

THE CIRCUIT



A publication of the Technical Women's Organization

We Love New York!

What a wonderful way to celebrate TWO's 20th year and the FAA's 50th! If you were able to join us this year, then you know what a phenomenal opportunity we had to learn and make connections. If you weren't able to join us, flip through the next few pages as we take a look back at all of the speakers, teachers and colleagues that made this such a special event.



Volume 25, Issue 2

Special 2008
Conference Edition

Special points of interest:

- A conference overview.
- Where it all happened: The Roosevelt Hotel.
- A new member's perspective.
- Training highlights.
- New York City photos.

Message from the President

Wow! I know I say this each year. But, this was the BEST conference ever. This year's conference was a total success and a very exciting time for the Technical Women's Organization (TWO). Co-conferencing with the National Asian and Pacific American (NAPA) Association, we celebrated our 20th anniversary, along with the FAA turning 50, during our annual Training Conference in New York City this past August 5-7th, 2008. Our conference theme, *"TWO Turns Twenty: The Journey of Excellence Continues..."* was chosen to let others know that although we are turning "20," we still plan on keeping our standards high.

It is difficult for me to choose my favorite part of the conference. I thoroughly enjoyed the Opening Day Ceremony and hearing our various speakers discuss NextGen and other pertinent issues. I enjoyed each and every speaker. I was touched by Ed Moy. I was mesmerized by the Agency's future plans as discussed by folks like Hank, Victoria, Di, Bruce, Jo, Teresa, and others. I appreciated Fanny's gentle demeanor with the firm message. But most importantly was the positive feedback I received from the audience members about the contents and topics for the entire Day.

I also enjoyed our 'Living Legends Luncheon' highlighting those who have supported TWO for many, many years: Fanny Rivera, Lindy Ritz, Teresa Hudson, Jo Tarrh, and ViAnne Fowler. We also highlighted TWO Charter members and long-term members (Barbara Silva, Clarissa Holland, and Cathy Hedglen) who were present. We had a wonderful presentation of Harriet Quimby in the beginning by Pilot Connie J. Tobias. It was during the 'Living Legends' panel that I presented Lindy Ritz with the TWO President's Award.



But maybe my favorite is the banquet with keynote speaker Steve Zaidman. I will never, ever be able to look at Reese's Peanut Butter Cups quite the same ever again. Or at least look at them and never think about NextGen. Steve has always been supportive of TWO over the years, providing informal sessions and feedback to folks in the evenings after serving as a speaker during the day - above and beyond the call of duty. I do know I have not laughed as hard as I did that evening. It is a wonderful memory.

It was a wonderful conference and I had a fantastic time seeing everyone again. We got to catch up with past TWO members who have not attended a conference in a while. There were many positive remarks on the conference, the training agenda, and on a job well done; my kudos to Susan Daly, 2008 Conference Chair and the Conference Committee.

Again, words cannot describe the appreciation I have for each and every person who participated in making this a successful conference. I am so proud of what everyone accomplished.
Thank you.

Emily Godinet

Living the Legend

Emily called the meeting to order and thus began our 20th annual Technical Woman's Organization National Training Conference. This conference wasn't like any previous conference we've ever had and everyone was very excited about it. It was our celebration of TWO entering its 21st year, no longer a toddler, a child, or a teenager. TWO is now a fledgling young adult prepared and ready to take flight. Once a small grass-roots group with merely a handful of members seeking



to establish a way to promote women in the FAA, this now firmly established organization celebrates women's successes and accomplishments on a national level. The Annual Training Conference is the proof that bears the fruit of all the previous labor.

The support to carry TWO's mission further into the 21st century was never more evident than when, none other than 'Captain' Hank P. Krakowski, Chief Operating Officer of the ATO, spoke at the opening day ceremonies, and Steve Zaidman, ATO, Senior VP of Operations, spoke on the last evening at the formal banquet. They shared their ideas and visions for the future with us in systems such as NextGen and Eram, giving us a rare glimpse of what the new FAA holds in store for us.

Our co-sponsor this year was the National Asian Pacific Association, NAPA, represented by President Peter Nguyen. NAPA members across the country not only attended but participated as well in the training and festivities.

And of course there is Mr. Ed

Moy, the ATO Director of the Western Service Area Tech Ops, whose commitment to our organization has never wavered. He even goes out of his way to clear his schedule and come to our conference every single year to speak and support TWO. Thank you Ed, without members like you and Steve Zaidman, our goal would truly be more difficult to realize. We were also very fortunate during the opening day ceremonies to have such notable speakers such as; Victoria Cox, ATO Senior VP, NextGen; Di Reimold, International Aviation Administrator; Fanny Rivera, Civil Rights Administrator; Lindy Ritz, ATO VP, Technical Training; Jim Arrasmith, ATO Acting Director, Safety and Operations Support; Bruce Johnson, ATO VP, Terminal; Gus Nezz, ATO Director, CSA; Steve Carver, ATO Manager, ISS; Mark Reeves, ATO Director, WSA; Felix Enrique, ATO Director, WSA Tech Ops; Mary Golia, ATO Director, ATC Facilities and Rick Day, ATO VP, En Route & Oceanic. These men and women, the cornerstones of their respective FAA domains, show us each and every year the degree to which they commit to support us by coming and sharing themselves with us. Thank you to all of you, in your own way you have shared a story or answered a question that has gained one more person a personal insight into



bettering themselves and the workforce around them that they would not have otherwise obtained .

On the second day of the conference, as we sat and prepared for our "Living Legends Luncheon", much to our surprise, we were regaled with the re-enactment of Harriet Quimby's fear-



Connie Tobias as Harriet Quimby

less quest to be the first woman pilot. From her first flight to her historic crossing of the English Channel, and finally the flight that eventually claimed her life, Connie Tobias superbly performed the role for us and it was a treat. Picture for yourself an animated performance of Harriet leaping spiritedly amongst us between tables, transforming the grand ballroom of the Roosevelt Hotel into an early 1900's grassy airfield before our very eyes with her splendid display.

And when the 'living legends luncheon' did begin, our head table seated a host of women that we honored such as Fanny Rivera, Lindy Ritz, Theresa Hudson, Jo Tarrh and ViAnne Fowler. All sharing stories and information with us that were warm and inspiring, filling our afternoon with memories we will long remember.

