



FAA Intercom

Track FAA's Progress 'Closing the Door' on Fuel Tank Explosions

FAA employees now can see how well their organizations — and the agency as a whole — are doing in meeting their Organizational Success Increase (OSI) goals for this fiscal year.

Every quarter, results will be posted on the agency's Web site (www.faa.gov, click on "FAA's Flight Plan 2004-2008," then on "How are we performing?" and "View the Quarterly Performance Report").

Employees included under the

continued on page 4



The FAA's prototype inerting system is shown here installed on an Airbus A320.

FAA Budget to Remain Flat

Stark budget reality hit home last month with the unveiling of the FAA's proposed budget for fiscal year 2005.

Unlike for many agencies this year, the Bush administration proposed increases for the FAA's budget, although by less than 1 percent compared to last year's enacted budget.

Aside from the tight fiscal environment, the FAA also is hurt by a struggling airline industry. "Revenues from airline tickets, fuel, and airfreight that go

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The risk of aircraft fuel tanks exploding would be virtually eliminated under a new rule being considered by the FAA.

The FAA's proposal would require certain large commercial jets be fitted with systems that reduce flammability. The proposal, combined with more than 60 directives aimed at preventing ignition sources, should mark a major advance in aviation safety.

At a press conference on Feb. 17, Administrator Marion Blakey said, "I'm confident that once these planes are equipped with inerting technology, we can

close the door on fuel tank explosions."

The proposed rule is a welcome payoff to years of persistent FAA research in the face of much nay saying. Industry officials initially deemed fuel inerting as too heavy, too expensive and too space consuming.

Undeterred, FAA researchers led by Ivor Thomas developed a system that weighs no more than 200 pounds and requires no moving parts. The system essentially replaces oxygen in fuel tanks

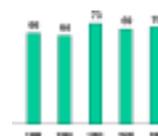
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Read about Employee Attitude Survey results, a new Airway Facilities update feature, and two stories related to National Women's History Month.



Page 3. New on-line learning opportunities.

Job Satisfaction



Page 5. Survey EAS results.



Page 7. Helping hand from the FAA family.



Page 8-9. Women make their mark in history.



News in Brief

Consumer Complaints about Airlines Hit Record Low

Consumers filed fewer complaints with the government about airline service in 2003 than in any year since they were first compiled in 1970, according to the monthly Air Travel Consumer Report issued by the U.S. Department of Transportation.

Consumers filed just 5,980 complaints, 37 percent fewer than the 9,466 complaints received in 2002. The previous low mark was 5,985 complaints filed in 1993.

U.S. commercial air carriers reported a 76 percent on-time arrival record in December, down from November's 80.2 percent mark. For all of 2002, the carriers posted an on-time arrival record of 82.0 percent, just under the all-time best mark of 82.1 percent recorded in 2002.

In December, the carriers reported that 9.1 percent of their flights were delayed by aviation system delays, 6.3 percent by late-arriving aircraft, 5.4 percent by factors within the airline's control, such as maintenance or crew problems, and less than 1 percent by extreme weather (weather also is a factor in the aviation system category and the late-arriving aircraft category).

In December, airlines canceled 2.1 percent of their scheduled domestic flights, up from November's 1.4 percent cancellation rate.

Security Awareness Bulletin

Recently, FAA employees have received e-mails from foreign nationals requesting assistance in transferring money out of their country.

These messages are a fraud scheme attempting to obtain personal information from the e-mail recipient.

Employees should not respond to these messages.

The Federal Trade Commission investigates these schemes. Please forward any such e-mails you receive to uce@ftc.gov and put "For Money Offer" in



the subject block. Send a courtesy copy of the message to the FAA Computer Security Incident Response Center at 9-AWA-CSIRC@FAA.GOV. The center's duty officer can be reached around the clock at (866) 580-1852. The FTC provides consumer information

security at www.ftc.gov/bcp/conline/edcams/infosecurity/index.html.

For more information, contact your regional or Headquarters security division. Contacts can be found at <http://asi.faa.gov/Contact.asp>.

Cleveland Center Opens Eighth Area

Cleveland Center's reorganization of its airspace that went into effect Jan. 26 promises a host of benefits for the air traffic control system.

The center now distributes its 49 sectors over eight areas, rather than seven, to improve controller workload distribution and routing between sectors, as well as into Cleveland and Detroit airports. The reorganization also helps controllers introduce the new reduced vertical separation minimums into their airspace.

The new area will result in more efficient staffing, less overtime and reduced time required to train a controller. Airlines are expected to save more than half a million dollars a month in time and fuel expenses.

Employees from Air Traffic, Airway Facilities, the Chicago NAS Implementation Center, and Operations Support have been planning the new area for a year. Airway Facilities met a tight deadline to install and integrate the new system.

TSA to Arm Cargo Pilots

Cargo pilots will now have the same opportunity as passenger pilots to carry weapons in the cockpit.

