



INTERCOM

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Look for the Tail of the Convair!

By Mary Lou Dordan

When anyone asked for directions to the FAA exhibit at the Millville Wheels and Wings Airshow this year, the easiest and most effective answer was, "Look for the tail of the Convair above the crowd. The FAA tent is right next to it." No matter that FAA's 30-foot, hexagon tent was the largest temporary structure on the entire airfield, it was still dwarfed in size and crowd appeal by the Tech Center's flying laboratories. Over 5,000 people visited the FAA's flying fleet that included the King Air, Lear Jet, and Convair.

Neither rain, nor wind, nor threat of traffic jams could keep the 92,000 aviation and car enthusiasts away from New Jersey's largest air and classic



Millville Airshow fans



Thousands of airshow goers visited the FAA tent during the Millville Airshow.

car show for 2003. Although the weather could have been better, the wind and rain were really friends to the FAA since many people sought shelter in the FAA tent where they found themselves surrounded with information describing the Tech Center's research and development programs, aviation education resources, and the latest information on homeland security. Over 60 Tech Center employees volunteered this year to help set up and staff the exhibit area and static displays with our FAA aircraft.

Continued on Page 2

Chew Named New Chief Operating Officer

Capt. Russell Chew, director of system operations control for American Airlines, will become Chief Operating Officer (COO) of the long-gestating Air Traffic Organization (ATO) within the FAA. The ATO was created by AIR-21 legislation and signed into law by then President Clinton just days before he left office, but since then former FAA Administrator Jane Garvey, current Administrator Marion Blakey and DOT Secretary Norman Mineta had been

unsuccessful in filling the COO slot. Although Chew will report directly to Blakey, his job will be to convert the ATC system into a "performance-based organization," by which government agencies operate more like a business with clear lines of accountability. Already well known in aviation circles and on Capitol Hill through his advocacy of ATC modernization, Chew will be in charge of the operations and finances of the ATC system

and R&D. Both NBAA and AOPA have endorsed the selection of Chew, who is rated in the 757, 767, 727, DC-10 and MD-80 and still flew occasionally as a line pilot.



Look for the Convair!

Continued from Page 1

A special thank you goes out to the following people, in particular, for their above and beyond efforts in providing demonstrations of their programs:

- **Richard Dunklee** (ACB-240) set up and opened the Radio Frequency Interference (RFI) van all day Saturday and Sunday giving thousands of visitors an opportunity to actually view some of our technical world wizardry.
- **Richard Soucy** (ACB-530) set up a real time aircraft display system on his laptop computer utilizing a recording of a Concorde aircraft to demonstrate the various capabilities of radar equipment used by air traffic specialists.
- **Tony James** (ACB-610) was joined by **Delores Nelson** (ACB-610) and **Camillo Caprio** (ACB-610) at the Automated Flight Service Station where they set up and demonstrated the Operational and Supportability Implementation System (OASIS) for the duration of the airshow.
- **Don Neuman** (AVN-241) and his flight team composed of **Dunley Fleder**, **Jean Beilman**, **Jorge Malcun**, and **John Clough** were kept busy for both days of the show as they described the valuable work conducted by the King Air and Lear Jet crews who work out of the Tech Center. Just like the Convair, there always seemed to be a long line of people waiting to see the interior of our aviation work vehicles.

An extra note of thanks goes to several Federal Air Marshals for their two-day participation at our exhibit, during which time they endured upper 40-degree temperatures and steady winds most of the time. Their presence provided a complimentary addition to the efforts in educating the general public about the diverse work conducted at the Tech Center.

Any event of this magnitude, in order to be a success, requires the team-



Dennis Filler show off our FAA flying laboratory.

work of many people working together. A sincere thank you is extended to the following volunteers for their assistance in making this year's Millville Airshow one of the best ever:

- Paul Biagi** (ACB-630)
- Steve Carver** (AOS-20)
- Holly Cyrus** (AAR-411)
- Jill Eichner** (Air Bear)
- Ron Esposito** (ACX-1)
- Dennis Fiorucci** (ACT-8)
- Anne Harlan** (ACT-1)
- Melissa King** (ACX-1)
- Ernie Pappas** (ACX-60)
- Tony Rodriguez** (ACB-820)
- Michael Snyder** (TSL-200)
- Earl Stein** (ACB-220)
- Rosanne Weiss** (AAR-490)
- Tammy Willson** (AOS-550)

- Ron Boyden** (ACX-60)
- Magda Colon** (ACB-540)
- Terry DiPompo** (ACH-1)
- Patrick Eigbe** (ACB-3)
- Dennis Filler** (ACK-1)
- Carl Genna** (ACX-60)
- Barbara Harris-Para** (ACH-1)
- Ken Knopp** (AAR-460)
- Jason Reap** (TSL-100)
- Trish Shabani** (TSL-200)
- Pete Sparacino** (AAR-440)
- Maria Torres** (TSL-200)
- John Wiley** (ACB-1)
- Lee Wong** (ATB-232C)

It was not all work and no play for these people since they had a front row seat from the FAA tent and aircraft to watch the breathtaking aerial maneuvers of the Canadian Snowbirds and U.S. Navy Blue Angels. An added spectacle this year was the Blue Angel's Jet Assist Take Off of a C-130 Hercules aircraft, referred to as "Fat Albert" by its crew. Add that to the excitement of the Canadian CT-114 Tutors and Navy F-18 Hornets pushing eight plus Gs and flying in a formation with only 18 inches of air between each other's wingtips, and a person could not help but have a fun time. 🚀

Editor's Note: *Mary Lou Dordan* is a member of the Intercom team, but also played in significant role in the FAA's successful involvement in this year's airshow.

Weldon Visits the Technical Center

On April 16, US Representative Curt Weldon (R-7th, PA) visited the William J. Hughes Technical Center for the first time. He was accompanied by U.S. Rep. Frank LoBiondo (R-2nd, NJ) and Dr. James Yoh, president of Galaxy Scientific Corporation. LoBiondo is well known to Tech Center employees from previous visits. Weldon is the vice chairperson of the Armed Services Committee, and a member of the Science Committee and the Homeland Security Committee.

Dr. Anne Harlan, director of the Center, greeted Weldon, LoBiondo and Dr. Yoh and took them on a tour to showcase some of the work at the Center. **Cathy Bigelow**, **Gus Sarkos**, and **Keith Bagot** provided a tour of the Fire Research Center and provided Weldon the opportunity to operate the "SNOZZLE," a high-powered pumper spray hose. **Bob Clarke** and **Adam Kistler** demonstrated the Federal Air Marshal shooting range and shoot house. Ken Hacker provided a tour of the Aviation Security Research Lab.

Weldon addressed Center employees in the Atrium on Strengthening the Mid-Atlantic Region for Tomorrow (SMART). The SMART caucus is designed to enhance the way four Mid-Atlantic States (New Jersey, Pennsylvania, Delaware and Maryland) compete for research and development funds, while showcasing existing regional initiatives. Weldon stated that the SMART region has the best academic research institutions in the world, the leading high technology scientific companies in the world, and the best health care research. "By coming together as a region," Congressman Weldon stated, "we become a center for technology and the world."