Living the Legend (continued)

Each woman sat at a table before us and spoke to us not only about their own respective work environment and the changes that have occurred over their careers in the FAA. But also the ways they have managed to change the paradigm of women as a whole in the FAA through their participation in organizations like TWO. Citing their own personal accomplishments and struggles during those early years, they described to us how the FAA was not an easy place for a woman to establish a career. This luncheon was not simply an “Honorary Luncheon” to pay homage to our founding mothers. It was a way for us to experience their journeys and learn from them so that we can grow into roles of leadership ourselves. They may have felt too modest to sit and be honored by us, we saw how

each and every one of them humbly questioned their ‘place’ at such a table. Well it was our way of giving special thanks and recognition, an honor that we took pride in bestowing upon these ladies, for all they had given back to us and to the FAA over the years.

Let’s also not forget that there were many who were not able to attend or were otherwise unable to join us for the conference that weren’t able to sit there, or simply preferred to remain



anonymous who have been with TWO since its inception. These women also deserve a place in the history books that we take such pains to keep, because they have also laid the path for us to follow. This was our tribute to them for all the hard work they have put in over these past 20 years to make our role in the workforce not only accepted but expected. Years spent fighting the insular, parochial mindset of the past, to breakthrough and make a difference for us today. We still have work to do but our work has been made much easier due to all the obstacles and barriers of gender and race that they broke down before us. All of our contributions to those still coming up that ladder can be the difference between the challenges we face now and the inroads of the future that will benefit others.

A New Member’s Perspective

As a new member of the Technical Women’s Organization, I had the opportunity to attend TWO’s 20th Annual Training conference held in New York this past August. What a great experience. I had the chance to learn a great deal about the TWO organization and its history, the FAA and some of its leaders, as well as NAPA.

At the opening ceremonies on the first day, it was the first time that I had come into contact with the ATO’s Chief Operating Officer, Hank Krakowski as well as some of the VIP guest speakers. In looking back at my notes from all the speakers, I realized I had written little pieces of wisdom from each speaker that they learned through their experiences. I was in

awe of the plethora of knowledge and experience that was in that room.

There were so many great briefings and workshops to choose from that it was hard to make a choice at which ones to attend. On the second day I had the opportunity to attend the Career Enhancement workshop. Wow!! I got so much out of the workshop as a whole, but I think I got the most inspiration out of the section “Walking a Technical Career Path in the FAA”. The speaker was Deborah Johnson, Director, Terminal Planning. Here comes another WOW!!!! I was just so inspired by her that I wanted to hop on a plane home and jump right back into work. I know that sounds crazy, but seriously it was true. In reading

by: *Kandyce Redford*

over my notes from that I can’t believe the words of wisdom she shared.

The technical briefings and workshops were very informative as well. I was able to come back to the office and share some information that others might also feel was beneficial.

All in all it was a great experience and I am really glad I had the opportunity to participate. I met some great people and learned so much.

I just wanted to give my thanks to all the folks who worked on this conference. It was well worth traveling from Seattle to participate.

Thank You!!

Technical Women's Organization (TWO) Announces National Scholarship Recipients

Congratulations to each of the 2008/2009 Scholarship Award Winners!!

Each year, there are five scholarship awards available, up to \$500.00 each for FAA TWO members.

Scholarship awards are also open to non-FAA applicants with a TWO member sponsorship.

TWO encourages studies or training that will advance and/or enhance an individual's career in a technical area and/or in support of a technical area.

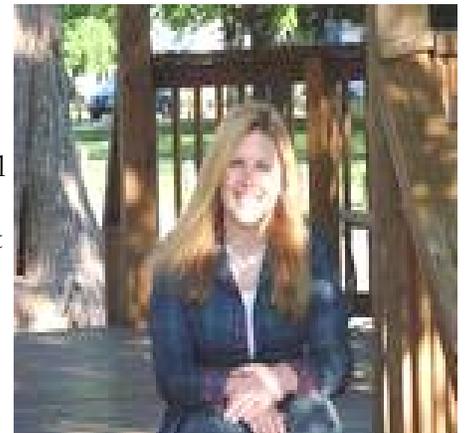


Non FAA – Sponsored by Gayle Birath

Stefanie Kersten is a FAA Collegiate Training Initiative (CTI) student who has worked in Technical Operations at the Miami Center and presently at the Miami Tower. She has excelled in classes and will graduate from Miami Dade Community College at the end of August with an Associates of Science in Electronics Engineering Technology. Stefanie has made the Dean's Honor Roll and her cumulative GPA is 3.8. Her present career goal is to be hired full time by the FAA. Her immediate supervisor and coworkers commented that she is a very hard worker and a knowledgeable young technician. She is a 2003 graduate of Florida International University with a Bachelors of Arts degree.

Non FAA – Sponsored by Kathleen Harrold

Candice McHargue is a full time student at Embry-Riddle Aeronautical University and also works full time at AAR Aircraft Services as an aircraft technician/lead. Candice is actively involved on the safety committee and holds an Associates Degree in Science. She is pursuing a Bachelors Degree in Technical Management, which has helped her acquire a position in the management training program with UPS in Louisville, KY. She has been on the Dean's List every semester with a cumulative GPA of 3.95. Candice has also set her sights on getting a position in the FAA and has been awarded the Diamond Award for the past three years by the FAA, which indicates that she has completed over 70 hours of training each year. Candice is also active in her church contributing her time to the softball league and the nursery.



Non FAA – Sponsored by Bettie Loudenslager

Stephanie Johnson is a 2008 South Carolina Association of Independent Home Schools graduate from North Augusta, GA. She has received numerous awards. Her cumulative GPA is 4.0. She was active in extracurricular activities such as Band and Soccer. Stephanie also volunteers her time to church activities in the nursery and children's ministries. She will be attending the University of South Carolina in pursuit of a Bachelors Degree in BioMedical Engineering. She has already obtained six hours of College Algebra and Trigonometry from Aiken Technical College with a final grade exceeding 99%. Instructors and supervisors spoke of her as a quick learner, dedicated, dependable, and confident without being arrogant.

Why FAA? A Brief Outline of Civil Aviation 1926-1958.

By Thomas Hedglen

It is my honor to attend this celebration for the purpose of telling baby stories - to explain why you are here at this time preparing for the next step into the future.

In October 1905, the Aero Club of America was founded. The organizers had a desire to avoid government regulation. Some people had given their lives to advance the technology of flying to its modern state in 1905. Others would very likely die in future efforts to improve the fledgling transport system, the airplane. Organizers sought to forestall a certain consequence of their continued attempts at perfecting the art of flying.

Profit and renown awaited those who persevered at learning the secrets of soaring on air. Who would succeed? No one knew. Not one of these enthusiasts had a chance of becoming a wealthy icon unless, they all were permitted, to build, tinker and test their ideas, free from state control.