The Transportation Security Administration (TSA) is opening to cargo pilots its program that trains and arms volunteer aviators to protect the aircraft cockpit. Applications are available to pilots on a secure Web site.

Acting TSA Administrator David M. Stone said expanding the program adds another layer of security to the nation's aviation industry.

The program was created as part of the Homeland Security Act to select, train, equip, and supervise volunteer pilots to defend flight decks of passenger aircraft against violence and air piracy.

The selection process incorporates an hour-long computerized assessment, an interview, and a background check.



Arriving at a Computer Screen Near You!

FAA employees will have access this month to a new and enhanced e-learning Web site with 1,000 courses and new content, easier navigation, bookmarks, individual development paths, reminders for learning deadlines, progress and assessment tracking.

Employees can scan real-world examples, case studies and role-play simulations, review features with a program to rate level of comprehension, find quick solutions with "Search and Learn," use "Job Aids" to apply new knowledge, and download new options with "SkillBriefs."

Tune in to the new e-learning at www.academy.faa.gov (click on "Web Training").



Airport Certification Rule Extended

A new FAA rule expands the safety certification requirements to small airports that handle scheduled service of aircraft with 10-30 seats. Previously, the requirements affected airports handling aircraft with more than 30 seats.

As a result, 37 small airports must apply for an FAA airport operating certificate and comply with agency safety regulations.

The airports must now meet additional safety and security requirements in areas such as lighting, marking, fencing, crash and fire/rescue equipment, and access control.

The rule also updates and clarifies other Part 139 requirements for personnel training, wildlife hazard management, airport condition reporting and response to off-airport emergencies.

College Credit Available On-line

All FAA employees are eligible to sign up for more than 1,000 on-line courses teaching information technology, office automation and business skills delivered via the agency's SkillSoft e-learning site at www.academy.faa.gov, click on Web Training.

The American Council on Education has accepted many of the SkillSoft courses — formerly called SmartForce — for college credit. Southwest Oklahoma State University already recognizes SkillSoft information technology courses.

Among colleges offering credit for office automation and business skills are Strayer University, University of Phoenix, and Kansas State University.

Employees who seek credit for their e-learning courses should contact the college/university of their choice to determine their level of acceptance.

For more information about e-learning, contact the FAA helpline at (405) 954-4568.

New Credit Union Caters to FAAers

American Airlines Federal Credit Union is opening its membership to include employees and their families in the aviation industry, including the FAA.

The credit union has branches and ATM machines located throughout the United States, including, Hawaii and Puerto Rico. Its branches are located at or near more than 100 airports.

Among its services, the AA Credit Union offers free online banking and VISA check cards, a variety of loans, credit counseling, financial planning and investment opportunities.

Access www.aacreditunion.org for more information.

Fuel Inerting Research Reaches Fruition *continued from front page*

with an inert gas like nitrogen. Absent oxygen, fuel tanks can't explode.

The cost to retrofit is placed at \$140,000 to \$220,000, depending on the jet. While acknowledging that the cost puts another economic burden on airlines at a time that the aviation market is hurting, the administrator said, "I think it would be irresponsible not to move forward with breakthroughs such as this."

The cost is relatively small compared to previous proposed solutions that were deemed too expensive.

In addition to retrofitting current aircraft — which is expected to take about seven years — new designs such as the Boeing 7E7 and Airbus 380 will have to have some type of inerting system before they are certified. The proposal would affect 3,800 aircraft currently flying.

Initially, the FAA will focus the retrofitting effort on the most vulnerable aircraft, including the Boeing 737 and 747, and the Airbus 320.d

The FAA expects to issue a notice of proposed rulemaking by the end of this year.

Aircraft Affected by New Proposal

Airbus Models	# of Airplanes
Airbus A320	729
Airbus A300-600	198
Airbus A310	48
Airbus A330	44

Boeing Models	# of Airplanes
Boeing 737	1,453
Boeing 747	170
Boeing 757	654
Boeing 767	380
Boeing 777	138



FAA Business Plans Go On-line

For the first time ever, all FAA lines of business and staff offices have developed business plans that detail how they will meet goals set for them in the 5-year Flight Plan.

Again, for the first time ever, employees will now have instant access via the Web (www.faa.gov, click on "FAA's Flight Plan 2004-2008" and scroll down to "FAA Business Plans: FY 2004 - 2008") to their organizations' business plans so they can plan and align their work with those goals.

In making these plans available and by holding monthly performance assessment meetings, Administrator Marion Blakey has put the FAA on notice that the Flight Plan is the yardstick by which the success of the agency, its organizations and employees will be measured. Quarterly reports detailing the progress the agency is making on those goals are now available on-line (see front page story).

The administrator or deputy administrator, Bobby Sturgell, reviewed each business plan and provided feedback to each member of the management board while the business plans were being developed. The effort to develop business plans appears to have benefited staff offices the most, since they've never been required to do so before.

