

FLIGHTLINE

Allied Pilots Association — Representing the Pilots of American Airlines

Where do
we go
from here?





The American Experiment: A Tragedy of the Commons?

BY CAPTAIN RALPH HUNTER, APA PRESIDENT

PRESIDENT'S BRIEFING

Ruin is the destination toward which all men rush, each pursuing his own best interest in a society that believes in the freedom of the commons.

— Garrett Hardin, *Tragedy of the Commons* (1968)

Garrett Hardin — a noted professor, biologist and ecologist — popularized the notion of the *tragedy of the commons* in a 1968 landmark essay on the inevitable depletion of limited public resources (i.e. “the commons”) by unconstrained demands. In absence of reasonable and mutually agreed upon restraints, basic human nature will drive individuals to satisfy their own interests at the expense of the whole. In particular, when the individual benefit is focused and immediate and the obligation to replenish what is taken is dispersed among a larger population, restraint cannot be normally expected. Hardin used the term *tragedy* to describe not just the inevitable outcome, but also the remorseless and unavoidable progress of destruction once a certain tipping point had been reached.

As American Airlines struggles to reinvent itself, most of us understand that the company’s net financial output becomes a “commons” which will be sub-

...unconstrained demands on the company’s limited finances will have tragic consequences.

jected to the demands of many parties — shareholders, vendors, creditors, management, and labor. Managed correctly, these claims can be dealt with in a fair and equitable manner. Managed poorly, unconstrained demands on the company’s limited finances will have tragic consequences. American Airlines’ tenuous recovery depends highly on the discipline of its various stakeholders from making unsustainable claims upon the company’s financial resources. Once any one stakeholder violates that discipline, restraint can hardly be expected by the others.

We are now almost halfway through 2006 — a year in which most industry analysts predict AMR will post its first net profit since 2000. I think it is important to reflect on not only how far our company has come, but also on how far it has yet to go. Since 2003, the employees of American Airlines have engaged in an unprecedented experiment to restructure its operation through a series of cooperative efforts as we sought to return our airline to a period of sustained profitability. The Allied Pilots Association (APA), Transport Workers Union (TWU), and Association of Professional Flight Attendants (APFA) joined in this effort because we realized that following the old patterns of management-labor relations would likely result in the same devastating outcome that has befallen virtually all of the other major network carriers since 2001. We also believed AMR CEO Gerard Arpey was sincere in his desire to change AMR’s corporate culture. I believe both of those premises are still true!

This effort has not been without controversy. Observers on both sides have insisted that management and labor must remain natural opponents as we all fight for our respective pieces of the earnings pie. On the other hand, advocates of this collaborative process have argued that the best chance American Airlines has to return to a position of strength within the industry is by focusing the efforts of all employees — from the hangar to the flight deck to the front office — on fighting the competition rather than each other. Admittedly, this has been a fragile coalition. The temptation to simply revert to traditional and familiar methods — however dysfunctional and unsuccessful they may be — is always present. Nevertheless, as long as everyone adhered to the principles of shared sacrifice and shared reward, we were able to make some real progress toward the goal of renewed viability and financial health.

Along the way, we have had some notable successes and some disappointing failures. In great part due to the continuing

sacrifices of AA employees, our airline is now the only major U.S. network carrier that has not undergone the disruptive process of bankruptcy reorganization. Our collective efforts have been widely recognized and praised by industry observers, and investor confidence in AMR's future is the primary reason behind AMR's stellar stock performance over the past year. Unfortunately, this optimism and sense of progress has also created a great temptation for others to prematurely lay claim to future profits. All our hard work to date is now on the verge of collapse.

On one level, the recent dispute over management's Performance Unit Plan (PUP) involved the enforcement of the *legal contract* made by management and labor in the 2003 restructuring agreements. On this point, thanks to a stellar effort by APA's general counsel and others, labor won a clear, though strictly technical, victory. Your contract was well-defended. Management cannot now make unrestricted claims upon this airline's precious cash resources. On another and more important level, however, this dispute was also about enforcing a *social contract* necessary for maintaining the discipline required to keep AMR's financial recovery on track. On this point, we have thus far failed.

While management tends to focus on quantifiable assets and liabilities, certain intangibles are also critical to our company's long-term success. Mutual trust, goodwill, enthusiasm, self-restraint, and innovation are also necessary — but limited — resources that cannot be easily replenished once squandered. In a misguided attempt to defend their compensation structure while demanding further sacrifices of rank-and-file employees, senior management has depleted these intangibles to the breaking point and sharply diminished their moral authority to lead. That is precisely the opposite of what our airline needs at this moment in our struggle to do what is necessary to return to long term financial health.

In the aftermath of the executive compensation controversy, our principal question is, "Where do we go from here?" Understandably, now that senior managers have decided to enrich themselves, there will be a great temptation for APA and every other stakeholder to make their own claims for what wealth remains. Unfortunately, this process can easily devolve into a squabble over the carcass of a once great airline as each party attempts to justify its claim to some rightful share.

Ironically, the answer to this problem may be as simple to identify as it will be difficult to execute. In his essay, Professor Hardin noted that the most

We are not, *nor* have we ever been, willing to subsidize someone else's profit at our expense.

important solutions to the tragedy of the commons are primarily *moral* and not technical. From a technical perspective, I believe that both management and labor currently possess enough information to make the rational decisions required to "fix the factory." Unfortunately, management's blindness to the social or ethical dimensions of their recent behavior has led us down a path where the discussion is largely dominated by our individual weaknesses rather than our collective strengths. Anger, greed, envy, pride, blame-fixing and an overarching sense of entitlement to wealth yet unearned may very well doom the great American experiment. We are not suffering from a dearth of ideas as much as a crisis of leadership.

APA's pilots have done their part and more in this recovery effort. Labor has contributed our sweat and our ideas. We have carried the increasing stress of a lean operation on our backs. We have been willing to delay our own gratification while American Airlines found its footing. Our pilots were willing to work with management and other labor groups as long as we shared a common goal and a common vision. However, we are no longer willing to collaboratively work with or for a management team that insists on elevating itself to a protected class who "wins" regardless of the outcome. We are not, nor have we ever been, willing to subsidize someone else's profit at our expense.

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Flightline is the official publication of the Allied Pilots Association, representing the pilots of American Airlines.

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All articles, including guest editorials, should conform with policy positions of the Association, as established by the APA National Officers, Board of Directors, Constitution and Bylaws, and Policy Manual. The responsibility for monitoring editorial consistency is shared by the National Officers, members of the Communications Committee, and the Director of Communications. The President has final authority over all content.

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from the VICE PRESIDENT

BY FIRST OFFICER SAM BERTLING, APA VICE PRESIDENT

Where Are We Going?

When American Airlines management and labor leaders first began testing the waters of the collaborative process that eventually became known as “Working Together,” I wrote an editorial for the *APA News Digest* warning of a well-known obstacle to change called the “layer of clay.” Specifically, I wrote, *“This phenomenon describes middle management during the corporate change process. During this time period senior management is energized, committed and engaged in the change effort and the workers are likewise energized. Unfortunately, as all of this energy is transmitted into the organization, it gets absorbed by this ‘layer of clay’ between senior management and the workers.”*

The layer of clay concept is based on a presumption that senior management and line employees are eager to change the way business is done, and but for the lethargic middle management ranks, this change would occur. I warned that this intervening layer of resistance would be the primary threat to our efforts to return American Airlines to a position of strength within the industry. As events played out, my prediction was generally accurate with one minor surprise.