In a practical manner, they adopted a list of safety rules. Audaciously, they decided to issue licenses to themselves, and to every subsequent qualifying aviator, who promised to conform, believing that this simple, self regulating, scheme would minimize fatal incidents.

Whenever an accident occurred, Aero Club members thought it would be possible to examine the wreckage, interview witnesses, and determine whether any safety regulations had been abridged. If the pilot had complied with all the guidelines, then investigators would uncover clues to further rule making, designed to avert repeated misfortunes of the same kind, thus convincing the public that government had no business, no duty, to interfere in aviation matters. By 1910 almost everyone involved in flying in the United States had bought into the Aero Club concept, making the club the defacto regulating body for American air commerce.

However; not everyone, barnstorming around America, promoting aviation as a viable method of transportation

was a member of the Aero Club. These people could not be threatened with loss of membership and privileges to control their unsafe conduct. Also, there were members who neglected to follow the rules they had agreed to uphold. Revoking their licenses would not likely change their behavior. The public applauded dare devils pushing the envelopes of speed, altitude, and distance.

The very conduct the Aero Club founders sought to discourage was what certain sectors of the population became



wildly enthused over. Spectators were willing, to pay, to see thrilling exhibitions. It wasn't a difficult decision for many flyers to make. Flying by the rules barely paid for the gas and maintenance on the aircraft. Stretching the rules provided the means to eat and enjoy life.

Clearly, voluntary regulation was not working. There was no spokesperson for aviation making sense or building consensus. Then World War I captured national attention. The war created a new challenge. The number of trained, able and ready pilots, who wanted to engage in some form of flying business, as a means of earning a living, quintupled.

Disagreement over the resolution of these problems led to the break-up of the Aero Club of America, in 1922. The successor faction, who inherited the licensing authority, organized under the name

of the National Aeronautic Association. From its inception, the NAA had members advocating for the United States government to assume its functions. These proponents understood that without statutory authority they were bound to be ineffective in controlling maverick aviators.

NAA members provided data to congressional committees, testified at hearings, and wrote draft legislation proposals to influence the eventual transfer of commercial aviation regulation to the national government. The precipitating event which brought about that end was the 1926, high profile, trial of U. S. Army Air Corps Colonel, William, "Billy," Mitchell.

Mitchell had a grandiose vision for the future of American military aviation, including a separate branch of the armed forces equal to the Army and Navy. The Colonel made himself available to Congress and the media, never bashful about sharing his ideas for the future, nor his complaints about the current state of affairs. However, the more he talked the less it seemed that law makers and his Army superiors paid attention to what he said. Mitchell was charged with insubordination and undermining the good order of the armed forces.

Ostensibly, the questions to be adjudicated at his trial were military in nature, related to the chain of command, and unconnected to civilian concerns. Mitchell seized the opportunity to broadcast his views, asserting that people in government; the President, the Secretary of War, and the Secretaries of the Army and Navy, among others, had a responsibility to defend the country through procurement and development of the most advanced aviation assets they could secure. Doing less, Mitchell asserted, compromised public safety, making them derelict in their duties.

Mitchell surrendered the stage having made no defense against the charges he faced. He was found guilty. The people, the Congress, and the President heard his message though. By extension, if the leaders were derelict in military

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aviation, they were equally negligent in civil aviation.

Congress created an Aeronautics Branch in the Department of Commerce, charging it with promoting civil aviation and regulating all pilots and aircraft engaged in interstate commerce. They added \$250,000 to the Commerce Department's appropriation for this purpose, authorizing the employment of ten additional specialists to get the job done. President Calvin Coolidge signed the Air Commerce Act into law on May 20, 1926.

Secretary of Commerce, Herbert Hoover, put his new resources to work, within the department, assigning aviation duties to already existing sub-divisions. The creation and identification of airways was assigned to the Bureau of Lighthouses. Researching aircraft design and construction was doled out to the Bureau of Standards. And, the creation of airways maps was assigned to the Coast and Geodetic Survey Bureau.

William P. McCracken, Jr., Hoover's choice to head the Aeronautics Branch, had direct supervision only over the Air Regulations Division and the Air Information Division. In order to direct other employees assigned aviation related duties, he had to co-ordinate with the bureau heads they worked under. McCracken found an administrative artifice enabling him to circumvent that hogtying situation. By joint resolution, Congress had authorized the Army and Navy Departments to loan expertise to the Aeronautics Branch; and, when necessary, the Director was authorized to contract for flying related expertise wherever he could find it.

The first Air Commerce regulations were promulgated to the public on December 31, 1926. They required all airplanes operating in the United States to be marked with identification numbers, and to be licensed with the Department of Commerce. Any aircraft operating in foreign commerce was required to be

equipped with warning lights. All pilots engaged in interstate commerce had to apply for a license. NAA License holders were grandfathered in; but, still had to submit a license application.

No other event contributed more to building confidence in commercial aviation than Charles Lindbergh's solo flight from New York to Paris, France on May 20-21, 1927 and his claiming of the \$25,000 Orteig Prize. Director McCracken, reportedly, was present at Roosevelt Field on Long Island the morning of Lindbergh's takeoff. The mild mannered pilot admitted to the director, that



his craft was not equipped with warning lights, as required by the recently published guidelines. McCracken is reported to have replied, "That's alright. I'll grant you a waiver. I don't think you're going to meet anyone coming the other way."

Lindbergh's successful transit of the Atlantic Ocean fueled the frenzy surrounding the Dole Race to Hawaii three months later. Again, a \$25,000 purse was at stake with an additional \$10,000 for the second place finisher. The focus of attention on the competition triggered calls for the Aeronautics Branch to flex its muscle, insuring that only qualified pilots and airworthy planes participated in the contest.

The race sponsor, James Dole, designated the NAA as administrator of the race with the authority to make and enforce rules. McCracken endorsed that

assignment, contracting with the NAA to enforce all existing Air Commerce rules.

Eight airplanes and crews were tested and found qualified to compete in the race on August 16, 1927. Two planes never lifted off the runway. Two other planes successfully returned to Oakland, California when problems developed. Two planes landed at Wheeler Field in Hawaii the next day; and, two planes were never seen again. Ten deaths were attributed to the race and associated activities. The government had intervened, and still people died.

McCracken responded to criticism. The race winners, Arthur Goebel and William Davis, flew in the only airplane equipped with a, transmit and receive radio, and an operator capable of transmitting and receiving Morse code. The pilot had flown a course created by the Army Signal Corps, consisting of overlapping radio signals of the Morse letter "a" and the Morse letter "n," which generated a solid radio tone in his headset on course.