Interest in the plans goes far beyond the FAA. The administrator recently shared the FAA's Flight Plan — along with some examples of the agency's business plans — with the White House domestic policy group and received "extremely high positive reaction," according to Jerry McNiff, manager of the Performance and Cost Analysis Division in the Office of Financial Services, whose office is assembling the business plans on-line.

Besides acting as a template for the FAA's success, the business plans also provide feedback to the FAA's customers. The administrator took

"extraordinary steps" to make sure that the views and concerns from the FAA's customers were incorporated in the Flight Plan, McNiff said. "The concept was that the Flight Plan should be made available to our constituencies so they can get a flavor of how we are operating," he added.

The importance of the business plans is most evident in the monthly performance assessment meetings, 4-hour marathons in which each head of a line of business or staff office reports on his or her organization's progress.

Three hard raps on the table notify the management team to be seated. The administrator wastes little time with formal process, opening with a few brief remarks before each member of the management team discusses his or her goals.

The meeting agenda is structured on the four elements of the Flight Plan: safety, efficiency, organizational excellence and international leadership. Blakey and Sturgell are fully engaged in these meetings, asking questions and moderating discussion among the rest of the management board.

Assistant and associate administrators, along with the FAA's chief operating officer, discuss each element in the agency's 30 performance goals, identify whether the goal is green (on track to reach the goal), yellow (some of the activities leading to the main goal are in jeopardy) or red (serious doubts about reaching the goal).

Topics about each item can range from political ramifications, public awareness, different interpretations of data, possible solutions and further streamlining of the plan.

The Flight Plan clearly will be an evolving — "living" — document at the management level. Whether employees adopt it as their yardstick for success will directly affect next year's OSI decisions.

Web Site Tracks FAA's Performance

continued from front page

Core Compensation plan become eligible for OSI increases if the FAA achieves at least 90 percent of its performance targets set out in the Flight Plan. If successful, Core Comp employees will receive the increase given to all federal employees, plus 1 percent.

If the targets are not met, FAA management will make a further assessment and adjust the payout accordingly.

Allowing employees to track the FAA's progress is just the latest in a series of steps taken by Administrator Marion Blakey in her push for increased accountability and measuring performance.

For the first time, business plans for each line of business and organization are now available on the Web (see story on this page). Each month, the administrator meets with her management team to get a progress report on the agency's efforts and discuss strategies and solutions.

In August and September, management will revise the Flight Plan to accommodate next year's budget. By October, a revised Flight Plan will be issued with updated performance goals for fiscal year 2005.



2003 EAS: Agency Improving, but Still Needs Work

FAA management is preparing a detailed analysis of results from the 2003 Employee Attitude Survey (EAS) and a list of follow-up actions to address shortcomings indicated by employee responses.

The Civil Aerospace Medical Institute delivered more than 1,300 reports to FAA organizations at the beginning of March.

Some next steps should be communicated to employees this month.

In a marked departure from recent surveys, the 2003 EAS showed some improvement in a wide range of areas. Job satisfaction increased 3 points to 71 percent; clarifying the definition of good performance jumped 11 points to 44 percent; and the percentage of employees reporting perceived sexual harassment fell for the fourth straight survey to 14 percent for women and 7 percent for men.

Still, Administrator Marion Blakey saw room for improvement. "The numbers

are going in the right direction, but the numbers in key categories are still too low. We've got work to do," she said.

For instance, in questions asking employees' opinions about immediate supervisors, results often were relatively positive, but the trend over the last few surveys has remained flat.

Also, while there were improvements in the results for some of the 12 questions regarding accountability, recognition and reward, customer focus and clarity of performance expectations, almost all of the results were less than 45 percent positive.

Results from 12 questions in those areas will form the baseline to measure one aspect of organizational excellence, a key element in the agency's Flight Plan. The average positive response to those 12 questions in the 2003 EAS was only 35 percent. By 2008, the agency goal is to increase that number to 40 percent.

To better track employee

attitudes, Blakey is considering expanding the EAS by holding the survey more frequently, or perhaps putting it on-line to encourage continuous feedback.

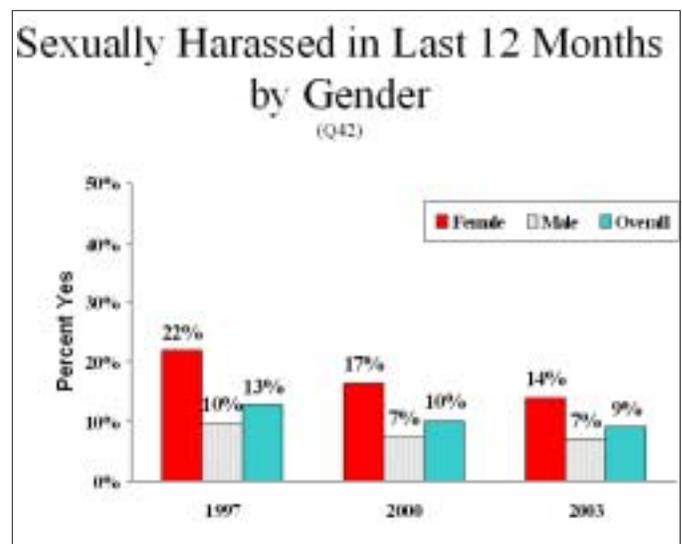
"It's quite clear this administrator is very interested in taking visible actions based on survey results," said Paul Twohig, a Human Resources psychologist who is part of the survey team. Twohig surmised that improvements in questions regarding perceived sexual harassment and clarity of performance expectations are the results of initiatives launched after earlier surveys.