The mild surprise is that parts of middle management have been more receptive to change than I thought possible. I have had the opportunity to meet and work with many mid-level management employees, and quite a few of them share both our hopes and our frustrations. There are managers that wholeheartedly embrace and recognize the benefits of a more inclusive approach to decision making, and also wince at some of the decisions that come from those individuals who stubbornly adhere to the traditional top-down model. Unfortunately, the pockets of progressive thinking in middle management are scarce in the departments that directly affect our daily lives. It was also my original expectation that resistance to change would be concentrated in a well-defined layer of middle management. In reality, it seems the problem exists in localized pockets dispersed throughout the organization — from the most senior managers down to rank-and-file employees.

No one should be surprised that an established company like AMR would be resistant to dramatic culture change. Unlike my prediction, however, the “layer of clay” phenomenon has not been the greatest obstacle to that change. *The greatest obstacle has been the almost complete lack of a strong, definitive roadmap of the future communicated plainly from the top and backed up with action that is consistent with that roadmap.*

The “Turnaround Plan” is not a roadmap. “Involve, Discuss, Share” is not a roadmap. “Working Together” is not a roadmap. At best, these are tools to navigate a roadmap. At worst, they are just words from an organization that has no idea of exactly where it is headed. They do not respond to the simplest questions that we should all be able to recite the answers to. Who is AA’s primary customer? Is AA focused on expanding or shrinking? Internationally or domestically? Where does AA plan to be five years from now?

Without a **cohesive view of the future**, there is *no sense of purpose or direction...*

Without a cohesive view of the future, there is no sense of purpose or direction and neither management nor line employees have a firm understanding of the goal or how that goal benefits their individual interests. This uncertainty leaves managers at all levels free to pick and choose between the “new way” and the “old way” as it suits their personal tastes. As a result, pockets of resistance, these lumps of clay, remain largely intact and continue to suck all of the energy out of the change (*continued on page 25*)





BY FIRST OFFICER JIM EATON, APA SECRETARY-TREASURER

A Mammoth Task

By now, most of you have received your AX award checks. I'd like to take this opportunity to let you know just how much work went into distributing the AX award and to personally thank everyone on the APA team who worked so hard.

First, let me make it clear that APA has never been structured to distribute checks like this. While we regularly process payroll for our staff, our payroll system was never designed to facilitate payments to people residing in virtually every state of the union, plus a couple of foreign countries.

Since the IRS required us to act like an employer, we had to research a multitude of state tax issues. Another burden placed on the Association was the collection of taxpayer information. We decided that the most efficient and most accurate means to do this was to set up the Web page that most of you used. Of course, we had to accommodate non-members and those members who refuse to agree to APA's Web site acceptable use policy, so we created an alternate paper method as well.

We had to coordinate with several outside vendors. KPMG helped us with the myriad of tax filing and reporting issues. ADP printed all the individual checks. We hired temporary staff to assist our employees with envelope stuffing.

To help with communicating, we put our print shop to use creating the inserts that went with the checks. We also used our communications team to create awareness among the pilots. I'm sure all of this helped us get more than 3,000 requests within 24 hours of the Web page going live.

So far we've processed more than 13,000 checks, and answered more than 1,300 individual questions (most within 24 hours of receipt). Our team continues today to pursue the 400 or so pilots who have yet to contact us.

I realize this isn't the most exciting column, but please take the time to read each of the names below (which I copied from the executive administrator's report to the Board of Directors). In some fashion, each of them touched your life. Those with an asterisk played an especially critical role.

ADP	John Lawrence*
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KPMG	

SECRETARY-TREASURER

ATTENTION ALL MEMBERS:

Pilots Who Have Not Received Their Share of the AX Award

The deadline to claim awards is June 30, 2006

Beginning in October 2001 and continuing for 18 months, AMR was found in violation of APA's contract. AA exceeded the codeshare ASM and block hour limits on regional carriers imposed by the contract due to furloughs which occurred on Oct. 1, 2001.

Although the violation was found not to include any flying that AA pilots would have flown, the arbitrator decided in APA's favor and awarded APA liquidated damages for the violation. Since there was no past precedent on how these damages would be calculated, it was decided that a formula based on apportionment pay was the most appropriate method. Under the formula, APA was awarded a sum of approximately \$23 million.

In accordance with directions from the APA Board of Directors, the net distributable amount (NDA) has been divided among 13,711 pilots — which included the pilots of AA who were employed during the violation. The board also established a seniority-based distribution schedule.

The entire process has cost the Association approximately \$610,000. Included in that amount were the costs of the arbitration, legal fees, dealing with the Internal Revenue Service ruling, consulting fees and investment expenses through August 2005. The cost of the actual distribution has been approximately \$260,000, bringing the total expenses to just under \$900,000.

The Internal Revenue Service decided that the award constituted wages and, as such, was subject to all appropriate taxes (employer FICA, unemployment, employee FICA,

federal and state income). APA has therefore withheld \$6.7 million in employee taxes and \$2.1 million in employer taxes.

The average payout has been \$1,600. Each pilot's share is distributed at a variable ratio of 1.5:1, beginning with the most-senior pilot and proceeding through the most-junior pilot.

As of March 1, APA distributed more than 12,000 checks — but has yet to hear from all eligible pilots.

APA has been making a concerted effort to locate all remaining pilots who have not yet contacted the union about their share of the award, with particular emphasis on pilots on military leave of absence and medical disability.

If you believe you are eligible for a share of the award, you must submit your information via the secure AX award Web site at <https://axaward.alliedpilots.org>. To receive his or her share of the award, a pilot must verify their name and provide their tax address,

mailing address (if different from tax address), Social Security number and telephone number.

Please note: pilots who are non-members or members who have not signed the APA Web site Acceptable Use Policy must print the confirmation page and have the page notarized and mailed to APA, Attn: AX Awards at 14600 Trinity Blvd., Suite 500, Fort Worth, TX 76155.

All pilots who have received an AX award will receive a Form W-2 in early 2007 for tax year 2006. ➤



The deadline for submitting information to APA is June 30, 2006. After that date, any unclaimed funds will become the property of APA.

For more information about the APA AX award, or for help with submitting a request for payment:

1.800.323.1470

axaward@hq.alliedpilots.org

FOQA 101 — Safer Flying Through Data

BY CURT LEWIS, P. E., CSP, AA MANAGER SYSTEM SAFETY

The primary purpose of Flight Operations Quality Assurance (FOQA) is to improve flight crew performance, air carrier training programs and operating procedures, air traffic control procedures, maintenance, airport design, and aircraft operations and design. In order to fulfill these objectives, an airline needs to analyze flight data from typical day-to-day flight operations and not just after an accident as is common today. A FOQA program consists of three major elements: airborne systems, ground systems and process systems. These basic elements are then further broken down into smaller segments. The airborne system includes a process to capture and transfer digital flight data, while the ground system includes a process to de-identify digital flight data, change the digital data into engineering units, and produces formats for analysis. A typical FOQA program is managed by a FOQA manager, an analyst(s) and a FOQA monitoring team (also referred to as an exceedance guidance team, FOQA steering committee, or in our case, an event review team). The monitoring team consists of pilots, management and union representatives. Typically, a member from the pilot's union is designated the "gatekeeper." This person is responsible for the security of the identified data, and is usually the only person that can link FOQA data to an individual flight or crewmember. The monitoring team can also include representatives from engineering, maintenance, flight standards and some include the Federal Aviation Administration. With this new safety tool, the airline will be able to identify a variety of new safety issues, reduce operating costs and overall improve the efficiency of its operation.