Keith Bagot and Us Rep. Curt Weldon examining some of the Tech Center's state-of-the-art fire fight equipment.

The exciting thing about SMART is that it allows for the development of initiatives that build upon the strengths of the academic institutions, and partners with organizations with capabilities, like those of the Technical Center.

Federal agencies that give out much of the research and development dollars have in the past been skewed towards California. Weldon pointed out that Cal. Tech and UCLA are no better than Johns Hopkins, Penn State, Penn, and the other major institutions in the four-state region.

The SMART initiative brings together 41 House and eight Senate leaders, and forms a common agenda around science, technology and research. Combining these four states provides the political clout to help secure funding for academic institutions, and allows for collaboration with organizations in the region. It combines the natural capabilities of institutions in the four states by linking such institutions as Princeton, Penn State, Carnegie, and many others. It also has some of the best health care research facilities (e.g., Deborah, Children's University

of Pennsylvania, and Johns Hopkins) and highly technical employers and agencies in the world.

Weldon said, "I pledge to you that we're not going to be happy until this Center multiplies its capability, solving problems that affect our constituents, helping us meet the challenges in homeland security and the security threats we face today. By coming over here, we're beginning a process to assess as a region how we can make this Center become stronger and grow greater at what you've been doing for years." The Technical Center will become "the crown jewel of the world. Thank you for a job well done."

In closing, Weldon challenged Center employees to help him identify new opportunities, to tell him what things we could be doing through more enhanced linkages, and to give him ideas that we could take and build coalitions within other parts of the regions and other parts of the country. Weldon was eager to return to the Center to see its additional capabilities. 

Federal Women's Program Holds Annual Luncheon

By Holly Baker

The William J. Hughes Technical Center's Federal Women's Program held its annual luncheon and awards program at the Smithville Inn on May 21. The luncheon, a highlight of the FWP's activities throughout the year, drew 125 Technical Center employees and friends.

FWP Manager **Carolyn Pokres** emceed the event. **Jay Fox**, Diversity Advocate for Outreach and Recruitment for ARA, was the opening speaker. Fox emphasized his primary focus for successful recruitment is networking. He sited his two main challenges in the job as immobility in the private sector and the business of

diversity. His aim is to diversify the ARA workforce, bringing it a highly qualified mix of employees.

Technical Center Director Anne Harlan introduced featured speaker Joan Bauerlein, emphasizing her longtime international skills and savvy. Bauerlein is deputy service director, FAA Office of Aviation Research. The theme of her talk was "Inspiration." While success may be 10 percent inspiration and 90 percent perspiration, it's that 10 percent that really counts, she noted.

Bauerlein expressed her concerns that in these challenging times for the

aviation industry, we must inspire the next generation not to give up on aviation, but to keep it thriving. She encouraged members of the audience to become mentors, teachers and role models - to inspire youth, especially young women, to consider careers in aviation. Bauerlein sited Amelia Earhart as an early example in this effort. The noted aviatrix was also a counselor of careers for women at Purdue University. Bauerlein closed her address with the inspiring Albert Einstein quote, "A mind that has been stretched will never return to its original dimensions." 

Wonder Woman: Carleen 'Yetta' Houston

By Holly Baker

Carleen "Yetta" Houston is an environmental engineer in the Facilities Services and Engineering Division. She has excelled in a male-dominated profession, while providing guidance to new environmental employees.

Houston manages three key Center environmental programs: the water quality, storage tank and air emissions programs. Under her leadership and impeccable standards,

these programs have flourished, unblemished in quality, with minimal funding and assistance. She has been an active participant in all environmental office endeavors, from ISO certification to fuel storage tank sampling.

"Yetta leads by strong steadfast convictions, and she always performs her best," say her co-workers. "She gives 200 percent to everything she does - she is a natural leader in every sense of the word."

Houston also takes extra time to mentor new employees, and to help them embrace new career development opportunities to advance their careers. She is highly respected, not only for her professional accomplishments, but also for all that she does for others.



Wonder Woman: Annie Clark

By Holly Baker

Annie Clark is program director of the William J. Hughes Technical Center's Office of Enterprise Performance. She was a key planner in the Center's reorganization, and led the development and implementation of the Balanced Scorecard, a key tool for strategic planning and performance measurement of Center operations. To do this, she created and led a diverse, cross-functional team.

"Annie Clark has overcome many obstacles and successfully met the challenges associated with developing

a new function, staff and products," say her employees. She created a diverse staff, blending both experienced federal employees and new hires from the private sector; and she has optimized their talents to generate new ideas and perform tasks associated with achieving maximum performance. Clark has a unique ability to find highly skilled people and to place them in just the right jobs to best suit their skills and talents.

She has been diligent in her mentoring and support of female employ-

ees interested in executive development.

She has supervised executive development assignments, participated in workshops that focused on women's career needs and special interests, and encouraged women to pursue scientific careers.



Public Service Recognition Week Celebrated

By Ginger Cairnes

Public Service Recognition Week (PSRW), celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor federal, state and local government employees. Throughout the nation, this time is used to highlight the many ways in which government employees serve the people.

opened the week's activities at a ceremony held in the atrium. She explained to employees what PSRW is and provided an overview of the week's events. **Bobby Nichols** discussed the employee Bond Drive and introduced representatives available to support enrollment or answer questions. The singers rounded out the program with a moving rendition of God Bless America.

Coffee and cake, provided by NOBIL Foods, and donuts, donated by the NAFEC Association, were served after the program, while Harlan and members of the Strategic Leadership Team (SLT) greeted and acknowledged employees for their contributions to the William J. Hughes Technical Center's (WJHTC) mission.

Rain did not deter attendance on Tuesday, May 6, at the barbecue where employees were able to purchase a wide variety of foods, mingle with co-workers, and enjoy music provided by DJ, **Cecil Callendar**. NOBIL Foods and **Donna Taylor** did an out-



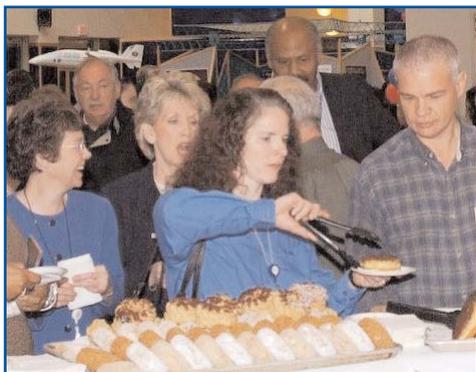
Employees enjoy Public Service Recognition Week opening ceremonies

standing job in supporting this event. Employees were also able to enter their names in a drawing for 2 tickets to the Surf game. The winner of this drawing was **Ray Fesnak**.

Patriotic support was evidenced in the atrium on Wednesday, May 7, as employees dressed in red, white and blue viewed the exhibit designed by ACX-60, Advanced Imaging group, recognizing Tech Center employees' service and contributions.

Throughout the week, managers took time to thank their own groups for continued support and to acknowledge their accomplishments. On Thursday, May 8, each employee received a copy of President Bush's letter of recognition and a Centennial of Flight lapel pin.