"We'll have to see if we are taking the right actions to meet the organizational effectiveness target and if new agency efforts on selecting, developing and supporting supervisors and managers will pay off in the future," said Twohig.

EAS results are available on-line at <http://intranet.faa.gov/eas>.



Although job satisfaction increased three points from the last EAS, the trend has remained relatively flat since 1993.



Complaints by men and women about sexual harassment have fallen steadily since 1997.



Airway Facilities Update

The FAA Intercom begins a new feature this issue. It will provide regular updates about Airway Facilities, its employees and their efforts to maintain the National Airspace System infrastructure.

Headquarters: The Operational Support Office completed the transition of the Military Operations (MilOps) special airspace management system at air route traffic control centers to the FAA's multi-user network. Centers use the airspace management system to manage the use of restricted airspace. The last transition — at the Houston Center — occurred Feb. 3.

The office also completed the MilOps transition to 63 automated flight service stations.

Eastern: A process improvement team consisting of two cultural change consultants from the Airway Facilities Division and the regional process improvement integrator has been established. The team will determine if there is a better, more efficient way to perform Airway Facilities' administrative processes. The team will identify customer needs and design products and services to meet them. In addition, the Eastern Region has established an oversight committee to monitor this effort.

Great Lakes: The Operations Branch provided annual CPR and automated defibrillator recertification for employees at regional headquarters.

The Operations Branch also



Helping the FAA gain ISO 9001 certification for an instrument approach procedure were (from left) Charles Coffman, Laura Collier, Bob Crumrine, and Gloria Hall.

completed joint acceptance inspection of the Cleveland Center's medical trailer replacement project. The trailer is used to provide medical certification for controllers and airmen from the center. The Operations Branch received an urgent request for an engineering design and construction package to replace the old trailer that had been heavily damaged by a fire. The project was accomplished within the budgeted \$100,000.

On January 16, representatives from the Airway Facilities Division volunteered to be judges for the annual Chicago Public Schools Science Fair at Olive Harvey College in Chicago, Illinois. They helped judge some of the more than 150 students in the 6th, 7th and 8th grades who competed for awards.

Mike Monroney Aeronautical Center: Aviation System Standards' standard instrument approach procedure process — with 19 locations nationwide — recently received ISO 9001 certification.

Southwest: The Fort Worth NAS Implementation Center, in conjunction with the Operations Branch, is working to deploy a trailer that would house a 2-position mobile Terminal Radar Approach Control Facility (TRACON) and

administrative trailer to re-establish TRACON operations at Abilene Tower while a mold issue is being resolved.

Super Bowl activities were a success with no equipment failures that affected air traffic. Throughout the week, there were 1,000 additional flights in the Houston area, with a record 3,380 flights handled out of the Houston Intercontinental TRACON on the Monday following the Super Bowl.

Western-Pacific: The upgrade of the power system at the Guam Combined Center/Radar Approach Control facility is underway. Operational Support is providing the temporary power system for the facility in the form of two mobile power system trailers.

Fresno provided the Tulare International World Ag Expo a portable tower during a 3-day event that drew more than 100,000 visitors. Air Traffic and Airway Facilities have been supporting the "world's largest farm show" since the mid-1980s.



Finding a New Family Amidst Terrible Loss

At a time when Bonnie Thompson is dealing with a sudden and shocking loss, she has discovered an extended family.

Thompson, a program assistant with the Salt Lake City field maintenance program, got a call from neighbors on Jan. 12 reporting that her house was on fire.

By the time she arrived at her home in Sandy, Utah, she found her house destroyed. But what leveled her was the news that her 46-year-old husband, Lane, had been overcome by smoke and died in the fire.

Bonnie and Ashley, her 17-year-old daughter, were left with little but the clothes on their back. Much like their lives, the structure of their home remained standing while the interior was gutted. A clean-up crew took away a few boxes of possessions, although Bonnie has no idea what could be in them or if they're salvageable.

She knows she has lost some valuable possessions, including her four

prized Chihuahuas.