DATA CAPTURE

The first step of a FOQA program is to capture the aircraft's raw digital flight data. On modern digital aircraft, the outputs from various sensors and avionics systems are connected to a digital flight data acquisition unit (DFDAU). The DFDAU formats the mandatory

data frame sets and sends them to the aircraft's digital flight data recorder (DFDR) and, if equipped, to an expanded quick access recorder (QAR). The data or "parameters" collected and recorded are generally the same as those recorded on a typical aircraft DFDR, such as "landing gear position" or "altitude," but in some cases may include hundreds of other parameters. Mathematical algorithms may also be used to calculate immeasurable parameters such as side loads on the aircraft's vertical fin. As you know, the FAA requires a transport aircraft to be equipped with a flight data recorder (FDR). However, a FDR is only required to record between 16 and 29 parameters, depending on the aircraft model, and 88 parameters for aircraft manufactured after 1997. In addition, FDRs are also normally able to record only 25 hours of flight data. Also, FDRs were not initially designed for their data to be easily accessible and regularly downloaded. Instead, they were designed to survive the extreme conditions of an aircraft accident and to preserve its data for an investigation. For those reasons, and many others, an older model FDR alone would not be adequate for data collection purposes. However, a quick access recorder does not have those limitations and can record from 200 to more than 500 parameters. On average, QARs can also capture between 100 and 200 hours of flight data. Data can be recorded on a variety of mediums, including removable optical disks, tape cartridges or PCMCIA flash memory cards. Although a QAR would be ideal for data collection purposes, not all aircraft are equipped with them. Currently, American Airlines uses Austin Digital's portable copy recorder (PCR) to extract and download flight data directly from both older model FDRs and newer digital FDRs.

DATA TRANSFER

Transferring the digital flight data for download is the second step in a FOQA program. The raw digital data can be transferred to two locations: 1) the specific

airline's central data station (CDS) or 2) ground data replay and analysis system (GDRAS), depending on the airline's FOQA hardware. This is typically done by physically removing the disk or card from the aircraft's QAR or DFDAU during periodic servicing and placing it into a remote data station (RDS). Data is usually retrieved on schedules ranging from three to 20 days. The RDS downloads, encrypts and transmits the raw data over a highly secured network to the CDS. The data mediums (optical disk/PCMCIA card) are then reformatted, erasing all flight data and accompanying identification tags, and placed back on the aircraft for further recording. Some airlines have found that a wireless data link alternative is more cost efficient, and has the added benefit of eliminating any physical handling and transporting of the flight data, as well as improving data timeliness. Options being explored by American Airlines for this solution include Wireless GoundLink by Teledyne and Connexion by Boeing.

DATA ANALYSIS

Once the raw digital flight data is captured and transferred, it is then uploaded for processing and analysis at the airline's ground data replay and analysis system (GDRAS). The first step is to de-identify the flight data by removing specific flight information, i.e. flight number/date, and placing it into a secure database that only the highest security level user will have access to. Data retention can range from 30 days to one year depending on the safety department needs and the agreement between the airline and pilot union. The next step is analysis of the data, which usually takes three forms: 1) continuous comparison of flight profile as well as engine and systems operation with a set of defined parameters in order to detect exceedances (events); 2) compilation of data to obtain an accurate overall picture of the operation and the condition of engines and systems; and 3) diagnostics, research and incident investigation. Using set parameters, the system will automatically detect abnormal events, or "operational exceedances," which indicate flight operations outside the normal flight envelope. These set parameters can either be taken from a previous airline's experience in FOQA analysis or from specified parameters provided by an aircraft manufacturer. Of course, an airline may change these parameters to fit their specific type of flight operation.

Three different levels of severity — ranging from minor deviations to major deviations — will be used to classify these exceedance events. For example, a major deviation might trigger if an aircraft, on approach, is at 500 feet AGL, flaps only set mid-range, and Vref +60 knots. Once an event is identified as an "exceedance," the FOQA Event Review Team will determine its validity and further investigate if necessary. The review team will generally consist of line pilots who bring several years of flying experience to the review process and give a unbiased, fair review of an operational exceedance. After an extensive review has occurred, the FOQA team will recommend corrective actions, which may include flight-crew training, operating procedure changes and/or equipment modifications. Trend analysis information can also be derived from the flight data. A FOQA program can monitor fuel efficiency, identifying out-of-trim airframe configurations, enhance engine condition monitoring, noise abatement compliance, rough runway surfaces, and aircraft structural fatigue. A 1-degree out-of trim airframe can cause that aircraft to burn an extra 45 pounds per hour, resulting in an extra \$10,000 a year in fuel cost alone. Previous FOQA programs have also documented cases of unusual autopilot disconnects, GPWS warnings, excessive rotation rates on take-off, unstabilized approaches, and hard landings. A visual software program may also be included with the GDRAS system to provide the FOQA Event Review Team with real-time, interactive, graphical depictions of flight data. A typical visualization program will allow a user to re-enact a flight with synchronized 2D and 3D displays showing detailed models of aircraft, actual runways and surrounding terrain. A user will also be able to view the cockpit instruments and navigational charts on the same screen and synchronized. These visualizations will help the FOQA Event Review Team better understand an event derived from the flight data. The software also offers the possibility of use as a simulator de-briefing tool, enabling pilots to review their performances. There are numerous vendors that offer this type of software, from FlightViz by SimAuthor to FltMaster by System Ware, Inc.

If you have questions regarding FOQA, please e-mail foqa@alliedpilots.org 

COCKPIT RADIO DISCIPLINE — "To Be or Not to Be"

BY CAPTAIN BEN RICH, APA SAFETY COMMITTEE
AND CAPTAIN WILSON RIGGAN, CHAIRMAN, APA FAA AIR TRAFFIC PROCEDURES ADVISORY COMMITTEE

ACCORDING TO MR. WEBSTER, dis-ci-pline (dis'e plin', plen) n. [[ME < OFr descepline , disciplina , discipulus: see DISCIPLE]] 1 a branch of knowledge or learning 2 a) training that develops self-control, character, or orderliness and efficiency b) strict control to enforce obedience 3 the result of such training or control; specif., a) self-control or control 4 a system of rules, as for a church or monastic order 5 treatment that corrects or punishes -.....

This article takes its genesis from problems rising at Wilcox Field and the associated flight safety ramifications on our daily operations. The more we dug, observed and investigated, the more we found the problems are not site-specific, but systemic across our entire American Airlines operation.

For that reason, we've expanded our perspective to encompass the whole bundle, but our specific examples will relate to Wilcox Field and its complex ground operations, new taxi routings, and dynamic and ever-changing airspace structure.

Some will be offended because they will perceive we are picking on them personally and they will resent our appearance of "being in your face."

Some will blow us off because they think we *surely* can't be talking about them.

Bummer! But please read along for the comic value.

For the other 98 percent, we believe you will read this article and say, "I can do that," and we will all benefit from your professionalism, insight and assistance.