Activities for the week were concluded on Friday with a Public Service Night at the Surfs baseball game where all levels of management and their employees enjoyed socializing and watching the game.



Employees sample a variety of tasty desserts.

The theme for the 2003 PSRW celebration was "Celebrating Government Workers Nationwide." Public employees take part in festivals, open houses, parades, community clean-up days, and fund-raising events to benefit charities. Over 100 federal civilian and military agencies and programs were exhibited at the National Mall in Washington, DC.

This year the William J. Hughes Technical Center made an all-out effort to show appreciation for the dedication of its employees by holding events throughout the week.

Prior to May 5, **Center Director Dr. Anne Harlan** sent out a letter to all employees recognizing them for their service and inviting them to the activities being held May 5-9 in celebration of PSRW. Following the singing of the National Anthem by **Carol Capelli**, **Min-Ju Chang**, **Holly Cyrus**, **Stacie Graves**, and **Viola Gray**, Dr. Harlan



Center Director Dr. Anne Harlan welcomes employees to Public Service Recognition Week opening ceremonies as the children from the Little Flyers Academy prepare to participate.

Anne Harlan Named AAUW “Woman of Distinction”

By Holly Baker



William J. Hughes Technical Center Director **Dr. Anne Harlan** recently received the annual "Woman of Distinction" award from the Atlantic County Chapter of the American Association of University Women. She was presented this distinguished honor at the chapter's annual installation dinner held at the Tuscany Inn at Historic Renault Winery.

The group lauded Harlan's outstanding efforts in promoting women and encouraging them to advance in the technology arena, and her strong support of women in the business community.

In presenting the award, local **AAUW Program Chairman Carolyn Bassette** cited the many women Harlan has promoted to key managerial positions, and the numerous contracts the Technical Center has awarded to women-owned businesses, totaling over \$22 million. She also praised the many Technical Center programs that encourage young girls to further their education and to study technical subjects - "Girls in Technology," TAKE-OFF, aviation and engineering seminars, and student invention contests.

Harlan's advocacy and interest in women in business go back to her days in the education arena. At Harvard Business School, she taught in the MBA program and conducted research on women MBAs and the

factors that led to their business success. Later, Harlan was a research program manager at Wellesley College Research Center and an associate professor of psychology. She continued her research on differences in critical success factors for men and women in industry, looking at gender-based differences. Her work was published in the WALL STREET JOURNAL, NEW YORK TIMES, TIME, NEWSWEEK and more.

Harlan was the keynote speaker for the evening. Her talk focused on her deep concern for the low and decreasing number of women working in technical careers and studying technical curriculums. She cited some eye-opening statistics in the domestic labor market. "Women now earn 56 percent of the nation's bachelor's degrees and comprise about half of the nation's workforce, but they account for only 12 percent of the science and engineering jobs," said Harlan. "In 1984, women earned 37 percent of the country's computer science degrees; now they earn fewer than 20 percent, and that percentage has declined every year over the last decade."

Study after study reflect the disturbing trend of fewer and fewer women embracing the country's fastest growing occupations - engineers, computer scientists, systems analysts, desktop publishing specialists and more. These careers will skyrocket (growing between 41 and 108 percent) over the next few years, and women are just not in the picture.

Harlan touched on some of the barriers she thinks women face in entering the high-growth technology fields. These include: negative images of the professions, lack of encouragement from parents and teachers, different learning styles, fewer role models, fewer networks and the challenge of balancing work and family.

She stressed the importance of reversing this trend and instilling interest and incentive in women to take on the fast-growing technical world - the nation's future. Her suggested solutions included: early involvement and exposure to technology, fostering mentor relationships and networks, and seeking work experiences that take advantage of different learning styles. 

Terry Kraus Recognized

Dr. Anne Harlan recognized **Dr. Terry Kraus** for her hard work and dedication in publishing the William J. Hughes Technical Center INTERCOM.



Dr. Kraus served as the editor of the Intercom for the last several years and was performing the duties on a "volunteer basis." Her work with the publication was exemplary.

How Are We Doing?

"How are we doing at the William J. Hughes Technical Center" is a question that is often asked. This time, **Director Dr. Anne Harlan** and the Strategic Leadership Team (SLT) asked employees to provide observations and suggestions as to how they see the Technical Center and what could be done to make it better.

A randomly selected group of employees, along with some volunteers, were invited to participate in "employee focus groups" during the period of April 25 to May 6. Approximately 5 percent of all ACT employees participated in the hour-long sessions. In the sessions, there were three questions asked:

1. **What are we not doing that we should be doing?**
2. **What are we doing that we shouldn't be doing?**
3. **What are we doing well that we should continue or enhance?**

Findings from the groups were presented by volunteers to the SLT. In addition to the focus groups, other employees were invited to send comments to an anonymous website or through regular e-mail or postal mail. Several additional employees used these avenues to communicate their thoughts, resulting in a pool of over 500 comments and suggestions.

The responses fell into the following categories:

1. **Accountability**
2. **Communications**
3. **Efficiency**
4. **Employee Well Being**

5. **Goals, Objectives and Overall Direction**
6. **Integrity and Trust**
7. **Management/Leadership**
8. **Model Work Environment**
9. **Recognition and Rewards**
10. **Reorganization**
11. **Roles and Responsibilities**
12. **Safety and Security**
13. **Training, Development and Growth**

Examples of the feedback employees provided on what we are doing well and ought to continue or enhance included performing exceptional technical work, diversity programs, day care center, promoting family atmosphere, and an enjoyable, safe and secure work environment.

As far as what we should not be doing, some areas identified by employees were: too many e-mails, receiving the same action items from multiple sources, action lead time that was too short, lack of consistency in how we do things, too much administrative work, too much bureaucracy, inadequate staffing for the workload and many more.

The question as to what we are not doing and should be doing revealed that we need more timely decision-making, better communications, more consistency, better management and leadership skills, additional training, a good employee orientation program, better marketing of the Technical Center, empowerment to the lowest level possible, and more timely management selections.

As stated by Harlan, "There were a number of really excellent observations and suggestions made. Employee feedback was clear, direct and often followed by good suggestions. Some frustrations were easy to address such as replacing a missing "a" in our outside signage or having more direct communication from me to the employees which I'm trying to address in the bi-weekly publication of ACT Highlights. Some comments such as those involving trust and integrity will take more time." Harlan said that she was very encouraged by the number of suggestions received, and with the openness and candor of the feedback expressed.

She added, "Your input is very important to me. We are all employees here and have a stake in the Center being the best it can be." Results have now been compiled and consolidated and we are in the process of setting our priorities and looking at how to address some of your concerns. I will continue asking for your help and feedback as we move forward. In addition to our upcoming All Hands Meeting on employee feedback which is scheduled for Wednesday, June 25 at 1:00pm, you can count on continuous information in the Intercom, Center News, ACT Highlights, division meetings and e-mails."

Harlan expressed her thanks to everyone for their ideas and willingness to work together to make the William J. Hughes Technical Center the premier 'Employer of Choice.' It is my hope that this is only the beginning of a continuous flow of two-way communications between us. I truly welcome your continued feedback," she said. 