Fortunately, Lane left Bonnie with "two dang good kids." Son, Jeff, took them in for a week until new accommodations



Bonnie Thompson gets a hug from Link Scoffield, manager of the Wasatch System Support Center in Utah.

could be found. Jeff's wife, Angel, works at the Salt Lake City certificate management office.

Bonnie's family seemed to grow as news of the tragedy spread quickly around the FAA. Before Bonnie could blink the ashes from her eyes, co-workers and other employees had spontaneously collected \$3,300 without any solicitation from the family or the agency. Other employees dropped off clothing and blankets at the condominium the insurance company had rented for them. Since then, another \$1,500 was donated.

Beyond the contributions, Bonnie is finding comfort in returning to work. In a place where "everybody's been really nice and supportive," it seems a little easier to absorb her loss.

"I can't express the gratitude and all the support they gave me here. They're fantastic friends. I've become part of the family with them," Bonnie said.

Agency Comes Together at IT/ISS Conference

Leveraging the FAA's information technology and information systems security (IT/ISS) resources and broadening the partnership that focuses on securing the agency's information infrastructure was the focus of the FAA's 3rd annual IT/ISS Partnership Conference, sponsored by the Office of the Chief Information Officer.

Nearly 400 agency employees and contractors participated in the event held Feb. 9-13 in Jacksonville, Fla.

"I don't think I would be exaggerating if I said that this event far exceeded any and all expectations we might have had," said Dan Mehan, assistant administrator for Information Services and the FAA's chief information officer. "This year, we felt it was necessary to bring both sides of the house together in an

effort to more effectively address the issues that are integral to launching the agency's Flight Plan over the coming year," Mehan said.

Attendees representing every FAA center, region and line of business/staff office had the opportunity to participate in hacker and wireless security classes to discuss cyber security techniques. They also got the chance to participate in working sessions that emphasized information technology cost containment and "getting to green" in e-government.

A number of speakers gave keynote speeches, including: Dan Matthews, chief information officer for the Department of Transportation; Howard Schmidt, former White House cyber

security czar and chief security officer of E-Bay; Mary Ann Davidson, chief security officer, Oracle; and Glenda Brumfield, National Security Agency. Some 92 vendors exhibited the latest in information technology and cyber security.

"It was a good networking opportunity between lines of business and staff offices, and between geographic locations," said Pam Rusk, information systems security manager for regions and centers.

"This was a collaborative effort that shows how important each player is individually, and how phenomenal results can be achieved when we all come to the table and work together," said Information Systems Security Director Mike Brown.



Retiring after a Lifetime of Firsts

Sometimes pioneers don't even know they're pioneers until somebody tells them.

Pat Littleton led a life of firsts in the FAA's Office of Regulation and Certification, although she admits forgetting about them sometimes. It's when women coworkers came up to remind her that Littleton can put her career in perspective.

"I would have thought it was a perfectly natural career path for a woman," she said of her experiences at the FAA.

That is probably true now, but it wasn't true when Littleton first joined the agency in 1981. She already had been the first designated manufacturing inspection representative appointed by the FAA. After signing on in 1981, she became the first female aviation safety inspector for manufacturing.

Later, she moved up the ladder to become the first woman manager in Aircraft Certification.

Unbeknownst to her, Littleton was providing an example to other women who were seeking to advance in the aviation field.

Littleton didn't experience any of the blatant discrimination or open hostility that greeted women in earlier times. But she was aware her presence was unusual. "I never received any overt comments or criticisms," she said. "They were a little bit more withholding of their judgment. Probably, it would've been a bit different for a male."

Littleton credits a male supervisor for mentoring her in her early days. Jim Reeves helped hire Littleton at the Atlanta

Manufacturing Inspection District Office (MIDO) and supervised her there.

"I worried in the beginning," Littleton admitted. "What if I fail? What if I can't handle this? [Jim] told me, 'Pat, you're not in this by yourself. We will give you all the help and guidance that we can.'"

Reeves thinks one of the main reasons for Littleton's success was that she never let her success go to her head.

"Here was a woman who had lunch with Department of Transportation



Pat Littleton

Secretary Elizabeth Dole, and I do not recall her ever mentioning it but one time after the event," Reeves said. "She never boasted about her interactions with upper management, but she knew many FAA leaders."

Reeves ended up mentoring her for the rest of her career.

Littleton tried to extend that same guidance to other women. "I guess that

women saw where I was and what I accomplished and maybe that helped them get over a little bit the fear or hesitation."

Jane Dorsey was a self-described "very green aviation safety inspector" at the Vandalia (Dayton) MIDO when she first met Littleton in the early 1990s. But even then, said Dorsey, Littleton was "absolutely well-known as a manager, and secondarily, as a female manager.

"If I ever had a real tough question after I became a manager, she was always a ready and helpful resource," said Dorsey, who manages the Oklahoma City MIDO.

Stacy Ratliff, manager of the New Cumberland MIDO in Pennsylvania, said her first conversation with Littleton about balancing family and work stuck with her all these years. "She had a firm grasp about what she wanted to accomplish personally and professionally," said Ratliff.