Oh yeah, Wilcox Field. One of our busiest hubs, the gateway to South America and the Caribbean, and made famous by Leo's memorable walk through the old concourse with the "stewardesses" in *Catch Me If You Can*. Welcome to **Miami International Airport — 2006!**

Since 2000 (and no, we are not going to blame Sept. 11 for these issues), our industry has undergone numerous challenges and tests, and faced many obstacles which are far beyond our control. We don't like it, but we have to live with it. We've heard all of the excuses:

1. The government is at fault!
2. Management should have been smarter!
3. We're getting ripped off by the fuel companies!

4. I took a 35 percent pay cut! (OK, that was my wife's comment but...)

5. Did we mention that it is the government's fault? Well, we can't argue with any of these opinions. Even if we could, we wouldn't because that's not the point of this article.

What matters is that we still have to live within the system we are dealt and that's where the genesis of this article evolves from. Ladies and gentlemen, frankly we are not doing a very good job in many aspects of our daily cockpit duties and much of it revolves around our discipline (or lack thereof!).

Radio discipline and frequency saturation are big problems at many high-density airports and with the implementation of RVSM, the problem is popping up in the Enroute structure. (Hey guys and gals, he took the handoff — he knows you're there. Be patient!)

During a recent evening rush on MIA Approach Control's 120.5 Mhz, we (my trusty National Safety Committee FO and I) conservatively estimated that between 30 percent to 40 percent of the radio transmissions were completely unnecessary and caused by a lack of discipline (is he throwing that in our faces again?). Yes, we are courteous, kind and sometimes cute on the radios. But many of the times we lack — no, wait for it — discipline.

This is an ongoing problem at all of our hub airports and is even evident at our slower stations, but the effects are less noticeable.

ATIS REPORTING — *(Ah, that's for the other guy)*

The Pilot/Controller Glossary eloquently defines ATIS as:

AUTOMATIC TERMINAL INFORMATION SERVICE [ICAO] - *The provision of current, routine information to*

arriving and departing aircraft by means of continuous and repetitive broadcasts throughout the day or a specified portion of the day.

The Aeronautical Information Guide is more specific — Paragraph 4-1-13(d). Automatic Terminal Information Service (ATIS) states:

Pilots should notify controllers on initial contact that they have received the ATIS broadcast by repeating the alphabetical code word appended to the broadcast.

Flight Manual Part I is much less specific. Chapter 11, Section 2.1 basically says, "Hey, someone get the ATIS."

Informal Wilcox Field surveys (me sitting in the cockpit with a pencil and a pad of paper) concluded that fewer than 50 percent of our American Airlines crewmembers are complying with this requirement on either taxi-out or arrival, greatly increasing the number of unnecessary transmissions and causing needless frequency saturation. OK, it's not just the AA folks who are guilty, and as stated before, **this is not a MIA-only problem.**

Last night, (Jan. 1, 2006) yielded the following two exchanges with MIA Approach Control (No, really... These are the exact words:

"Miami Approach, American XXX, descending to one-six thousand."

"American XXX, MIA Approach, roger, Information Kilo is current."

"We have Kilo, XXX"

"American XXX, where are you parking?"

"American XXX is parking spot nine."

"Roger American XXX, expect ILS Runway one two."

THE OPPOSING VIEWPOINT

Miami Approach, American 1577 descending to one-six thousand, information Kilo, Spot three, requesting runway eight left."

American 1577, MIA Approach, expect visual approach runway eight left."

Wow! Two things here! The ATIS Code and requested runway. We will get to the runway discussion later.

As you can see, the latter transmission concisely says it all and the controller's response concludes the communication. This exchange eliminated four needless transmissions and with CY 2005 daily operations at MIA averaging 1,040 per day or a tad under 380,000 operations for the year, you can see the potential benefits.

At MIA, it seems most tower controllers have given up and just announce the current ATIS code on initial contact with departures because so many crews fail to report the code. Band-Aid fixes only serve to exacerbate the problem because the ground controller's transmission is longer than required and the aircraft's response acknowledging the taxi instructions is lengthened to redundantly state the ATIS code in many cases.

We believe our aviators can meet this standard with little effort!

RUNWAY EXIT PLANNING AFTER LANDING —
(Despite what my wife says, SPONTANEITY is not always a good thing.)

A recent reorganization to Vol. 1 of our aircraft OMs incorporated the following line under Considerations Prior To Descent, "Initial turn off and taxi considerations." Exactly what does this mean?

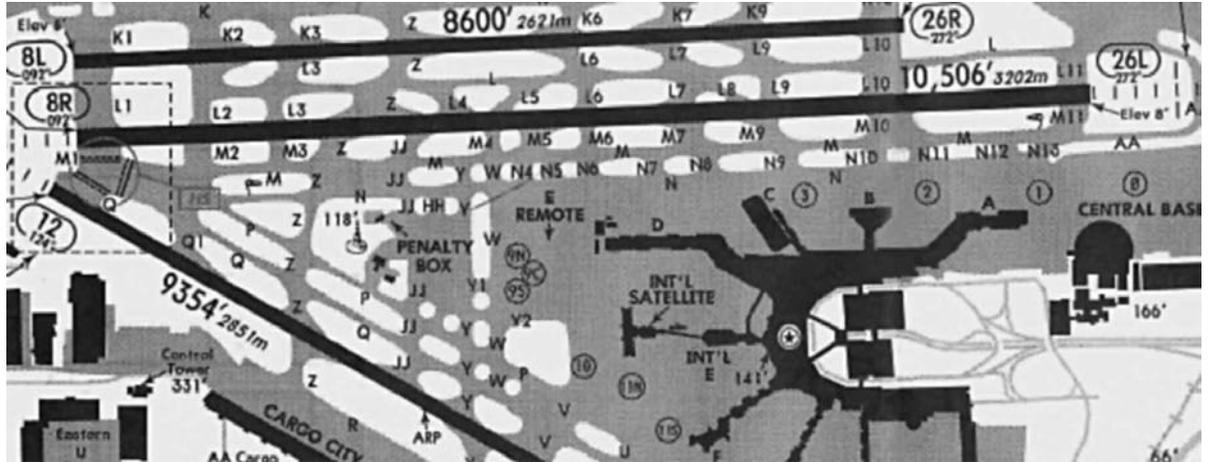
From watching the FOs I fly with, I'm beginning to believe it means estimating where the aircraft will slow to a normal taxi speed and where the crew can exit the runway. OK, that's a good beginning.

We think the framers of the Constitution meant just a little more, especially when landing west at ATL or LAX, landing east at MIA or FLL, landing north or south at DFW, and ORD is just a crapshoot. Maybe we can be more efficient if we plan the best place for us to exit the runway.