Celebrating Gay Pride Month

By Rosanne Weiss

In the early morning hours of June 28, 1969, New York City police and Alcohol Beverage Control Board agents raided a popular Greenwich Village gay bar, the Stonewall Inn. They were there looking for violations of the alcohol control laws. It was the second time that week the bar had been targeted by the police. Other gay bars had also been raided in prior weeks. The police made homophobic comments, checked identification, and threw patrons out of the bar one.

What made this raid different was that, on this night, instead of quietly slipping away into the night, the patrons held their ground and fought back. Not only did they resist the police, but they confronted them. Gay men, lesbians, transvestites, and others who were passing by battled physically and psychologically with the police to defend their rights to the same freedom of assembly enjoyed by heterosexuals. Someone uprooted a parking meter and used it to barricade the door trapping the police and some Alcohol Beverage Control Board agents inside. The police called in reinforcements while the crowd outside grew. Someone threw a rock through a window and someone else set a fire. In all, over 300 people became involved in the rebellion, which continued for three days.

The Stonewall Rebellion marked a new kind of visibility for gays and lesbians. It was the first time when gay men and lesbians as a group were able to see beyond the lipstick and the high heels, beyond the skin color and recognize the oppression which threatened them all.

This pivotal incident gave birth to the gay liberation movement, transforming the struggle for homosexual equality from a small group of activists into mass involvement. Between July and August of 1969, many gay alliances were formed in New York, Berkeley,

Los Angeles, San Francisco, and San Jose. By the end of 1970, as many as 300 Gay Liberation Fronts had been established, mobilizing gay people to action.

One year following the Stonewall Rebellion, groups in many American cities were organized enough to schedule simultaneous events to commemorate the Stonewall riots during the last Sunday in June. There were parades in New York and in Los Angeles as well as in San Francisco.

The Stonewall Rebellion marked a new kind of visibility for gays and lesbians.

Annual celebrations of the Stonewall riots have evolved into the designation of June as National Gay and Lesbian Pride Month. Celebrations take place in many cities across the country as well as the world to recognize, observe, commemorate, and highlight the contributions that lesbians, gays, bisexuals, and transgender citizens have made in America as well as in other countries.

Parades and festivities, some drawing hundreds of thousands of participants occur in Toronto, Amsterdam, Berlin, Jerusalem, Paris, London, as well as San Francisco, New York, Chicago, Atlanta, Houston, Dallas, Key West, FL, Asbury Park, NJ Philadelphia, San Diego, CA Los Angeles,

Washington, DC, and hundreds of other cities.

Many large corporations, such as, Prudential, IBM, Verizon, Microsoft, and Lotus have routinely scheduled activities/events during the month of June to celebrate Pride month.

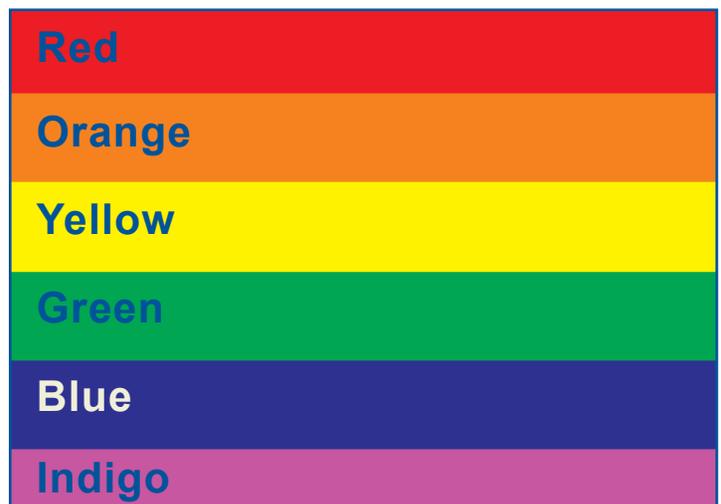
Secretary of Transportation Norman Mineta issued a statement proclaiming June as Gay Pride Month for the Department of Transportation the past two years, and has done so again .

Many activities will be held this year, such as a presentation on domestic partnership benefits for Federal Employees scheduled for June 19 at the NOAA offices in Silver Spring, MD, as well as large celebrations at the Environmental Protection Agency and the State Department in Washington, DC.

FAA GLOBE will be holding its National Training Conference in Chicago the end of June and will be participating in Chicago's Gay Pride Events and parade on June 29.

Pride Month is a time to acknowledge and celebrate diversity, equality and tolerance. 🌈

The rainbow flag is the symbol of Gay Pride. The various colors demonstrates the coming together of all Gay and Lesbian groups



Balanced Scorecard - Strategic Management

By Annie Clark

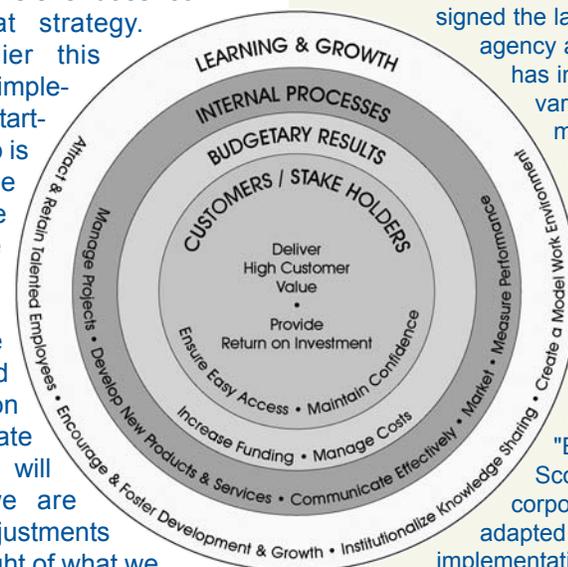
The Technical Center began implementing the Balanced Scorecard (BSC) last summer. Building the BSC occurred over a four-month period. First, a high-level assessment of the organization's vision and mission was followed by the development of its strategies. Strategy is a hypothesis about what drives organizational success. It translates what customers want into what we must deliver. The Technical Center strategies include:

- 1) becoming the employer of choice
- 2) managing the relationships with our customers in order to deliver them high value
- 3) delivering innovative services and products that are of high quality
- 4) operating as efficiently as possible

Sounds like common sense; no rocket science here! In fact, employees have already been executing on these strategies for many years. The BSC is helping to focus these efforts and giving us a means to articulate the strategies. After strategies, the next step in BSC development was defining the key objectives to deliver on those strategies. The Technical Center has a little more than 20 objectives that describe what we are monitoring as an organization. Each employee should be able to find the work he/she is doing in one of these objectives. Next, measures were assigned to each objective, targets to the measures, ini-

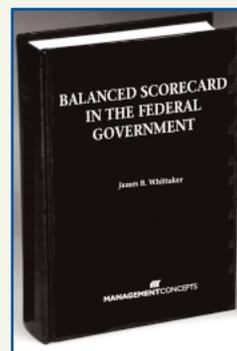
tiatives (or new projects) defined to achieve the measures, and 'voila' the Scorecard was built!