New rules were promulgated. Airplanes flying over water had to be equipped with two way radios. Pilots flying over water, or their navigators, had to be able to send and receive Morse code, proving what Aero Club members had believed in the beginning. Mishaps led to the adoption of new directives intended to prevent a re-occurrence of known disasters.

Just prior to the Dole Race, the transcontinental airway operated by the Post Office, featuring radio beacons, like that flown by Goebel and Davis to Hawaii, was transferred to the Aeronautics Branch. Because the Post Office had used the airway with great success, experiencing few incidents, and due to the apparent difference the system made in the Dole Race; McCracken committed the Aeronautics Branch to erecting radio navigation courses, transmitting Morse "a's" and "n's," all across the country. In conjunc-

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tion with the airport light beacons that the Lighthouse Service had been erecting, since December 1926, the national airway system began to take shape.

Beginning in May 1928, voice broadcast radio stations were added for the purpose of disseminating weather information; followed in July by the addition of a teletype system, for sending weather data from one part of the country to another. The efficiency of the national airways led to the Aero Club of America presenting the Collier Trophy, "for the greatest achievement in aviation in America, the value of which has been demonstrated by use during the preceding year," to the Aeronautics Branch of the Commerce Department, in January 1929.

In 1933, the House Post Office Committee determined that the mail contracts awarded to commercial air carriers, during the Hoover Administration, had been given out in a "corrupt manner." In February 1934, President Franklin Roosevelt cancelled all air mail contracts, issuing orders for the Army to fly the mail. In ninety days, there were sixty-six airplane crashes with twelve fatalities.

No one wanted to accept the blame. The President refused to acknowledge that he may have acted in haste. The Army said it could not be faulted for flying aircraft ten years behind the latest designs being produced for commercial airlines. The Aeronautics Branch said they were not at fault because the civilian contractors had been flying those mail routes without any difficulty. Congress, having identified the problem, became the default agent expected to fix the system.

In a series of legislative enactments and Presidential directives, the Aeronautics Branch became the Bureau of Air Commerce with all aviation related functions in the Commerce Department transferred under its umbrella. The bureau acquired the authority to investigate

all aircraft accidents, as well as power to subpoena witnesses and compel testimony. It's authority to inspect the manufacture of aircraft was strengthened, adding authorization to mandate installation of safety equipment, and to set deadlines for compliance.

In the original Air Commerce Act, Congress considered airports to be a state and local concern that did not fall under its constitutional, interstate commerce power. Cities found that the simple grass fields, they initially set aside for attracting flying business, were inadequate to the air transports plying the skies in the 1930s. Those planes required cement runways. They needed more maneuvering



space. There were ancillary buildings and equipment required for safety reasons. Everything cost money. There was an economic depression in progress. Cities wanted help. The Bureau of Air Commerce, by statutory omission, was incapable of assisting.

To exacerbate this inconvenience, the City of Cleveland, Ohio, had created an Air Traffic Control Tower in 1930. A few other cities copied the idea. Then, in 1935, nine airline companies joined resources to create the first, enroute, Air Traffic Control Center, at Newark, New Jersey. For these functions to work smoothly, standardization and integration were needed.

In 1936, Director of Air Com-

merce Eugene L. Vidal went before Congress, stating the Bureau's willingness to assume responsibility for air traffic control, on a nationwide basis, requesting funding to achieve that end. Congress approved, appropriating an additional \$175,000, for fiscal year 1937 to implement Vidal's plan. In 1938, the Bureau created a new Airport Traffic Control section, in its Airways Operations Division.

Later in 1938, Congress, at the President's behest, completely overhauled federal regulation of aviation, with passage of the Civil Aeronautics Act. The act authorized a five member Civil Aeronautics Authority, tasked with the rule making and regulation of the economic aspects of aviation. It called for a separate, Administrator of the Authority, who had responsibility for the daily administration, as well as the traditional role of promoting United States air commerce. Third, the legislation created the Air Safety Board; giving it power, to investigate all aircraft accidents, make determinations of cause, impose punitive measures for violations of the Authority's regulations, and to propose or recommend rule changes.

Significantly, the act also included a section requiring the Administrator of the Authority to conduct a survey of the nation's municipal airports and compile a recommendation to Congress on what specific construction, services, regulations or administrative support the Federal government could provide for them; and, how it could be delivered.

On May 29, 1939, the CAA opened an Experimental Station, in Indianapolis, Indiana. Congress, through the appropriation process, began funding airport projects in conjunction with the Works Progress Administration (WPA), a program intended to alleviate the affects of the depression. As new ground facilities came on line, the agency recognized the need for standardizing installation, opera-

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tion and maintenance procedures. In January 1941, the Authority opened a national Standardization Center at Houston, Texas.

When the United States entered World War II in December 1941, the CAA was transferred under the authority of the Army Air Corps. Great progress was made under military control and direction. When the CAA returned to civilian status in 1947, the national airway system was fully functioning; UHF communications had been added, a navigation aid similar to military Tactical Air Navigation (TACAN) was being tested, and an Instrument Landing System (ILS) was also being refined.

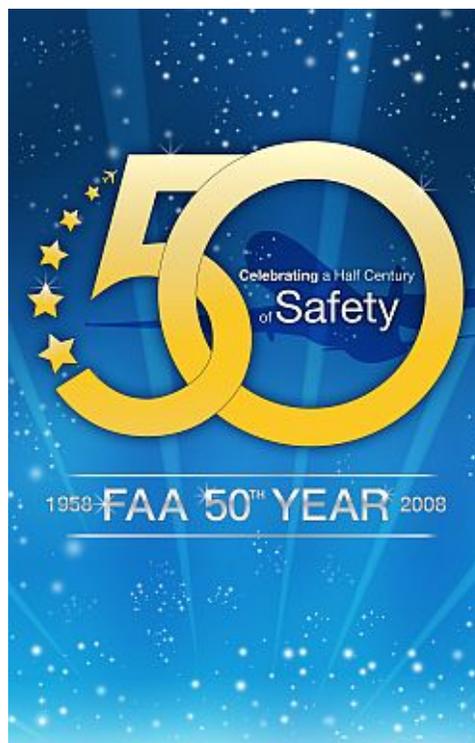
Fortuitously, aviation leaders prophesied a tremendous expansion in civil aviation post war, securing Congressional funding to expand the system of airports, communications, navigation aids and air traffic control to handle the expected increase in demand.

Congress enacted legislation during the war known as the GI Bill, which provided education benefits for veterans. Many of them, who otherwise might have transferred their military flying skills to a civilian occupation, opted to attend college first. Consequently, the bubble did not occur until 1950-51, when the expanded airway system, funded by Congress, was receiving its finishing touches, Distance Measuring Equipment (DME) and VHF Omni-range (VOR) stations.