"She was there for everybody, whether they were male or female. She was a good manager and good at taking care of her folks, and from a technical standpoint. I think she paved the way for a lot of folks," Ratliff added.

Littleton is appreciative of the attention, but at times she feels it's misplaced. Upon her retirement as manager of the Orlando MIDO, she received a clock with a plaque that credited her with the success of the facility.

"I felt they'd missed the boat there," she said. "I felt they were the key to [my success]."

March is National Women's



FAAer, Mother Have Riveting Tale to Tell

With the dedication this year of the World War II memorial in Washington, D.C., the nation's focus once again will turn to "The Greatest Generation," those Americans who fought and won the war against the Axis nations.

One member of that generation is 89-year-old Nannie Pierce, mother of J.C., Jr., and Ron, two FAA employees based at the Mike Monroney Aeronautical Center.

Nannie didn't land on the beaches of Okinawa or Normandy. She didn't sail the seas of the Atlantic or Pacific, or fly P-51 escorts for American bombers.

But for three years, Nannie worked seven days a week, usually 10 hours a day, as a "Rosie the Riveter," assembling DC3 aircraft that were used as workhorses during the war. One of those DC3s happens to be the FAA's restored N34, which son J.C. Pierce, Jr., helped maintain during its Centennial of Flight tour around the country last year.

"I'd been working on [N34] for quite awhile," J.C., Jr., said, who knew his

mother had worked in an aviation plant during the war. He told his mother that N34 was built in 1945 and was delivered from Oklahoma City.

She said, "If it was built in Oklahoma City, I worked on it," J.C., Jr., recalled.



"When I go see her, she says, 'How's my airplane flying?'" Nannie Pierce's pride in her accomplishment and a refusal

to complain about her hard work while raising a young family are two characteristics of that generation. "I worked hard, but I didn't feel that I was overdoing nothing. We made fun instead of hard work. We made it feel easy," Nannie said.

Her home circumstances didn't make that job any easier. She maintained her 7-days-a-week work schedule despite having to raise three young sons — ages 18 months to nine years old — by herself.

In a time when parents are afraid to let their children out of their sight, Nannie's two oldest boys dressed and fed themselves in the morning before heading off to school. Nannie set out food for them when they returned for dinner.

On Wednesdays she worked only eight hours, so that was laundry night. She hired a babysitter for the youngest boy for the first year and a half of her job, before her sister came and took him for the remainder of the war.

That youngest child was Ron Folks, who works as an aviation safety inspector and avionics instructor at the FAA Academy in Oklahoma City. He thinks Nannie passed down the willingness to work hard to her sons.

"All of us [boys] seem to really work at getting things done and doing it right the first way," he said, an appropriate ethic for an inspector.

One day at the plant, Nannie was on a ladder working on the military version of the DC3 when a troop of soldiers were escorted by. "These guys were coming through and I was looking down and he looked up and winked at me, and I looked down and winked back," she said. Nannie had just met her new husband, J.C. Pierce.

As fate would have it, J.C.'s cousins lived in the apartment beneath Nannie. They met up that night and courted for the remainder of 1943 until J.C. got his orders to ship out. He begged Nannie to marry him. She agreed, with a proviso. "He told me to wait for him. I said I would if I don't find somebody I like better."

They married Dec. 30, 1945 and had two more boys in the intervening years. J.C., Sr. died in 1992 after 46 years of marriage.

Although her eyesight is failing, Nannie tries to keep busy crocheting afghans. All five of her boys have aviation backgrounds and went through the military. "She supported every one of us all the way through," J.C., Jr. said.

"She taught us the best thing is you're true to yourself and true to your family," said Folks. "She always tried her best to get everything done and taken care of. She stuck right with us."



J.C. Pierce (left) and his half-brother Ron Folks visit with their mother, Nannie. (Above) Then-Nannie Folks as she looked in the early 1940s.

Women's History Month



Tight Budget Year Looms for Agency

continued from front page

into the aviation trust fund are also down because airline travel is off," said FAA Administrator Marion Blakey. "And, as long as airline travel is off, so too are the revenues available to the FAA. This is not the time for an expansionist budget," she added.

Based on the latest projections, the mid-term outlook sees an ever-tightening budget belt as well. "For operations, the outlook is worse in the outyears," said Kris Burnham, manager of the operations budget division in the Office of Financial Services. She cited the war in Iraq and national security priorities for contributing to the "constrained budget."

And unlike in years past, don't expect Congress to entertain any requests for supplemental budgeting.

Ramping up the Air Traffic Organization has not affected the FAA budget because its funding is drawn from the old Offices of Air Traffic Services and Research and Acquisitions.

The administrator did hold out the possibility of adjusting the Flight Plan to accommodate the budget.

In general, forward-looking programs that have not yet been implemented will be delayed until a healthier economic picture develops.