Now comes the hard work. Implementing a BSC in an organization is not a project, but a journey. It is not easy. However, once successfully implemented, it results in alignment of all the organization's work to its strategy, and each employee understanding how the work he/she does contributes to that strategy. Beginning earlier this year, the BSC implementation was started. The first step is cascading the Scorecard to the next level of the organization. Simultaneously, measures are being collected and reported on for the Corporate Scorecard. This will tell us how we are doing and if adjustments are needed in light of what we are learning. In addition, over time we will know if our initial hypothesis was correct. Annually, organizations typically review their vision, mission, and strategies to determine if changes are needed. Changes, if required, can be generated by either internal or external events.



Book Review

By James B. Whittaker



Improving the performance of the federal government has been what it's all about ever since passage of the Government Performance and Results Act of 1993 (GPRA). Since President Clinton

signed the law, every federal agency and organization has implemented a variety of strategic management approaches to streamline operations, maximize performance and achieve compliance. One of the most successful of these approaches has been the "Balanced Scorecard" - a new corporate favorite - adapted specifically for implementation in the federal

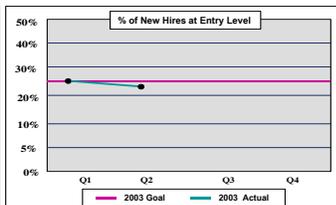
government. Now you can discover how your federal colleagues are achieving operational excellence and enhancing organizational performance using this successful approach in the pages of this all-new book by Jim Whittaker. Find everything you need to develop your strategic plan and measure performance by the next budget cycle.

- * Implement a strategic plan for your federal organization to achieve full compliance with the Government Performance and Results Act of 1993
- * Develop and communicate a powerful vision statement to reach federal strategic goals
- * Identify areas of improvement that will significantly impact the success of federal agencies and organizations
- * Measure your customers' expectations against your actual performance
- * Find out how other federal agencies have successfully implemented the balanced scorecard approach

So, hold on to your hats! While the BSC is relatively new to the public sector, it is gaining great momentum. As our implementation continues, we will benefit from what the private sector has learned over the last 10 years, and share information with our public sector brethren. As we learn more, we will adapt.

EMPLOYER OF CHOICE ATTRACT AND RETAIN TALENTED EMPLOYEE

Source: Management Information Reporting (MIR) System
Methodology: The number of applicants hired at entry level vs. total number applicants hired.
Examples and Desired Outcome: To ensure that the Technical Center is attracting an adequate level of talented employees at the entry levels to foster an influx of new ideas and new learning.
Point of Contact: Annie Clark, ACF-1



➤ FY03 hires as of Q2 of 13
 ↳ 8 hires in Q1, 5 hires in Q2
 ↳ 2 entry level hires in Q1
 ↳ 1 entry level hire in Q2
 ➤ YTD 23% of new hires are entry level

Sample Measure

National Flag Day

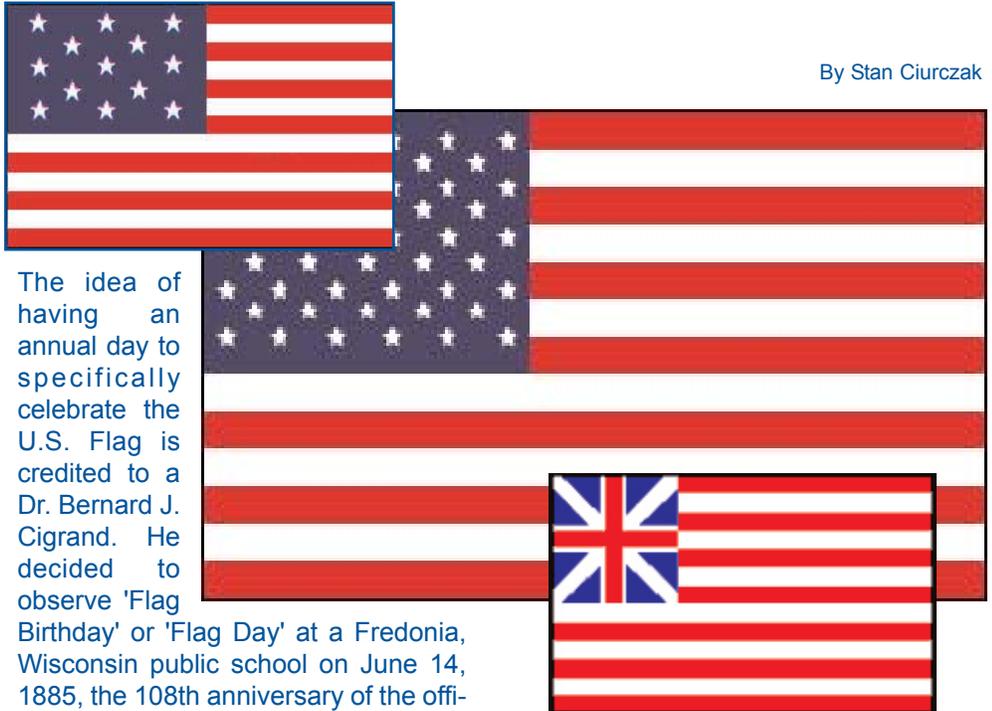
By Stan Ciurczak

National flags are national symbols with powerful connotations for people and politicians alike throughout the world. Their colors and designs convey past history and future goals. For more than 200 years, the American flag has symbolized our nation's unity and been a source of pride and inspiration for its citizens. In recent years, there has been a marked increase in the display of American flags, since the tragic events of September 11, 2001.

The American flag has changed designs more than any other flag in the world. No one knows for sure who designed or created the first one, but today, most experts agree that Francis Hopkinson, a delegate to the Continental Congress from New Jersey, designed the flag. He was a signer of the Declaration of Independence and a recognized designer who submitted a bill of \$2,700 to Congress for "currency designs, design for the Great Seal of the U.S., a treasury seal, (and) a design for the Flag."

The first flag, called the "Grand Union," was first flown at the headquarters of the Continental Army on January 1, 1776. The following year, the Continental Congress adopted the Flag Resolution of 1777, which states as follows, "Resolved: that the flag of the United States be 13 stripes, alternate red and white; that the union be thirteen stars, white in a blue field, representing a new constellation." The Flag Act of 1818 states that a star should be added for any new state on the July 4th that follows a state's admission to the Union.

Although Independence Day or the "Fourth of July" traditionally was celebrated as America's birthday, Flag Day was observed for the first time in 1877, the centennial of the adoption of the Stars and Stripes as the U.S. Flag.



The idea of having an annual day to specifically celebrate the U.S. Flag is credited to a Dr. Bernard J. Cigrand. He decided to observe 'Flag Birthday' or 'Flag Day' at a Fredonia, Wisconsin public school on June 14, 1885, the 108th anniversary of the official adoption of the Stars and Stripes.