It took another five years for the growth in civil aviation to approach system limits. During that time the number of planes in the air, hours flown, and passenger miles logged, climbed steadily, while the number of fatalities declined. Everyone, pilots, passengers and politicians became serene concerning air travel.

The harbinger of trouble happened on November 1, 1955, when a United Airlines flight out of Denver disintegrated in the air, scattering all 44 souls

on board over a swatch of the Rocky Mountains. An investigation led to the arrest of an individual who was tried and convicted of planting a bomb on the plane. Just over one month later, CAA Administrator Frederick Lee resigned abruptly. Media reports indicated that he had been dissatisfied for months, due to differences with the Secretary of Commerce, regarding aviation policy. Those rumors triggered increased public interest in aviation affairs. Then disaster struck.



On June 30, 1956, two passenger carrying airliners collided above the Grand Canyon. The accident happened in clear sky with the flight crews of each craft observing visual flight rules. One hundred twenty-eight people perished. When investigative reporters discovered that it was the sixty-sixth mid-air collision since 1950 they wrote copy that rang alarm bells.

Initially there were those maverick barnstormers who had precipitated the actuality of government regulation. Then Colonel Mitchell sacrificed his career in

alerting Americans to the inherent duty of government to protect the public. Cancellation of the air mail contracts in 1934 underscored the need for Congress to modify the laws, to keep up with technology, and provide adequate means for carrying out its mandates. The fourth crisis revealed the complacency that trails success.

Each previous attention getting happening had been rendered passive through legislative action. The American people wanted a solution to the problem that could keep up with technology and adapt to change, without another act of Congress. A new, independent, regulatory body was formed on August 23, 1958, when President Eisenhower signed the Federal Aviation Act into law.

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Through The Doors of The Roosevelt

by: *Maryanne Chappell*

The Roosevelt Hotel sits on the corner of Madison at 45th, in Midtown Manhattan. It's an historic landmark, named after our 26th president, Theodore Roosevelt, and later nicknamed "The Grand Dame of Madison Avenue". It has celebrated nearly 100 years of hosting dignitaries from both the United States and abroad. Having been built in 1924, it has been witness to many notable events. Toastmasters was founded in 1924, in a basement in Santa Ana, California and is now called Toastmasters International. This year also saw the births of both

George Herbert Walker Bush and Jimmy Carter, our future presidents. On the international scene, Vladimir Lenin died and Joseph Stalin took over and became dictator of the Soviet Union, setting the stage for many years of turmoil under his regime. The Nobel Prize in medicine that year went to Swedish-born Willem Einthoven for the discovery of the mechanism for the Electrocardiogram, a profound discovery that through years of technical advances has become integral in saving lives the world over to this day. These events, these people, share a common bond for a thing as simple as a birthday on this day in history. Some of them famous, and some that were yet to be. The Roosevelt Hotel was built amidst these events and its history is as rich as the people and places that were in the news at that time.

The hotel wasn't just built to suit travelers' needs for a night or two, it has accommodations fit for a president as well. There are 1015 rooms at the hotel, including the 3,900 square foot Presidential Suite. It has four bedrooms, a kitchen, living and formal dining areas, and is topped off with a full wrap-around terrace.

Sometime after it was first built it was linked by an underground passageway to the main terminal in Grand Central Station. That passageway no longer exists but it didn't take

residence of Governor Thomas E. Dewey. He used Presidential Suite 1527 to conduct most of his official city business.

In the early 1900's it stood firmly planted on Madison Avenue among the budding young businesses and entrepreneurs who grew and blossomed beside it, always the crowning jewel one's eye was drawn back to as passersby made their way down the narrow streets.

With its rich history, it became the backdrop for many an unsuspecting traveler, the warmth a covered bed could provide on a cold Manhattan night. Its carved stone façade, the face of prestige and dignity during eighty-four years of political and economic change in the world, always the survivor in a midtown city called Manhattan. And on a bustling Madison Avenue that now is lined with restaurants and small shops, you can still see it as the distinguished grandfather looking impervious to all the changes that take place around it.

What better place to raise our glasses and toast our 20 year young organization? To have celebrated our accomplishments in this historic and beautiful building, and welcome in the next 20 with a clear vision of the work we have ahead of us. We raise a glass, smile our commitment to another, and take a sip for TWO's 20 year reunion in such grand fashion!



travelers long to find alternate means to the famous subway station.

The hotel saw a couple of firsts that may surprise as well. Guy Lombardo performed "Auld Lang Syne" for the first time ever. Lawrence Welk began his musical career here. It was also featured in several movies such as "Maid In Manhattan", "Quiz Show", and "The French Connection". And from 1943 to 1955 the Roosevelt served as the New York City office and

What we learned...

Maintenance Automation Software System (MASS) for Field Techs

Instructor: Pat Stevens, Maintenance Automation Program (MAP) team member and Mary Nelson, Technical Operations Training and Development Group

Synopsis: As we move to a centralized maintenance operation, we have begun implementing steps to better utilize existing remote maintenance monitoring (RMM) capabilities. This workshop will give students already certified on the specific systems, instruction in using MASS RMM system capabilities.

This course is a workshop conducted nationally by the Maintenance Automation Program. Material covers unique MASS commands, including maintenance tasks and operational parameters, which are specific to the 2nd Gen VORTAC. Two workshops will be conducted for a class sizes of 12 each plus as many observers as the room can accommodate.



Respecting Differences

Speaker: W. Jack Jackson, Office of Model Workplace & Diversity

Synopsis: Respecting Differences. The purpose of this training is to develop an understanding of the concepts that will allow individuals to be more effective in dealing with interpersonal styles that are different. This program is designed to: create a workplace where people want to come - and stay; create and maintain a respectful workplace; and look at SELF in order to create an environment that works for everyone.

Career Enhancement

Instructors: Frank Toner, Manager, Technical Operations Training and Development, Barry Boshnack, Transition Manager, Debbie Johnson, Director of Terminal Planning & Kimberly Robinson, U.S.D.A. Grad School.



Moderator: Caronell LeMalle Diew, Safety & Operations Support Office

Synopsis: The FAA Technical Operations Training and Development Group and the USDA Graduate School partner to offer (2) structured Career Enhancement Sessions. There will be (2) one-day sessions, twenty-five (25) slots per session. The sessions are designed to allow participants to engage with selected leaders to discuss current career position, to obtain career guidance and receive information on available training opportunities offered by the FAA and the USDA Graduate School for further career enhancement.