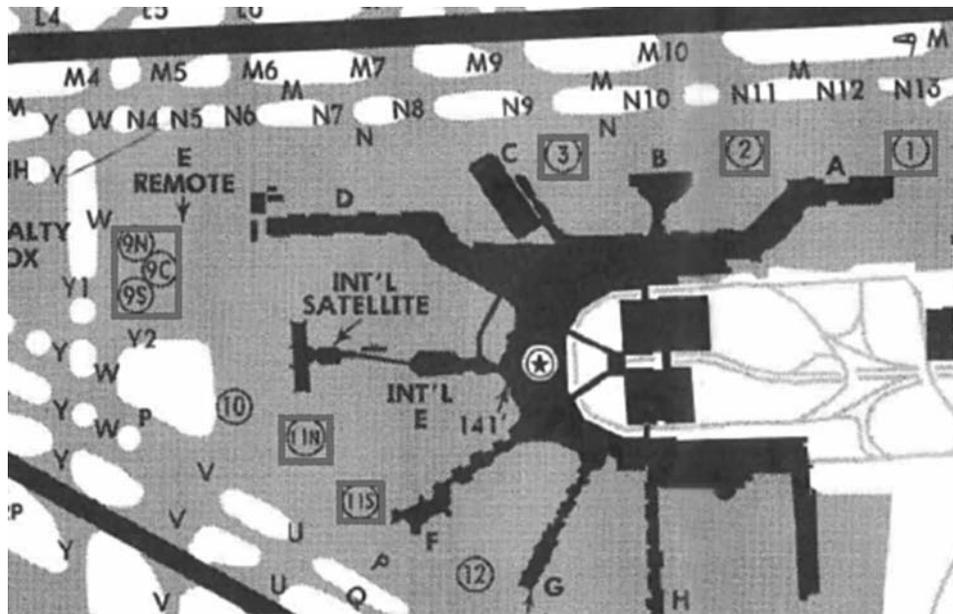
The Wilcox Field-based crews who average a MIA landing on every second or third leg are familiar with the traffic flows associated with the normal easterly operation. On the other hand, LAX or ORD international crews on a Europe six-day trip and visiting the Florida sunshine on a semi-annual basis may not be quite as familiar.

(continued on next page)

In an easterly operation, **Taxiways Mike and November are primarily westbound for departing aircraft.** The problem surfaces when Terminal A arrivals show up heading for Spots 1 or 2.



Wilcox-based folks know it is not unusual for Taxiway November to be blocked by pushbacks out of Terminals A and C, necessitating departures to taxi westbound on Mike. Take a look at the MIA 10-9 insert above (with the new spots — where did 4, 5 and 6 go?) and consider what can happen when an aircraft lands on either of the “eights” and clears at M6 or M7 prior to turning “opposite direction” to taxi to Spots 1, 2, or 3 — GRIDLOCK!

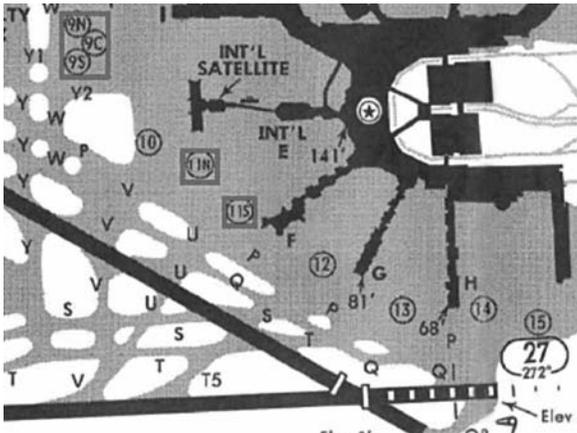


This figure shows the new MIA Ramp Spots as of 22 Dec. 05.

Realizing that not all of our membership frequents Wilcox Field on a routine basis, consider this. If you are approaching from the east during the normal easterly landing configuration (oceanic or costal routing) and you are parking on the north side (Terminals A, C or the north side of D), consider requesting Rwy 8L. **The tower knows you want 8R and will assign it if available.**

If you are parking via the “new” spots 9 or 11 on the south side (the old spots 6 and 7 — don’t ask how they came up with these numbers), consider requesting Rwy 12 for expedited access to your “spot.”

If you are a west arrival from over Worpp and parking on the north side, then the “eights” work for you too, but a spot 9 or spot 11 entrance is best served by requesting Rwy 9, taking the “high speed” onto Taxiways Victor, Uniform or Sierra and a short taxi to the entry spot.



This Figure shows the easy access to the Ramp from Rwy 9 via Victor, Uniform and Sierra.

MIA TRACON likes to utilize Rwy 12 for aircraft arriving from the Atlantic side but during periods of low traffic, Rwy 12 may be assigned to a west arrival upon request.

I think you get the picture. A little pre-landing flight planning can certainly minimize your taxi times (and frustration) and eliminate numerous unnecessary transmissions.

Like we said, MIA is not the only airport worthy of these considerations and as you can see, *“Initial turn off and taxi considerations”* can greatly enhance your day (and save fuel through expedited and more efficient taxi routes — we just had to get the fuel savings commercial in).

PIREPS — *(OK, this is a stretch because it is mostly enroute but you can have terminal PIREPS)*

This one of my personal friction sources — just ask my FOs. You are cruising along fat, dumb and happy (OK, fat except the nine guys who still think the Atkins diet is going to work), you just finished the 149th turkey wrap in the last four months (at least it’s not pizza) and some inconsiderate clown interrupts your meditation with the following transmission:

“Center, Delta 728 is getting moderate turbulence, how are the rides?” (Well, it could be in the terminal area.)

OK, you put down the turkey wrap, wipe the vinaigrette dressing off of your sleeve and start 20 questions. Where are the bumps? What altitude? For how long? Is it really moderate? (...unsecured objects move. Food service and walking is difficult. An ACARS or radio report to dispatch is required.)

How would this transmission sound? “Denver Center, American 1577 is picking up moderate chop at flight level 350, 30 miles south of Falcon.”

Besides providing every aircraft on the frequency with all of the facts, you have eliminated numerous inquiries from the eavesdropping aircraft and set up the controller to provide useful and accurate information to aircraft coming onto the frequency.

CONCLUSION — *(And you thought it was never coming — let’s get to the real estate ads in the back of Flightline!)*

While our statistics show we do a great job on a daily basis, our ASAP reports show some of us are a bit “distracted” when it comes to decision-making and procedure adherence. There are numerous cases documented where we missed having a tragic accident by “just that much.” Some of it has been unavoidable, but much of it is our own fault.

Distractions inundate us on a daily basis. Bankruptcies, fuel costs, pension legislation, rumors and personal family crises are a few of the subjects being discussed (hopefully above 10,000 feet or with the brakes parked).

We hope you have gathered from this article that while our world is being slammed from all directions, the industry is continuing forward with increased traffic, bigger challenges and future changes that will require our full attention (JUST WHERE ARE THE PAPERLESS COCKPITS — MY ROTATOR CUFFS CAN’T TAKE THE 50 lb. KIT BAG MUCH LONGER).

Radio frequency saturation, situational awareness and planning — both preflight and in flight — are imperative to maintaining our safety record. A breakdown in any one of these areas can certainly expose any of us to disastrous results, and we hope that this article highlights the need to maintain our focus to ensure a safe flight. ➤

(Authors’ note: In 1997, retired American Airlines Captain John Ruddy demonstrated a frequency anti-blocking device to the FAA that would prevent a transmission from being initiated if the frequency was already in use. With Captain Cecil Ewell’s support, one of our DC-10s was outfitted and tested satisfactorily. Costs were very economical as evidenced by Captain Ewell’s willingness to support the test installation and testing. After the demo, the FAA refused to consider the program for implementation or more testing and as a result, we are forced to live with the frequency congestion we have today.)

"OPEN SKIES" — Foreign Ownership

BY CAPTAIN ROBERT COFFMAN, LEGISLATIVE AFFAIRS COMMITTEE

Background: Since the very first days of aircraft making the transit from continent to continent with paying passengers aboard, the governments of those nations have negotiated treaties protecting various interests in the operation of those flights. In the United States, the authority to make aviation accords international is divided between Congress and the Department of Transportation with the FAA responsible for implementation. The Department of State, in concert with the Department of Transportation, negotiates agreements between the United States and foreign sovereignties over the conduct of international flight, within the framework provided by Congress. Congress oversees this framework through several committees, including the House Committee on Transportation and Infrastructure's aviation subcommittee and the Senate Commerce, Science and Transportation Committee's aviation subcommittee.