The United States did not have a standardized flag until 1912. Called the "Stars and Stripes" or "Old Glory," our flag takes 64 pieces of fabric to make and is one of the most complicated in the world. The current flag has 13 red and white alternating stripes (one for each one of the original 13 states) and 50 stars on a blue background (one for each of the fifty states of the Union). The white stripes represent the purity and serenity of the nation, while the red stripes represent the blood spilled by those who made the ultimate sacrifice for freedom. The white stars symbolize purity, liberty and freedom while the royal blue field stands for freedom and justice.

President Woodrow Wilson established Flag Day in 1916 to mark the anniversary of the Flag Resolution of 1777, stating at that time, "The Flag has vindicated its right to be honored by all nations of the world and feared by none who do righteousness".

Flag Day was celebrated in various communities for years after President Wilson's proclamation, but it was not until 1949 that President Truman signed an Act of Congress designating

June 14 of each year as National Flag Day. While not an official national holiday, the President proclaims a public Flag Day observance every year when the flag is to be displayed on homes, businesses and public buildings. Some schools and patriotic organizations honor Flag Day with special programs, parades or ceremonies.

There has been a marked increase in the display of American flags, everywhere you look, since the events of September 11, but flags displayed on cars or on buildings eventually fade or become tattered. Most American Legion Posts regularly conduct a dignified flag burning ceremony, often on Flag Day, June 14th. Contact your local American Legion Hall to inquire about the availability of this service. Give them your old flag, and plan to attend this solemn ceremony.

Celebrating 100 Years of Aviation: Setting Records

By Barbara Harris-Para

Between 1921-1935, which many refer to as aviation's "Golden Years," the public's imagination was captured by the possibilities of flight. This in turn generated fierce competition, to set records, among nations, individuals, aircraft manufacturers and the armed services. Prizes, trophies, national prestige, and the personal satisfaction that comes from doing something important helped get the nascent aviation industry going.

Speed Races

For example, Ralph Pulitzer began the "Pulitzer Trophy Race" to promote high-speed flight. At the initial race, which was held on Thanksgiving Day in 1920, Corlis Mosley won with a speed of 156.6 mph. This race continued for five years, with the last winner achieving a speed of 248 mph. This nearly 100-mph increase over a period of just five years is amazing. The race continued thereafter under the name, the "National Air Race," right up to the beginning of World War II.

The "Schneider Trophy Race" was begun in 1913, and was designed to stimulate speed improvements in seaplanes. The initial race took place over open water at a speed of 45.8 mph; the race continued until 1931 when the winner clocked a speed greater than 340 mph, an increase of more than 130% from 1921 to 1935.

The "Thompson Trophy Race," held in 1930, was similar to the Pulitzer because both used a closed-course with pylons. The "Bendix" race was a race from the West Coast to Cleveland, OH. Only the "National Air Races," which are held in Reno, NV each fall, continues to this day.

Prizes varied with the year and the race entered, but the most famous prize was the "Orteig," which was \$25,000. to the first non-stop flight, from New York to Paris. Many individuals tried to win this race, and Charles

Lindbergh won the prize money in 1927. His success inspired many others to learn to fly.

In 1939, there were more than 39,000 licensed pilots in the United States, many of them ordinary citizens. In Europe, many licensed pilots were from the upper classes, with very few ordinary citizens involved in aviation.

Distance Races

Long distance flights also were popular, but records were broken very quickly. In 1925, the record of 1,966 miles was broken with a record of 2,673 miles. Two weeks later, the record distance achieved was 2,929 miles. Within a year, the long distance record had increased by 70 percent.

The Atlantic Ocean, with lots of landmasses to pass over, was a favorite of aviators in 1926-1927. The Pacific Ocean, with few places to land and no landmarks to fly by, was less attractive to aviators. However, in 1927, several successful flights were made between San Francisco and Hawaii.

In 1931, Hugh Herndon and Clyde Pangborn flew from Japan to Seattle, Washington in a 450 hp Bellanca in 38 hours, covering over 4,800 miles non-stop. That same year, Wiley Post and Australian Harold Gatty flew a Lockheed Vega around the world in less than nine days, cutting the time by a factor of 20 percent.

Wiley Post, who had set a record in 1924 by flying solo around the world in "just" 175 days, set a new record in 1933 when his trip took in the "Winnie Mae" took less than 8 days. Wiley's record stood for more than 14 years. He also set an altitude record for which he designed and used the first pressurized suit, which some say was the forerunner of the suits used by modern astronauts. Jimmy Doolittle had the first successful takeoff, with a reversal of direction and a returning

using only instrumentation.

Like their male counterparts, women pilots also were setting many records. For example, many women participated in the Cleveland Air Race in 1929. Amelia Earhart set numerous records, beginning with a speed record of 181 mph, in a Lockheed Vega, in 1930. She attained the altitude record of 18,451' in 1931, was the first woman to fly solo across the Atlantic in 1932, was the first woman to receive the National Geographic Society Medal, and was awarded the Distinguished Flying Cross (the only woman to receive such an award).

Earhart was the first woman to set a nonstop transcontinental speed record, flying from Los Angeles to Newark, NJ in 19 hours, 5 minutes in 1932 in a Lockheed Vega. In 1933, flying the same route, she broke her own record, making the trip in 17 hours, 7 minutes.

Earhart's flight from Honolulu to the mainland, in 1935, set a record at 18 hours, 16 minutes. Her Los Angeles to Mexico City flight in 1935 was another record breaker at 13 hours 23 minutes. She set another record flying cross-country into Newark the same year in 14 hrs. 19 minutes. Her final record was set during her around-the-world trip with navigator Fred Noonan, in 1937. They were lost in the Pacific in one of history's most famous aviation mysteries.

All these races led to more research into how to improve flight and solve such problems as reducing aerodynamic drag. The return of monoplanes, with more efficient wing shapes and sizes, lower drag engines, cowlings and retractable landing gears helped improve the performance of aircraft. Pressurized cabins and aircraft equipped with deicing equipment led to more successful instrument flights in the 30's. *Next: World War II.* 

Employee Profile

Chris Seher: A Father to be Honored

By Ginger Cairnes

"He gave so much of himself to me - his time, his trust, his tender care - that whatever else I may become I will always be my Father's Child."

From "A Father's Gift" by Robert Sexton

June is the month that fathers are honored. Everyone runs to get an American Greeting or Hallmark to express affections for the family patriarch.



Chris Seher

However, what makes a father? He is the man that taught little baseball, tucks you in at night and keeps the monsters that

June is the month that fathers are honored. Everyone runs to get an American Greeting or Hallmark to express affections for the family patriarch. When we think of our fathers, what comes to mind? For many of us, he is the man that taught us little league baseball or how to ride a bike.

A History of Fathers' Day

Sonora Dodd created the idea for Father's Day, traditionally celebrated the third Sunday in June, on June 19, 1910. Dodd wanted a special day to recognize her father, William Smart, a widowed Civil War veteran who raised a newborn child and six other children by himself on a farm in the state of Washington. She observed the numerous sacrifices he made and felt that he was a courageous, selfless, and loving man. Because his birthday was in June, she chose that month to honor him. In 1924, President Calvin Coolidge proclaimed this day an official holiday.