Safety Management Systems (SMS) (FAA Course 67000002)

Instructor: Alan Feinberg, Senior Safety Engineer Manager and Bill Ore, Support Manager

Synopsis: This session will be a tailored session of FAA Course 67000002, Safety Management System Overview. (Attendees can get training credit in eLMS for attending this briefing.) The purpose of this briefing is to provide air traffic personnel the knowledge necessary for them to effectively implement the FAA's Safety Management System (SMS) at their facilities to comply with FAA Order 1100.161 and the FAA SMS Manual.



Presentations will define safety culture and discuss elements of a positive safety culture. The relationship between safety culture and our safety management system will be explored. Current and future ATO efforts to enhance our safety culture will be presented.



Cancer Awareness

Instructor: Mary B. Daly, M.D., Ph.D.

Synopsis: *What's new in genetics?* This section will discuss recent findings on the role that family history plays in cancer incidence, how your genes may put you at risk for cancer, and how to collect your family history into a pedigree that will help you to understand your cancer risk.

What's new in screening? This section will describe new imaging technology for breast colon and lung cancer. First, standard, analog mammography will be compared to new digital mammography in terms of their ability to detect tumors and to distinguish benign from malignant lesions. The use of MRI scans to screen for breast cancer will be discussed. The controversy surrounding the use of spiral CT scans to detect lung cancer will be reviewed. Finally, the role of "virtual colonoscopy" will be presented.

What's new in diet and nutrition? This section will review the current data on the claims that vitamins, minerals and natural food supplements and herbal products can prevent cancer. We will try to separate fact from fiction and make some sensible suggestions for healthy eating.

What's new in cancer vaccines? This section will review the history of the new HPV vaccine to prevent cervical cancer, its risks and benefits, and who should get the vaccine. A global perspective will be presented to emphasize the worldwide burden of cervical cancer, and the promise of vaccines to reduce cancer risk in the future.

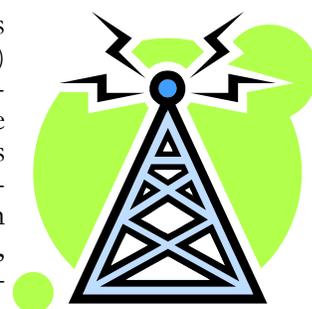


Radio Frequency Interference & Global Positioning System (RFI & GPS)

Instructor: Nelson Spohnheimer, Safety & Operations Support Office

Synopsis: Intuitive Radio Frequency Interference (RFI)-- This session is a review of RFI types, characteristics, and mitigation methods. The course reviews the basics of radio communications, including signal propagation, calculations of uplink and downlink margins, and transmitter and receiver characteristics. It reviews the major non-aviation spectrum users that often affect aviation frequencies, and covers the primary mechanisms causing interference (e.g., cross modulation, intermodulation, receiver desensitization, etc.). Finally, it present hardware and software tools and methods that solve RFI.

Understanding Global Positioning System (GPS) -- This session presents the fundamentals of how Global Navigation Satellite Systems (GNSS) work. It covers the US GPS in detail, and also addresses Russia's GLONASS and the European Union's GALILEO systems in general terms. The technical characteristics of GPS are presented, including numerous details about the satellites, their orbits, and their signal format. GPS receiver basics include block diagrams, and discussions of acquisition and correlation functions. Numerous examples of achieved performance are included, with a discussion of integrity, continuity and availability. The session discusses the issues related to aviation use of GPS, and includes a general discussion of FAA's migration from ground-based to satellite-based navigation.



A Student's Perspective:

Review by: Ron Keller

The RFI/GPS course started with a guest speaker, Alice Wong. Ms. Wong is a senior advisor to Space & Advanced Technology, U.S. Department of State.

PNT (position, navigation, and timing) policy was discussed as well as planned GNSS listings for several countries. Compatibility and interoperability negotiations are still ongoing between the United States and other countries. Ms. Wong's presentation was an interesting perspective on international cooperative efforts.

The scheduled speaker for RFI/GPS was Nelson Spohnheimer. Mr. Spohnheimer retired in 2005 from his position as FAA's National Resource Engineer for Navigation. He is now a consultant to the FAA.

The GPS(global positioning system) portion of the course started with early GPS history and how the system has evolved. +/- 75' for 95% of the time, was the accuracy specification for the original military GPS system. Various codes and timing data were discussed, and the power-point presentation was outstanding, with moving time-shifted codes. WAAS is actually a temporary solution to GPS accuracy, since the new generation of GPSIII satellites will perform much better.



The RFI(radio frequency interference) portion of the course started with an explanation of LC (inductor-capacitor) circuits and how they can be engineered to alleviate RFI conditions. Then, a presentation of various types of RFI was given that included receiver desensitization, cross-modulation, receiver and transmitter intermodulation, and conducted/radiated RFI.

This was a trademark Nelson Spohnheimer course, in that when time was up, nobody wanted to leave. It is always a privilege for me to absorb as much knowledge as possible from such a legend.

NextGen Briefing

Instructor: Steve Bradford, Chief Scientist - Architecture and NextGen Develop & Pam Whitley, Operations Planning Administration Office

Synopsis: Session Objective: To increase the awareness of the Next Generational Air Transportation System (NextGen) and the FAA’s plan to meet the growing air transportation demands. Growing air transportation demands means growing career opportunities.



Audience: This session targets technical employees within the Agency who are interested in the future of aviation and associated career opportunities.

Session Components:

- *Why we Need NextGen?* Today’s National Airspace System is operating near full capacity. NextGen is the FAA’s plan to meet the projected growth in air transportation demand, by adding new technology, new operational capabilities and new procedures to maximize the use of all air traffic management resources.
- *What is NextGen?:* NextGen is not “a system” it is a collection of initiatives designed to deliver air traffic management solutions that together provide the most efficient management of aircraft movement on the ground and in the air. These initiatives include research, demonstration projects, analysis of concepts and procedures and a lot more.
- *How does the FAA plan to implement NextGen:* The FAA has created a new Office, The NextGen Integration and Implementation Office, which reports to the Senior Vice President for NextGen. Within the NextGen I&I Office, there are NextGen Solution Set Coordinators who work across the whole Agency to align various initiatives to implement the NextGen Solutions according to the Agency NextGen Timeline. During this part of the session, attendees will hear from some of the Solution Set Coordinators about what they do and how they what they do will lead to the right change needed to manage air traffic more efficiently.
- *NextGen – Career Opportunities Now and in the Future:* An open discussion about NextGen related careers.



FAA COURSE #40165 - EPA SECTION 608 CERTIFICATION: AN OVERVIEW

Instructor: Fred Fattoruso, ESU TID TSOG

Syllabus: This course provides training for meeting the requirements for the purchase and service of refrigerants for air conditioning applications. Students completing this course will be certified by EPA IAW EPA Order 40 CFR PART 82, SUBPART F, and SECTION 608.