"While we will continue to honor our commitment to NAS modernization by funding ongoing major modernization projects, new program starts may have to be eliminated or deferred until we can complete the major efforts we already have underway," Blakey said.

The proposed budget is less than the amounts contained in Vision 100, which authorizes aviation programs for the next four years.

	Operations	Facilities & Equipment	Research, Engineering and Development	Airport Improvement Program	Total
Safety	7,377.4	342.0	92.6	1,003.0	8,815.0
Mobility	260.4	1,721.5	7.7	1,957.4	3,947.0
Global Connectivity	44.9	0	0	.4	45.3
Environment	11.7	55.3	16.7	487.9	571.6
Security	39.1	70.5	0	50.0	159.6
Organizational Excellence	115.6	310.7	0	1.3	427.5
Total, FY 2005 Request	7,849.0	2,500.0	117.0	3,500.0	13,966.0

Capital expenditures and satellite-based programs took the biggest hit in the proposed budget.

The majority of funding remains focused on programs aimed at increasing safety and efficiency. Of the nearly \$14 billion proposed for the agency's budget, \$8.82 billion is targeted at safety-related programs and nearly \$4 billion for increased capacity and efficiency.

Capital Spending Decreases

While FAA grants for airport construction got a boost, facility and equipment spending within the agency decreased nearly \$400 million compared to the enacted fiscal year 2004 budget. How these proposed cuts go over in Congress remains to be seen.

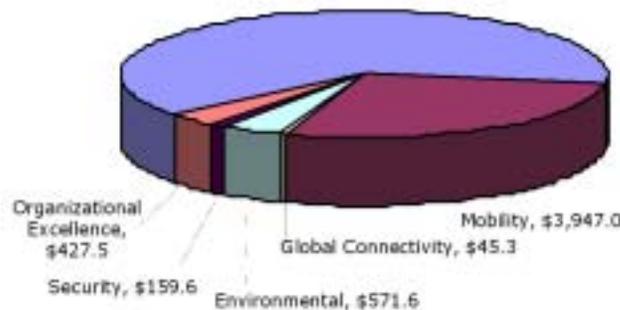
"The operations budget had to grow by more than 1 percent

because it is primarily a payroll account and covers the cost of bringing new equipment into the National Airspace System," explained Carl Burrus, manager of the FAA's capital division. "So cuts had to come from the other accounts, primarily facilities and equipment."

The out-year budgets for capital programs are less than they've been in the past. Capital spending will be budgeted at \$2.5 billion in FY05, then \$2.4 billion the following year.

"Up until this year, funding levels for capital programs have been pretty stable," Burrus said. "We knew what funding level we could count on in future years based on the out-year projections and the authorization levels. We can't anymore."

FY 2005 President's Budget by Goal
(\$ in Millions)



Airport grants— a key element in building capacity into the airspace system — received a \$120 million boost to \$3.5 billion in the 2005 budget.

continued on next page



FAAer Gets a Hand for His Dancing

Among the programs affected by this year's decrease are the next-generation air-ground communications system (NEXCOM), the local area augmentation system (LAAS), which compliments WAAS, and data link, which already was on the ropes because of its high cost to airlines.

Aviation Daily reported concerns of Rep. John Mica (R-Fla.), chairman of the House Transportation aviation subcommittee, that STARS and WAAS could be further delayed, as well.

Other programs were funded at higher levels than last year. The budget for the en route automation program, the backbone of air traffic control, rose \$54.2 million for FY 2005. Safe Flight 21 saw a \$10.2 million increase.

Funding for operations increased almost 5 percent to \$7.85 billion. There was a small increase of about \$28 million in discretionary spending, including \$18 million for safety initiatives (\$16 million for required navigation performance and \$2 million for updated collision risk models).

The remaining \$10 million supports organizational excellence initiatives, such as training and organizational restructuring.

The budget for research, engineering and development remained relatively unchanged at \$117 million, including \$5.1 million for the Department of Transportation's recently announced Next Generation Air Transportation System that looks 20 years into the future.

Even at the age of 8, Herb Smith wanted to be the best hand dancer in his family.

Fifty years later, Smith has established himself among the best hand dancers in the land. In 2003, he was inducted into the National Hand Dance Association's Hall of Fame, and he and his partner have held seven first-place titles in the last five years.

A big man with a soft voice and smooth moves, Smith is now looking beyond personal glory to spread the gospel of hand dancing to young people.

Hand dancing is an African-American form of partner dancing that developed in the 1950s and 1960s and



Smith cuts the rug with a young partner from the Teen-o-Rama show.

grew out of the Lindy Hop from decades earlier. It has different names in different regions, but falls somewhere between east- and west-coast swing dancing. Hand dancers stay more in contact with each other than do those in swing. In competitions, partners are allowed only a certain number of beats in which they are allowed to separate from each other.