Recent agreements that affect our everyday operation include the Bermuda II Agreement (1983), which allocates trans-Atlantic flights between London's Heathrow Airport and the United States to American, United, Virgin Atlantic and British Airways, as well



as an agreement with Ireland which requires a foreign carrier to provide service to Shannon, if they wish to serve any other city (e.g. Dublin). The U.S.

has individual agreements with the member states of the European Union and each agreement has its own peculiarities, ranging from the restrictions previously mentioned, to an "open skies" agreement like that between the U.S. and Spain. Currently, there are "open skies" style agreements with 15 of the 25 EU member states. Now, though, the EU wants to negotiate a single treaty with the United States to create a uniform standard of conduct for international flying between the two entities. The challenge to craft something acceptable to all of the EU member states as well as the U.S. is not an easy task. For example, some of the interests of the United States include removing restrictions such as the governmental micromanagement of market participants in the Bermuda II Agreement.

In 2003, this process reached a potential breakthrough when the U.S. Departments of State (DOS) and Transportation (DOT) felt that they had reached a workable agreement with the European Union. When the deal was taken to the EU member states, however, the ministers of transportation for Germany and the UK balked for various reasons (the issue of Heathrow slots being a sticking point for the UK). Because of this, that attempt for an all-encompassing U.S.-EU Open Sky agreement failed. It is important to note that in order to induce EU acceptance (to "sweeten the pot"), the administration supported proposals on the rule regarding foreign ownership in U.S. carriers.

This rule states that no foreign entity can own more than 25 percent of the controlling stake in a U.S. carrier and not own more than 49 percent of any stake (sometimes referred to as the 25/49 rule). Specifically, the administration wanted to entertain concepts of increasing the percentage of foreign ownership allowed. At the same time, Congress changed the criteria by which foreign involvement would be judged in the review and origination of U.S. air carrier certificates. Specifically, they added the word "actual" in front of the word "control," to specify that regardless of the percentage ownership, a foreign entity or individual could not exercise influence over the direction and execution of business in a U.S. carrier.

Last year, the U.S. and the Council of Ministers of Transportation for the EU met again in another

attempt to negotiate a deal. Late last year, they appeared to have reached a tentative agreement. APA was given the unique opportunity to attend these discussions as well as meetings with the undersecretaries of the State and Transportation departments responsible for crafting this agreement. In order for this tentative agreement of U.S./EU open skies to be ratified, each of the EU's ministers of transportation must gain permission from their respective governments before the next meeting (in the summer of 2006).

Like the previous tentative agreement, this one is loosely affiliated with the issue of foreign ownership. Simultaneous to the announcement of this latest iteration, the DOT submitted a Notice of Proposed Rule Making (NPRM) to change the federal aviation regulations governing the interpretation of "actual control." Typically, a change to the FARs does not require congressional approval or action. There is insistence from the DOT and DOS that this submission is independent of the U.S./EU open skies agreement. However, they (DOT/DOS) acknowledge that passage of the open skies agreement is unlikely without U.S. passage of the proposed interpretation of "actual control."

It is extremely important to understand exactly how the DOT has chosen to interpret "actual control." The Department of Transportation has asked the FAA to consider that "actual control" would be very narrowly defined as only control over safety, security, CRAF (Civil Reserve Air Fleet), and control of the corporate documents (corporate charter documents and the like). All other aspects of the carrier, from financial to operational control and oversight, could conceivably be conducted by a foreign entity working within the current 25/49 rule structure. Clearly, this is not what Congress intended and could be interpreted as an "end run" around Congress. During the NPRM comment period, APA filed a formal public response opposing the NPRM. ALPA has also been working against any change to the existing language. In Congress, Rep. Jim Oberstar (D-Minn.) introduced legislation, H.R. 4542, and Sen. Daniel Inouye (D-Hawaii) introduced S. 2135, companion bills that call for a one-year delay on the consideration of the NPRM.

This action by DOT resulted in the House aviation subcommittee holding a hearing on U.S./EU open skies and the NPRM from DOT on foreign ownership on Feb. 8, 2006. This hearing generated a lot of interest with a significant number of the subcommittee members on hand, as well as a packed audience. APA representatives were also in attendance.

On the NPRM, there are two areas of congressional objections:

- 1** The mechanism of change, specifically the administration's attempt to go around Congress through an administrative rule change and "interpretation" of the law. The majority congressional opinion was that DOT does not have the authority to enact this NPRM. The representatives from the administration — Jeffery Shane, under secretary of transportation for policy, and John Byerly, deputy assistant secretary of state — disagree.
- 2** The subject of the change, specifically the ability of foreign nationals to control all commercial aspects of a U.S. air carrier. This was hotly contested, and opinions of the impact varied. There were those who believe the impact would be almost insignificant and there are those, like Rep. Oberstar, who believe that "this is the most important policy decision to face the aviation subcommittee since deregulation." Rep. Oberstar has a long and noteworthy congressional history in the airline and transportation-related committees, and his comment should give us pause, the majority congressional opinion again being that the subject was too important and complex not to be considered by Congress and did not belong in the hands of DOT.

The APA Legislative Affairs Committee will be monitoring the situation and will keep you informed.

Further Reading: Visit www.house.gov/transportation/aviation/02-08-06/02-08-06memo.html for further information and testimony on this important issue. 

CANADIAN LAW — What You Need to Know Before Entering Canada

BY THE APA LEGAL DEPARTMENT

Now that Canada is enforcing its immigration laws more stringently than ever before as a result of the terrorist attacks of Sept. 11, 2001, flying a sequence into any Canadian airport just might be a problem if you've ever been convicted of driving under the influence, driving while intoxicated or had a felony conviction — and possibly even if you've just been charged with a crime and not convicted.

Canadian law prohibits anyone from entering Canada if the person has had a felony conviction, even if it was outside of Canada. This can even include a conviction that may not be a felony in the U.S., because if a crime is considered a felony in Canada, immigration officers can deny entry. That is why even though DUI and DWI convictions are usually considered misdemeanors here in the U.S., Canada considers all DUI and DWI convictions felonies punishable up to five years in prison. That means that if you've been convicted of a DUI or DWI, you are considered a felon in Canada. Even if you had a conviction as a juvenile, if you were tried as an adult for a felony, that fact will be considered. In addition to convictions, Canadian authorities may request details of charges that were withdrawn or dismissed, as well as details of a suspended driver's license in determining whether to allow entry into their country.

So, if you've been thinking about bidding on flights to Canada or you're already flying there, be careful if you have ever been convicted of a crime, had your driver's license suspended, or even if you've been charged with a crime and not convicted! You never know if you'll be chosen to have a background check. The immigration officers have total discretion on who they decide to check out.

If you do have a qualifying conviction from their

perspective, and you still want to go to Canada, there are steps you can take to obtain special permission to enter. If a person has had only one conviction and it has been at least 10 years since all sentences for the conviction were completed (including fines or restitution paid and/or jail time completed) and the conviction did not involve any serious property damage, physical harm to a person, or any type of weapon, then the person may apply for "deemed rehabilitation" at a Canadian port of entry. The immigration officer decides whether an application will be approved, so there is still no guarantee of entry.