NAS Maintenance Policy Briefings 6000.15E, 6000.30D & 6032.1C

Instructors: Darren Clark, Acting Manager, NAS Policy & Services Planning Team, and Lowen Overby, NAS Policy & Services Planning Team

Synopsis: This briefing identifies the major policy changes first introduced in the Technical Operations Concept of Operations document and implemented by revisions to the following orders.

Order 6000.30D, NAS Maintenance Policy

This order establishes maintenance policy for the National Airspace System (NAS). It confirms Technical Operations role in implementing, managing, maintaining, and operating the NAS. This order provides high-level policy with broad application that reflects current procedures while enabling future operational needs and requirements to be satisfied.

Order 6000.15E, General Maintenance Handbook for NAS Facilities

This revision implements policy changes to the Certification Program including Event Based Certification; migration to the National Airspace Performance Reporting System (NAPRS) defined Facility Reference Data File (FSEP) service acronyms, Technical Performance Record (TPR) Oversight Committee responsibilities, Facility Reference Data (FRD) retention requirements, Safety Related Check requirements, and definitions for Reliability Centered Maintenance (RCM).



Order 6032.1C, NAS Modification Program

This revision implements new modification accomplishment windows and requirements for both modification developers and modification installers.

Air Traffic Oversight (AOV) Credentialing Program

Instructor: Velvet Kennedy, Program Manager, AOV Credentialing and CTO Certification, Robert Tetrault, Air Traffic Control Specialist Air Traffic Safety Oversight, Policy and Standards Staff

Synopsis: Who is AOV and what is our oversight role in Aviation Safety?

What are Credentials? - The Promise in the Credential (video)

How credentialing provides oversight of the ATO.

Designee selection and appointment

Credential holders

Credentialing Actions

Web based application and data base training.

Project Management Professional (PMP)

Instructors: Ann Long PMP, MMAC Enterprise PMO Lead & Dotti Patton PMP, MMAC PMO Specialist, & Emily Godinet PMP, FAA Academy Program Manager

Synopsis: Foundations of Project Management

In this presentation, Dotti Patton, Ann Long, and Emily Godinet, all PMPs, will outline the foundations of the project management profession with an overview of project management, the Project Management Office (PMO), and the Project Management Professional (PMP) certification. Dotti Patton will begin by describing a typical day in the life of a project manager, the PM's duties, responsibilities, goals and techniques. Ann Long will detail the structure, function, and development of a supporting enterprise PMO. Emily Godinet will round out the presentation with a discussion of the PMP certification's requirements and an outline of a PMP Do-It Yourself (DIY) work program.



FAA Course #04022 Joint Resources Council (JRC) Readiness Process

Instructors: Brandy Ingargiola, JRC Secretariat Senior Engineer, Rebecca Taylor-King, Manager & JRC Executive Secretariat

Synopsis: This workshop is designed for Acquisition Management System (AMS) practitioners who are performing the necessary coordination and preparation for a JRC Subordinate Board or JRC decision and those who are unfamiliar with JRC decision criteria and processes. The target audience for this workshop is FAA employees on acquisition programs who are preparing to brief the JRC. Contractors who support acquisition programs in preparing for a JRC briefing may also attend.

A Student's Perspective

Review by: Brenda Carignan

The JRC Readiness Process was presented by Rebecca Taylor-King, JRC Executive Secretariat, and Brandy Ingargiola of the Investment Planning Staff during two sessions at the TWO/NAPA 2008 Conference.

Brandy and Rebecca provided background information about the readiness process, information on how decisions are made and the resources to contact. Together they described the stakeholders and provided a website for the JRC Secretariat.

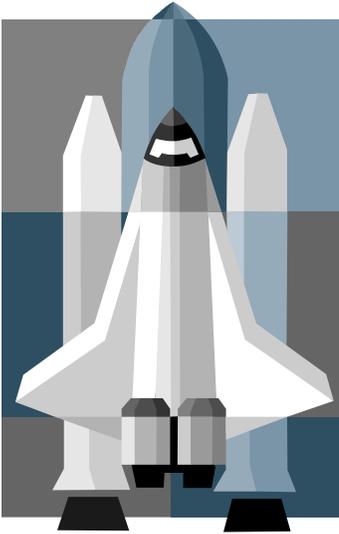
One very important duty for the planning staff is administering the readiness process. The JRC is a corporate level investment approval body, as the official decision maker for the agency. The JRC is made up of senior executives, including members from many lines of businesses, such as: Air Traffic, Aviation Safety, and Information Services. The Council reviews proposed and existing programs for both "facilities and equipment" and operations funding. The JRC is supported by Subordinate Boards that review programs prior to the JRC and may make investment decisions when the JRC delegates this authority to them.

Program seeking decisions use the Acquisition Management System (AMS) to prepare for decisions and the JRC Secretariat ensures that the AMS has been followed prior to JRC meetings. The JRC Secretariat Staff also assists teams in tailoring acquisition requirements. For more information, visit <http://ipm.faa.gov/jrc>.

Commercial Space in the FAA, workshop

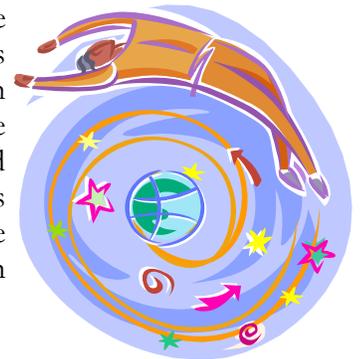
Instructor: Brenda Parker, Associate Administrator for Commercial Space Transportation

Synopsis: Ten years from now, you may travel to your next business meeting in a small reusable rocket, traveling from New York to Los Angeles in an hour. Or maybe for your next vacation, you'll need astronaut training as well as your passport, to travel outside of the Earth's atmosphere. The FAA Commercial Space Transportation Workshop will provide information about the U.S. commercial space transportation industry and some of the exciting ideas for future air and space transportation!



The Federal Aviation Administration's (FAA) Office of Commercial Space Transportation (AST) is responsible for licensing and regulating the activities of the United States commercial space transportation industry. This includes licensing space launch and reentry operations; licensing commercial launch site operations; and issuing experimental permits primarily for testing purposes. AST's mission is to license and regulate commercial launch and reentry operations to protect public health and safety, the safety of property, and the national security and foreign policy interests of the U.S.