He is the one we had to face when we weren't as well behaved as we were taught to be. He was also the one that tucked us in at night and kept the monsters away that we thought lived under the bed or in the closet.



Pictured left to right: Chris Seher, Faith, Alison, Gregory, Alrene, Halie (current foster child), Keith

One man played that role for his children, but also went a step further. He knew that the monsters that most children



Halie at 7 months

imagine, is real in one form or another to many. **Chris Seher**, a program manager with AAR, and his wife, Alrene, have been serving as foster parents for young children who ordinarily would not know the comfort of family due to circumstances over which they have no control.

The fact the Sehers do this is not a secret, but it is not something that Seher advertises. Neither his wife nor he does it for praise. He knows the importance of having a good start in life. He was the youngest of five boys

and youngest is the key word. The brother closest to him in age was 12 years older. The oldest was old enough to be his father.



Subira at 20 months

His father, a butcher, worked split shifts, six days a week. Most days, Seher would see his dad for a short while and then it was back to work

for the elder Seher. However, the time that Seher did spend with his father, he cherished and it instilled in him the importance of the time parents spend with their children.

The Sehers have four children, the oldest of whom is adopted. Keith, 24, is a Federal Air Marshall; Faith, 23 attends dental school at the University of Pennsylvania; Gregory, 20, is a political science major at St Joseph's University; and Alison, 19, majors in



Joey at 10 months

elementary education at Trenton State.

About six years ago, the Seher family sat down and discussed bringing

foster children into their home. They all felt "immensely blessed as a family" and knew they needed to "give back." Since that time and the arrival of a three-day-old girl into the Seher home, for about every year or year and a half, four other children followed - all directly from having been born at the hospital. The culturally diverse second family included: Joey, now five and a half, African American female; Cierra, now five, Hispanic/African-American female; Subira, now three and a half, African American female; Joshua, now two, Caucasian male; and Halie, eight and a half months, Caucasian female.

The Sehers are godparents to little Subira (now Cheyanne) and see her about every three months. The first time they saw her after the adoption; she ran up to "Aunt Alrene" and "Uncle Chris" and gave them a big hug and kiss.

Along with the joys, there are also some challenges. Most infants placed in the Seher home were born with fetal



Cierra at 6 months

drug or alcohol syndrome. Mrs. Seher, a pediatric nurse, is instrumental in helping the children overcome

their physical afflictions. According to Seher, her assistance has been invaluable because as far as he knows, none of the children have any telltale signs of a disability.

Seher says that he has the greatest amount of respect for foster parents who take in older children who have often faced abuses that they may never overcome. Seher adds that, despite these challenges faced by the infants that his family makes part of their family, it is much easier to condition a new born by love, nurturing, and developing their motor skills as soon as they arrive home.

Seher is concerned that, due to the shortage of caseworkers, the Division of Youth and Family Services is not able to visit homes as often as needed. Although most of his foster children were adopted, his next to youngest foster child, Joshua, was returned to the grandparents in Alabama and is out of the system. Many foster parents make sacrifices and grow to love the children with whom they are entrusted. Not knowing what the child is experiencing once away from a family can be very heart wrenching. Since their adoptions, the Seher have been fortunate enough to

have seen all except Joshua.

The Seher children cherish the moments they have been able to share with their foster brothers and sisters. They feel that the experience has stamped a positive effect on their lives.



Joshua at 3 months

Robert Sexton, in a dedication to his father, expressed a sentiment that could easily apply to Seher. He wrote, "When a father takes time to share the content of his own heart- his dreams; his doubts, his resilient hope - he gives his child the power to believe in the possibilities of their own life. By sharing his own humanity, he affirms their right to become all that they might imagine; all that their heart may guide them to be." 🔄

AIAA 25 Years of Service Awards

On May 28, 2003, Dr. Anne Harlan, director, William J. Hughes Technical Center and the American Institute of Aeronautics and Astronautics (AIAA) Southern New Jersey chairperson the present 25-year service awards to **Phil Ingraham, Gerald Spanier, and Gary Frings.**



(L to R) Cathy Jaggard AIAA Chairperson, Phil Ingraham, Gerald Spanier and Dr. Anne Harlan, director, William J. Hughes Technical Center (Not shown is Gary Frings)

ACT/ATB Reach “Total Service” Agreement

By Stan Ciurczak

The William J. Hughes Technical Center (ACT) always is interested in pursuing business opportunities to provide integrated engineering and research services for development and support of a safe, secure and efficient global aviation system. When the Terminal Business Unit (ATB) recently announced that it planned to consolidate all technical and acquisition support services, the ACT Strategic Leadership Team jumped at the chance to pursue the opportunity.

The pursuit paid off. ATB and ACT have reached an agreement that will enable ACT to provide ATB with technical and acquisition services, which will be phased in over a three-year period, replacing 16 contracts that used to be required to accomplish the work for ATB. Administering these contracts involved significant overhead to ATB, but the decision to have ACT provide total technical and acquisition support services to ATB eliminates that overhead.

Both ACT and ATB management are committed to ensuring the success of the ATB mission, and have signed a Service Level Agreement (SLA) to document the commitments they have made to that end. The agreement is a tool to manage expectations, foster communications, clarify responsibilities, measure service effectiveness and strengthen long-term relationships between a customer and a supplier. The goal is to manage conflict resolutions or service issues at the point of service, whenever possible.

"This is a win-win for both organizations," said **Bill Voss**, director, Terminal Business Unit.

"We are pleased to support our colleagues in ATB in providing this service," said **Dr. Anne Harlan**, Technical Center director.

Both organizations have important responsibilities to fulfill under this

agreement. ATB has to provide requirements and funding for support services, customer feedback and limited technical support. ACT has to deliver services according to the agreed upon service levels that include both technical and procurement services. They also must assess and implement requests for support services, maintain continuity of service, track/report the status of services, contractor performance and cost, and provide financial management reports to ATB.

Under the SLA, ATB will pay ACT a fixed amount for the first two years for the staffing and resources. "My long-term goal is to do this as a cost savings," explained John Wiley, managing director, Office of Innovations and Solutions. "This should save ATB money, which is critical in an era of tight budgets. ACT and ATB will split the cost savings we achieve together; that is how we will pay for this." 

New Employees Enjoy Tour

By Ginger Cairnes

Heavy winds and driving rain were no deterrent to four new employees at the William J. Hughes Technical Center. They braved the early morning weather to visit the Berlin Airlift aircraft and tour Technical Center facilities.

Karl Fischer, Eduardo Colon-Madiera, Omar Merced, and Ericka Rodriguez were impressed by the many displays inside the C54 aircraft built in 1945. A visit to the cockpit and discussions with some of its current pilots made the group appreciative of its mission.

Visits to the Display System Replacement (DSR) Facility and later in the afternoon to the Airway Facilities Tower Integration Laboratory (AFTIL) provided the group with an overall feeling of being in a tower as well as being inside an enroute facility.

Their experience "flying" the Cockpit Simulation's C421 simulator was challenging and fun. They also learned about the Small Aircraft Transportation System program - a system not too far into the future.