There is also an "individual rehabilitation" application with the same provisions as the "deemed rehabilitation," except the person may have two or fewer convictions and only five years since all sentences were completed. This application must be completed in advance and can take up to one year to process.

If you need to enter Canada on a regular basis and you have a conviction, the best avenue may be to

apply for a temporary resident permit, which can be obtained through a Canadian consulate in the U.S. It will still be up to the Canadian immigration officers to determine if you should be approved for such a permit. Since this permit can take between six months to one year to get processed, this needs to be applied for well in advance of your planned entries into Canada. Once approved, this permit can be updated every six months. For more detailed information on entry into Canada, visit the Canadian citizenship and immigration Web site at www.cic.gc.ca

For all of you flying into Canada, stay safe — and that includes taking the proper precautions to ensure that if the immigration officers check you out, you won't be stopped from entering their country! ➤



The Hijacking of Pan Am Flight 93

By Captain Holland L. Redfield

Sept. 6, 1970 was a dark day in international aviation history.

- At 7:17 a.m., a TWA Boeing 707, en route from Frankfurt, West Germany to New York, was hijacked and forced to divert to Amman, Jordan. Passengers and crew were held hostage, then released six days later, prior to the airplane's demolition.
- At 7:30 a.m., an El Al Israel 707, en route from Tel Aviv to New York, via Amsterdam, experienced an unsuccessful hijack attempt. One hijacker was killed in hand-to-hand scuffling. The flight diverted to London because of a badly wounded steward.
- At 8:14 a.m., a Swissair Douglas DC-8, en route from Zurich to New York, was also forced to divert to Amman, where its passengers were held hostage for six days and released. The plane was blown up.
- At 10 a.m., a Pan American World Airways Boeing 747, en route from Brussels, Belgium to New York, was hijacked after an intermediate stop at Amsterdam. It was diverted to Beirut, Lebanon, then Cairo, Egypt, where it was destroyed.
- On the same day, a British Overseas Airways Corporation (BOAC) Vickers VC-10, en route from Bombay to London was diverted to Amman, shortly after takeoff from a stopover in Bahrain. As with the previous two aircraft, this English aircraft was also blown up.

The following is an account of Pan American's Flight 93, as experienced by my good friend and fellow pilot Paul Lachapelle.

Captain Lachapelle had just completed a two-week assignment flying the routes of Air Congo, operating a Pan Am 707 leased to the airline. The crew's last trip terminated at Brussels, Belgium, where they joined Pan Am Flight 93 for return to their New York domicile.

Lachapelle and his crew boarded the 747 not knowing that they were about to become involved in one of the first political hijackings carried out by an Arab guerrilla group known as The Popular Front for the Liberation of Palestine (PFLP). As he embarked, Lachapelle eagerly accepted an invitation to the cockpit of the new jumbo jet, N752PA, *Clipper Fortune*.

Following a 35-minute flight to Amsterdam and routine ground servicing, the 747 taxied away from the Schiphol Airport passenger terminal and headed for its departure runway. Occupying the observer's seat directly behind Captain Priddy and First Officer Pat Levix, Lachapelle was enjoying the company of his two pilot friends and Flight Engineer Julius Dzuiba. He knew them all, having shared cockpits on other aircraft types over the years.

Suddenly, the pilots were instructed to stop and hold their position. An unusual message, received from the control tower, informed the captain that three aircraft had already been hijacked that morning. In addition, two passengers aboard Flight 93 had been denied passage aboard an earlier departing El Al 707 because they had been viewed as suspicious persons.

Captain Priddy requested permission to switch over to Pan Am's flight dispatch frequency. He was given the names of these men, but no details of what their suspicious nature might be. After some discussion among the flight deck occupants, he paged the two individuals via the public address system, with the intent to question them. Departing the flight deck, Priddy asked Lachapelle to accompany him to the main cabin below.

The two descended via the circular staircase, and strode aft, checking the economy section first. Upon returning to the first-class compartment, they were confronted by the two men whom El Al had earlier refused to carry.

They identified themselves (*continued on next page*)

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as Gueye and Diop. Both had Arabic features and were well dressed, with jackets and ties. A conversation followed, during which routine questions were asked. Where were they from? Where were they going? Did they object to being searched? After readily agreeing, both men were carefully frisked.

Then, at nearby seats apparently occupied by the two, an additional careful check was made, including personal belongings, seat pockets and the surrounding area; everything appeared harmless and normal. Apologies were offered and accepted, and the two pilots returned to the cockpit. Shortly thereafter, *Clipper Fortune* was airborne and climbing westward for New York.

What was not known was that, upon being paged, the two men had casually moved from their originally assigned seats — three rows from the front — to the unoccupied row at the back of first-class. There had been adequate time to carry out the seat exchange while Priddy and Lachapelle proceeded through the 747's aft cabins. Also, it was not known that the two wore crotch holsters and had stashed hand grenades at their originally assigned seats.

During the climb-out, a minor course deviation was accomplished to avoid an area of possible turbulence. Ground controllers quickly asked Flight 93's crew if a hijacking was taking place.

With Flight 93 nearing its assigned cruising altitude, Lachapelle thanked the pilots, excused himself, and rejoined his crew on the main deck. As he sat down, Lachapelle noticed that the two under suspicion were not in the last row of seats any longer, but had moved across the aisle and up to the front of first-class.

A short time later, Gueye was seen leaving his seat. He walked aft and up the spiral staircase to the lounge directly behind the cockpit. Priddy had asked Lachapelle to keep an eye on things, so he decided to investigate. Along with First Officer Fitzgerald, he followed them upstairs and took nearby seats.

Gueye was obviously nervous, sweating profusely and casting quick glances at others in the lounge. Suddenly, he leaped from his seat, pulled and cocked a revolver, and placed it a few inches from Lachapelle's forehead. "We are taking over this airplane!" he shouted,

motioning those in the lounge to get below, "or someone will get killed!" Still shaking and screaming, he held a stewardess with his arm around her neck.

Lachapelle, seated nearest the stairway, was first to reach the main deck, but was immediately met by the other terrorist, Diop, who pointed a gun at him. Ranting and raving, the hijacker threatened to kill anyone who did not quickly move aft through the divider curtain, into the 747's economy section. Gesturing and speaking at the same time, he produced a hand grenade. Then, with the little finger of the same hand that held a gun, he pulled the grenade's safety pin. Constant squeezing hand pressure was now required to prevent the grenade from detonating; a momentary relaxation could blow the plane out of the sky.

On the 747's main deck, 152 passengers and 14 cabin crew members were now well aware of what was taking place. Up on the flight deck, Captain Priddy, with a pistol to his head and an armed grenade nearby, had been ordered to change course and proceed to Beirut, Lebanon. The airplane droned on as darkness fell.

Gueye later changed locations with Diop, and patrolled the main cabin. He established a base of operation at the foot of the spiral staircase, ordering a stewardess to bring him the 18-inch-long machetes and the hand axes which were part of the airplane's emergency equipment. Later, he demanded that all passenger passports be brought forward. The hijacker apparently was searching for those of the Jewish faith, military personnel, and anyone with possible political affiliations. Several were summoned for direct questioning.

Finally, Lachapelle and his deadheading crew were queried about their ability to fly the 747, in case anything happened to those on the flight deck above.

All three pilots sensed the need to convince Gueye of their inability to fly and land this very complex, monstrous aircraft on a moment's notice. The sincerity of their words was vital, lest the flight deck crew be considered expendable.