The Commercial Space Transportation Workshop will provide information about the U.S. commercial space transportation industry and FAA's role and responsibilities for the industry. The Workshop will include an historical overview of the industry; its practical benefits for all citizens; and the current state of the industry, including companies and organizations that make up the industry, its economic standing in the world launch market; launch vehicles and launch sites used by the industry; and the exciting developments in the areas of private human space flight and space tourism. For commercial space transportation, the FAA fosters a vision of the future wherein passengers will fly, not only through safe and enhanced airspace, but will be able to travel to space, and return safely to Earth.



Garrett A. Morgan Technology and Transportation Futures Program

Instructor: Valerie Cook, Communications Manager, Technical Operations Training & Development Group

Synopsis: Since 1996, the DOT/FAA Garrett A. Morgan Technology and Transportation Futures Program, established by Secretary Rodney Slater has reached over 1 million students nationwide for the advancement of transportation careers throughout the nation. Our events have included web casts, videoconferencing, special Internet sites (such as <http://www.ntw.org>, www.dot.gov/education); television programs; partnerships with NASA, and the Challenger Learning Center of Greater Washington. In addition, the FAA HQ National Transportation week event is held annually in May at the Potomac Airfield reaching over 25,000 students. This year's GAM event hosted over 6800 students at Potomac Airfield and Tantalum Marina with over 200 volunteers serving as chaperones from all military services and all DOT operating administrations.



NAS Technical Evaluations

Instructor: Laura Helm

Objectives: State the purpose of the NASTEP.

State the different types of information available to managers at different levels due to NASTEP reporting and how these reports are used.

Synopsis: The NAS Technical Evaluation Program is a vital link in the NAS maintenance program. During the course, we will discuss the purpose of the program, the NASTEP goals and how they are met. We will also look at trends found through NASTEP evaluations, and how this data is used to make continuous improvements in the NAS. NASTEP data is used by managers and staff in different organizations to make improvements, and information is available through various reports.

NASA Smart Skies: Using an Air Traffic Control Simulator to Teach Math

Instructor: Gregory Condon, Smart Skies Project Manager

Synopsis: You can help motivate and educate the future generation of air transportation systems specialists through a joint NASA/FAA education outreach partnership which uses NASA Smart Skies to interest and teach math and air traffic control to middle school students.

This workshop will enable you to visit classrooms and aviation events and use Smart Skies to reach students and teachers. Smart Skies includes introductory videos, a web-based air traffic control simulator, supporting print workbooks that teach the math, complete teacher support materials, and materials to support outreach by experts such as yourselves. All materials are free and available on the NASA Smart Skies website.

In this session we will view two videos that teachers use to introduce students to the nation's air traffic control system, the units and vocabulary of air traffic control, and the web-based simulator. We will use the air traffic control simulator to explore and solve a 3-plane traffic problem with route and speed changes. We will review the basic distance-rate-time math that students learn and apply. We will introduce and tour the Smart Skies website to familiarize you with its contents – which support both teachers/students in the classroom and professionals like yourselves in classroom visits and at aviation events.



Smart Skies in action at Oshkosh KidVenture 2008

Lastly we will discuss our outreach activities, opportunities for you to participate, and who you can contact to get involved in educating the nation's air transportation system specialists of the future.

Etiquette & Business Intelligence

Instructor: Tweet Coleman, FAA Academy International Training

Synopsis: The business environment needs professionals and executives who can properly represent themselves at meetings, conferences and social functions. Etiquette quiz will be given to each participant to take home and review. These topics will assist you to move with Confidence and Ease in any situation.

- The art of remembering names
- Proper introductions and handshake
- Small talk leaves big impression
- Body Language interpreted
- Business card presentation
- Cultural norms
- Magic of being a good listener
- Cell phone and E-mail etiquette
- How do you make the "right connections?"
- Leaving the room

A Student's Impression

submitted by Eva Pueschel



For those of you who've met Tweet Coleman, you know what a dynamic and commanding speaker she is. Her vast experience in the FAA, and aviation community as a whole, combined with her pursuit of educational excellence and the numerous degrees she holds, has made her one of the most sought-after speakers around!

Ms. Coleman's presentation on "Etiquette and International Protocol" at the 2008 TWO Conference in NYC was both informative and interesting. This two hour "teaser" made the students long for the full-blown course, with Tweet at the helm, opening our eyes to the global relationships we're bound to experience at one point in our career or another.

You can't go wrong taking a course in etiquette, but combining it with international protocol will not only give you greater understanding of our partners around the world but also increased success in our business and personal endeavors.

Here are the highlights of what Ms. Coleman touched upon during our session. We give her many thanks for sharing her time, talent and experience with the Technical Women's Organization and as always, hope to have her back again next year!

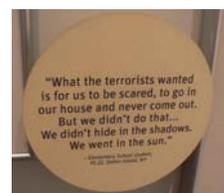
First Impressions: Visit www.travel.state.gov/travel so you can plan for where you're going. This site has travel tips for international travel, documentation requirements, Embassy information, and a host of other pertinent travel information. ~ Dress for the occasion; dress appropriately. ~ Make eye contact. ~ Respect personal space. ~ Wear your name badge where it is easily viewable. ~ Use name remembering techniques; people feel valuable when you remember their name. ~ Have a conversation checklist. ~ Brush up on handshaking etiquette. ~ Remember to bring your business cards and don't write on them. ~ When taking someone else's business card, look at it, read it and comment on it- show interest.

Cultural Differences: Watch out for stereotyping. ~ Visit www.babelfish.com for translation services. ~ When working through interpreters, use slow, clear, concise language.

Communication Skills: Ask intelligent questions – LISTEN to others. ~ Be aware that clothing colors communicate different messages in different locations. ~ Visit www.conversationmatters.com for tips on conversing, communication skills, voice skills and more. ~ When addressing someone, err on the side of formality. Let them tell you what they'd like to be called.

Banquet and Auction





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WHO WE ARE

As a non-profit organization within the FAA, the Technical Women's Organization (TWO) is dedicated to increasing the number of qualified women in technical fields. By promoting an understanding of the FAA culture and technical fields, we facilitate women in making significant contributions to the FAA and create a climate of cooperation between professionals. Our membership is comprised of committed, dedicated, creative, energetic and talented individuals representing various FAA technical organizations. We provide networking opportunities, information sharing, scholarships, educational resources and developmental opportunities. We are in partnership with management and other FAA employee associations for the development and recruitment of qualified employees. TWO has evolved into a vital organization of four hundred (400) members supporting the FAA and our mission.

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TWO National President



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Great Lakes Region Representative

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Mary Nelson
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TBD
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No Picture Available

Debra Rowe
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Ron Keller
Southwest Region Representative

No Picture Available

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