Later, 20 pilots from the Coast Guard's Search and Rescue Group joined the employees. Together they saw what is involved in "mocking-up" a new tower or modifying an existing one in the AFTIL Lab. The 360-degree "Out-the-Tower" view and mini-simulation between pseudo pilots and controllers gave the group a better perspective of what transpires during a flight.

Omar and Mike Cullum fly the simulator. As "night approaches" the USCG pilots and Tech Center employees observe departing traffic from inside

the AFTIL "tower" while **Bernie Garbowski** awaits arrivals.

An overview of how Human Factors play a role in air traffic was presented in the Research Development Human Factors Laboratory. Everyone saw how Virtual Reality plays a vital role in cost effectiveness and planning.

Lastly, was a visit to the National Airport Pavement Test facility where the Airport Pavement machine and the engineering behind it really "wowed" the group as they also saw the types of "pavement" being tested in preparation for the new generation of heavy "civil transport" aircraft and the need to know how the runways can support the loads of these aircraft. 

Project TAKEOFF Makes a Smooth Landing

By Mary Lou Dordan



Young scientist watches his invention TAKEOFF

A special thank you goes to the following Tech Center employees who helped make this event such a huge success:

Mentors

- Russell Atwood** (ACB-810)
- Diane Bansback** (ACB-870)
- John Beres** (ACB-870)
- David Braccia** (ACX-45)
- Veronica Callahan** (AS&T)
- Joe Campbell** (ACB-870)
- Jan Cognata** (AS&T)
- John Dyson** (ACB-870)
- Lorry Faber** (ACB-870)
- Michael Greco** (ACB-800)
- Stacie Gustray** (ACX-44)
- Tim Hogan** (ACB-870)
- Philip Ingraham** (ACB-870)
- Mike Magrogan** (ACB-440)
- Robert McGuire** (AAR-480)
- Ray Schillinger** (TSL-300)
- Bruce Stanley** (ACB-870)
- Rosanne Weiss** (AAR-490)
- Mark Wetmore** (ACB-870)
- Jim White** (AAR-410)

Technical Assistance

- Jim D'Ottavi** (ACB-440)
- Ralph Pohl** (ACB-870)
- John Tatham** (ACB-870)
- Art Williams** (ACB-870)



The new technology of tomorrow starts here today

The FAA Hangar was transformed into a center of creativity as local students participated in the 11th Annual Technology Aviation for Kids/Engineering of Future Flights (TAKEOFF) Program. This year's event was a huge success thanks to the hard work and dedication of the TAKEOFF program coordinators, **Armando Gaetano** (ACB-870) and **Vic Hudson** from the Technology Department of William Davies Middle School.

Judges

- Dot Buckanin** (ACB-600)
- William Cavage** (AAR-460)
- Dennis Filler** (ACK-001)
- Patty Naegele** (AOS-500)

Each of the 16 schools participating in this year's competition sent five students and one technology teacher to the event. Upon their arrival at the FAA hangar, each student was assigned to work on a team consisting of participants from other schools. The task of each team was to solve three out of six technology learning activities dealing with aeronautics, flight, and space. The FAA Technical Center supplied a mentor to each team to assist in the activities. The day ended in a competition to determine which team had best solved each challenge.

Creative genius at work



First-place TAKEOFF winners this year were **Ashley Pernell** (Woodrift School-Deerfield Township), **Nicholas Morizio** (Ocean County Votech School), **Sean Doyle** (Belhaven Avenue Linwood Schools), and **Jonathan Tillis** (Ventnor Middle School).

In Memoriam

BONA, LOUIS J., 62, of Egg Harbor Township, passed away at home on May 13, 2003. He was born in Sharon, CT and resided in Dover Plains, NY until 1958 when he went to college. He has resided in Egg Harbor Township for the past 39 years.



Bona is a 1964 graduate of the University of Detroit with a Bachelor of Science Degree in electrical engineering. From 1969 to 1972, he did graduate work at the University of Pennsylvania. He later studied at Monmouth College, where he received his MBA in 1980.

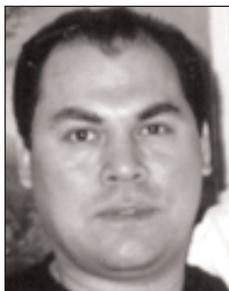
Louis started his career as a Co-op for the FAA Technical Center in Pomona in 1960 retiring in 1995 as the deputy director. He served as an aviation consultant since his

retirement. He received numerous awards throughout his career with the FAA. He was instrumental in the promoting and hiring of women, minorities and the disabled. He was a member of Our Lady of Sorrows Church in Linwood. He was actively involved with many youth organizations in Egg Harbor Township. He served as Vice President of the Atlantic Shore Babe Ruth League and had been a coach for the EHT Orioles Babe Ruth Team. He had been an avid golfer and enjoyed traveling.

He is survived by his loving wife Doris; his three children, Louis Bona of Austin, TX, Lori Fandozzi of Egg Harbor Township and Stephen Bona of Manahawkin; a sister Catherine Morse of Latham, NY and a brother Raymond Bona of Princeton, TX and four grandchildren Nicole, Jimmy, Joey and Katie.

Memorial contributions may be made to the Compassionate Care Hospice, 516 High Street, Mount Holly NJ 08060 or the American Cancer Society, 626 N. Shore Road, Absecon, NJ 08201.

PALACIO, JAVIER SALVADOR, 40, of Ventnor, passed away unexpectedly Sunday, June 1, 2003, in the Intensive Care Unit of the Atlantic City Medical Center.



Born in Nicaragua, Javier was a resident of the area for 27 years graduating from the Atlantic City High School in 1983 and then earning a B.S. Degree in Computer Science from Stockton College in 1995. He was employed with the Federal Aviation Administration at the William J. Hughes Technical Center for 18 years. Javier was an avid devotee of karate, reaching the degree of Master Black Belt.

Surviving Javier are his wife Yahaira and beloved daughter Francesca, his loving mother Zoila and stepfather Luis Ortiz, his

brothers: Israel and family of Atlantic City, Hector and wife Nicole of Brigantine and Ramon Moises and family of Atlantic City; his sisters Lourdes Mareno and husband Marcos of Atlantic City and Ligia Hiraki of Brigantine; his uncle Pedro Zepeda and wife Julia of Las Vegas, NV, his aunt Narcisa Chavez and husband German; his grandmother Maria Irene; his cousins German, Elena, Janet and Lily, all of Maryland; his cousins Juan and his wife Laura of Virginia, Narcisa and Irene of Las Vegas, Roger and his wife Jody of Philadelphia, and many beloved nieces, nephews and other relatives and countless friends.

We will miss his way and sense of humor, his ready smile and his kind and gentle ways. Most of all we will miss his unfailing willingness to be helpful to others no matter how inconvenient it might be to him.

Upcoming Events

June 18: Cultures of the Middle East

June 24: Technical Center Awards Program

June 25: Model Work Environment Workshop
Workplace Disputes: Try Mediation

June 28 - July 2: FAA GLOBE National Training Conference

For more information, go to the William J. Hughes Technical Center website at:
<http://www.tc.faa.gov/concepts/current.html>

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