh ATCT, San Diego. ... **William J. Splinter,** area supervisor, Los Angeles ARTCC, Palmdale, promotion made permanent ... **Richard H. Swanson,** unit supervisor, Los Angeles FSDO ... **Darlene Frances Wagoner,** unit supervisor, Oakland ARTCC, Fremont, CA ... **James F. Weismann,** security inspector, Los Angeles CASFO ... **John R. Wilson,** manager, Angel Peak, NV, AFSFO, Phoenix, AZ, AFS, promotion made permanent ... **Gary K. Yamamoto,** unit supervisor, F&E Program Section, Resource & Planning Branch, Airway Facilities Div. ... **Barry A. Yurtis,** area supervisor, Los Angeles ARTCC, Palmdale, CA, promotion made permanent.

Retirees

Aeronautical Center

James E. Albritton
Nilo K. Florence
William Y. Hee, Jr.
Flora J. Markham
Theo C. McCool
Pauline A. Snow
Judy C. Spence
Judith K. Winford

Central Region

Edwin W. Brown
Thomas C. Cetlinski
Eugene G. Cote
Kenneth W. Davis
Robert J. Moody
Edward S. Prime
Robert D. Prucha
Hugh A. Simpson

Eastern Region

Wallace B. Bedford
Peter B. Currie
Robert R. Decker
Ronald Ferrara
Richard J. Kraft

Great Lakes Region

Norman D. Atchison
Robert G. Daleiden
Jimmy R. Hicks
Byron C. Hood
Perry O. Johnson
Wayne B. Miller
Gerald S. Pahl
Arnold W. Torguson
Robert E. Werth
Sammy N. West

New England Region

Paul F. Funaiole
Charles J. Peahl

Northwest Mountain Region

Vernon A. Bouvang
Gary L. Moses
James W. Schooler
Shirley K. Tschudin
Lawrence R. Woosley

Southern Region

Billy R. Bailey
John H. Brooks
Gene H. Campbell
William P. Culpepper
Marion H. Deffenbaugh
Manuel R. Gollihue
Glenn H. Howard
Jack L. Howarter
James J. McGrath
William R. McMurtry
Ralph M. Proctor
Gerald W. Ragland
Morrison A. Slagle
William C. Squier, Iii.
Lowell L. Thompson
George C. Trott
Marion L. Woosley

Southwest Region

Edward M. Cooke
Albert R. May
Alvie A. Ring
Sue S. Ruggs

Technical Center

Ellen M. Perini

Washington Headquarters

Floyd E. Etherton
Olaf Gjormand
Don R. Johnson
Richard J. Marek
Frank R. Palumbo
Theodore W. Robinson
Etta M. Schelm
John W. Spilman, Jr.
Spann Watson

Western-Pacific Region

Robert R. Quintana
William H. Reed
Matthew L. Seymour
Hazel T. Stevens



Spann Watson

Spann Watson, one of the original Tuskegee Airmen and the last of that group to leave the government, recently retired from FAA's Office of Air Traffic System Management with 50 years of federal service.

Details of Watson's long and distinguished career were featured in the September issue of *DOT Today*.

You Were Grand

On behalf of the South Florida FAA families devastated by Hurricane Andrew, the FAA South Florida Relief Effort would like to thank everyone who contributed time, efforts, money, and moral support.
They write:

In the early morning hours of August 24, the face of South Florida was changed forever. Hurricane Andrew, with sustained winds of more than 140 mph, tore into our homes and into our lives.

Single-family houses arranged neatly in rows lay scattered about the community; picturesque neighborhoods with previously well-manicured lawns resembled areas destroyed by bombing. Although no loss of life or serious injuries were suffered by FAA personnel, the impact on lives was massive.



A few of the homes that were in the path of Hurricane Andrew.

During the first few days following Andrew, it quickly became apparent that we could not weather this storm alone. Basic necessities often taken for granted, like electric power and tap water, would be unusable for months. Our routine supply of groceries and other life-sustaining items had come to an abrupt, albeit temporary, end. We had no alternative but to reach out for help.

The FAA South Florida Relief Committee was formed to channel support. Comprised of representatives from each division of the FAA, it focused solely on assisting FAA family members devastated by Hurricane Andrew.

The response was overwhelming. Food, water, building supplies, and the like, poured in from FAA personnel across the nation. In addition, more than $100,000 in direct financial aid has been contributed to help those FAA employees most affected by the storm.

Your support has been tremendous. Although we continue to face an uphill battle, we are now well along the path to recovery.

Our FAA family truly came to the rescue.

U.S. Department
of Transportation

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