Smith's pastime has brought numerous benefits over the year. It was a

form of entertainment and recreation that kept his family tight. For Smith, the youngest child in his family, becoming the best in his family was something to strive for. Has he achieved his goal? Smith smiles and answers softly, "Oh, yeah."

His favorite part of hand dancing is the "skate," which emphasizes intricate footwork. The hardest part of hand dancing for Smith is keeping pace with all the events springing up around the country. "You can pace yourself pretty thin," he said, trying to keep up with the competitions and traveling.

Time constraints have forced him and his partner, Maxine Grant, to curtail their competition dancing.

Instead, Smith is moving in another direction: education and preservation of a dance tradition that is always in danger of being absorbed into other, more contemporary dances.

Just last year, Smith and friends demonstrated hand dancing at the Folk Life Festival on the National Mall.

He also helped train high school students to reenact hand dancing as it was seen on the *Teen-o-Rama* dance show broadcast in the Washington area in the early 1960s. He and a group of other dancers taught 50 students twice a week for nearly four months to prepare them for the reenactment film. "Most of those that participated have gone on to be in competitions and winning in the youth divisions," Smith said proudly.

Just as in sports, champions move aside to let a new generation of competitors rise. Smith enjoys "watching the young folks coming up, working with the youth, helping them to have something positive to do."

If need be, he'll be back out on the floor showing them how to do it in style, and maybe reliving just a little of his youth.



Back to Headquarters

Section 508 Training In Headquarters

The Section 508 Training Team will provide training to Headquarters executives, managers, and employees who need to know about Section 508 issues that provide people with disabilities equal access to information communicated electronically.

To read about the objectives of each course, the instructors, and who should attend, access http://intranet.faa.gov/aio/e-government/section_508/awareness_training/ndex.htm. Employees also may register at that site (click on "Register for Section 508 Training").

Employees who need accommodation during the classes should contact Deborah Douglas-Slade at x34614 by March 16.

FAA/Industry Golf Tournament Slated for April

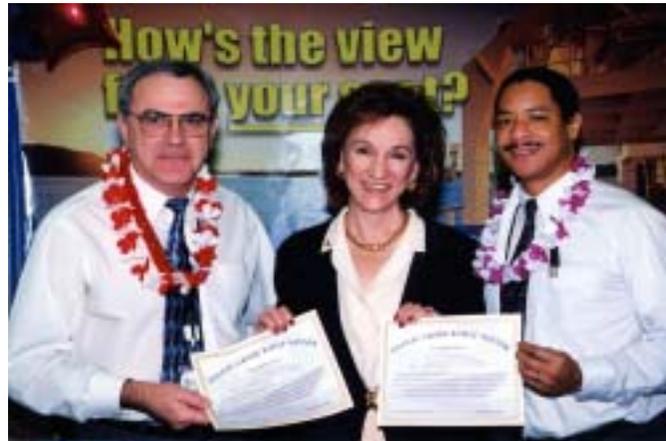
The annual FAA/industry golf tournament is scheduled for Monday, April 5 at the Old Hickory Golf Club in Woodbridge, Va.

The main event — an 18-hole scramble — is scheduled for 1:30 p.m. and costs \$80. There is an optional individual stroke play at 8 a.m., which costs \$125 (including the price of the afternoon scramble).

The fee includes carts, range balls, prizes, dinner, light breakfast, box lunch, and snacks. The tournament is open to everyone.

Participants may enter as a foursome or a government/industry match will be arranged. Mail entries to: Old Hickory, 11921 Chanceford Drive, Woodbridge, VA, 22192, Attn: Scott McArthur (FAA Golf). Concurrently, e-mail an entry to Roger Martino at roger.martino@faa.gov.

Contact Martino (202 493-5935) or Dave Knorr (202 220-3357) for more information.



Administrator Blakey selected Gerald Demuth (left) and Malin Mong as the two winners of the Holland America Lines cruise raffle.

HQ Raises Half a Million Dollars for CFC

Headquarters employees donated more than \$534,000 to the Combined Federal Campaign, breaking its goal of \$530,000. Some 2,051 employees participated in the drive, or 51 percent of Headquarters. The average gift per person was \$260.

The FAA was a major contributor to the CFC in the Washington area, which raised a record \$50.2 million.

The top fundraiser was the old Air Traffic Resource Management Program,

which netted almost \$7,000 from the sale of raffle tickets for cruises on Holland America Lines. The fundraiser set a record for the Greater Washington CFC for most money raised in a single event. It also helped push Headquarters over its goal and likely led to increased participation in the CFC.

Administrator Marion Blakey picked the winners from a raffle bin: Malin Mong from the Cost Accounting Division and Gerald Demuth from the Air Traffic Resource Management Program.

FAA Intercom

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Published monthly by
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Washington, D.C. 20591

The *FAA Intercom* is available on-line at www.faa.gov/newsroom/Newsletter.cfm. For circulation/distribution questions, call (202) 267-8735.