Three hours went by, with Gueye continuing his patrol. Meals were served and the cabin activity remained near-normal. The public address system

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came to life as Priddy was permitted to speak to his passengers. He told them that the flight was no longer under his control, and that they were headed for Beirut, nearly 2,000 miles from their Brussels departure point.

The flight proceeded into the night, with all the 747's systems performing perfectly. At 9 p.m. Beirut time — five hours after departing Amsterdam — the hijacked 747 began to circle, 27,000 feet above the city. For two hours, it orbited over its new destination, first in one direction, then the other.

Diop used the airplane's radio and threatened to blow up the 747, forcing airport personnel to contact the Beirut PFLP and get their members into the control tower where he could communicate with them. Many minutes went by as those on the radio endeavored to sort out who was talking to whom. There was confusion and doubt because of the code words — all in Arabic — used for the names of the PLFP members. Improper use of equipment continually blocked off transmissions, adding to the chaos.

The PFLP had not anticipated the Pan Am 747 as a prize, nor had any plans been made for a hijacked airplane to come to Beirut. The Popular Front operative in the control tower had to be convinced that Diop and Gueye were part of their group, now on the 747 instead of the El Al 707 as originally planned. Confusion reigned as Priddy slowly circled the Jumbo Jet high above the city.

During a break in transmissions, the Israeli military monitoring the radio frequency in use, and now aware of what was taking place, broke in with a call to Flight 93. It was suggested that the crew make a dash for Tel Aviv. The border was only a few miles away, and a fighter escort was already airborne. Two long runways were available, with emergency equipment standing by.

Gueye, in the cockpit with a headset on, overheard it all. He was furious and threatened to drop his hand grenade; they would "all go to hell." Grabbing the microphone from First Officer Levix, he shouted "Shut up!" Then, to all on the airways, the terrorist again shouted what would happen if Flight 93 was to attempt such a diversion. The Israelis became silent.

Meanwhile, the Lebanese wanted nothing to do

with this unfolding international incident, and began dispersing trucks and armored vehicles to block the runways. Diop renewed his threat to blow up the airplane in mid-air. Finally, after Priddy's terse transmission that the hijackers meant business and he had only 20 minutes of fuel remaining, permission to land was granted.

Seven hours after departing Amsterdam, the airplane taxied to an area a few hundred yards from the terminal and parked under the glare of a single floodlight. Outside, not a soul stirred. Doors closed, the plane sat alone, apparently lifeless.

In the cockpit, Gueye communicated by radio with his cohorts, who were now in command of the whole airport. With this unexpected \$25 million prize and its 169 occupants, things were clearly in their hands.

In a short while Priddy and his cockpit crew descended, under guard, from the flight deck. Lachapelle's crew was herded forward to join them. Under heavy guard, the left forward entry door was opened. The two hijackers placed bandannas over their faces, apparently waiting for someone. It was absolutely still outside.

Although escape might have been possible for those back in the darkened main cabins, all passengers and cabin crew had been warned not to try it. Evacuation was to be initiated only upon direct orders from Captain Priddy, or in the case of fire or shooting. Lebanese in fatigue uniforms could be seen crouching on the terminal building roof, with machine guns and bayoneted rifles. Any escape attempt would be certain to trigger an armed response.

Suspense built. Minutes went by. Then, there was commotion at the plane's open door and two men were seen walking toward the jumbo, wearing casual clothing. They, too, were PFLP commandos. As they climbed the stairway and entered the forward cabin, those inside removed their bandannas and greeted the boarders with embraces and excited conversation.

Shortly thereafter, Priddy and his cockpit crew were ordered back upstairs, as the hijackers remained at the entry door, again appearing to be waiting for someone. Now four guerrillas patrolled the main deck. Lachapelle was able to engage (*continued on next page*)

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Gueye in a short conversation. He volunteered that this was his third hijacking and, although not a pilot, he had been trained for the mission and was familiar with airline aircraft operations.

As the commandos conversed amongst themselves in Arabic, the word "Amman" was overheard. There was only one Amman, in Jordan, not far across the mountains to the south. At that time, no one aboard knew that the earlier hijacked TWA 707 and Swissair DC-8 were already at Amman. Also, the aircraft blocked the unlighted runway, which was 3,000 feet long, far too short for the big 747. The ability to find it, let alone land on it, in the dark, would be very hazardous.

Suddenly there was activity outside, as several men and women climbed the stairway and boarded. Again there were joyous greetings, back-pounding and embraces. This group brought a canvas sack full of .45-caliber pistols that were passed out, then loaded aboard sack after sack of dynamite, fuses and timing devices.

One of the new arrivals was obviously a demolition expert and directed the others in Arabic as the explosives were distributed in the jumbo's lavatories and closet areas. To the dismay of those in the aft cabin, fuses were strung along the aisleway. The plane's machetes had been used to slash wide strips from the carpeting, baring metal flooring underneath. Dynamite and fuses ran from one end of the airplane to the other.

As the fusing operation neared completion, it became obvious that plans had been made for the plane to depart Beirut. All of the commandos except Diop, Gueye, and the explosive expert disembarked — following another display of comradeship. Meanwhile, Captain Priddy had been ordered to fly the plane to Amman, but was able to convince the hijackers that landing a 747 on a short runway was not possible. Instead, he was told to head for Cairo, Egypt.

One by one the big engines were brought to life and *Clipper Fortune* moved ponderously toward the unlighted airport's runway. Priddy used his landing lights to find his way to the threshold. Then a long delay ensued as the new destination was confirmed. Finally, in exasperation, the 747 was cleared to "wherever you want to go!" and became airborne once again.

Cairo was about an hour's flight. En route, those in the cabin were informed that the airplane was to be blown up upon landing, and that there would be but a few minutes for occupants to evacuate. Permission was granted to instruct passengers on evacuation procedures. Both crews aboard were deeply involved in the process.

Clipper Fortune began a slow circling descent above Cairo, but to the puzzlement of its passengers, continued to circle rather than land. It was later learned that the hijackers feared a trick. Once Diop recognized the Nile River and Cairo's downtown areas, he ordered Priddy to land. A long straight-in approach was made to the airport's fully lighted runway.

All aboard were spring-loaded for whatever might happen. Lachapelle was stationed at the second exit back on the left side, and unable to see into the aft cabins to observe what the other evacuees might be doing. Meanwhile, the demolition expert asked Purser Augusta Schneider for a match, and calmly ignited the fuses leading from the aft cabin forward to the stowed dynamite.

Those in back watched in horror as the sputtering fuses burned steadily forward, while the guerrilla calmly walked with their progress, a revolver in his right hand. Should anyone break ranks and attempt to put out the fuses, the gun was ready for instant use.

The 747 touched down smoothly, as Priddy actuated thrust reversers, spoilers and the landing gear wheel brakes. Diop then ordered him to proceed to the end of the runway. With a revolver at the back of Priddy's head, the 747 kept rolling.

Occupants of the aft cabin, driven by the ever-shortening fuses, exploded into action of their own. While the airplane continued down the runway, handles were rotated which forced the rear exit doors open and activated the escape slides with loud roars.

Up front, Lachapelle and his charges waited for *Clipper Fortune* to stop. Passengers crowded the doorway, eager to get off. Then one passenger deserted the group and went aft. He shouted forward that the aft cabin was already evacuating. Several more people bolted to the rear. Lachapelle, aware of the dangers, refused to actuate the door. He knew that the extended

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slide would be in the path of the landing gear, and dangerously close to the powerful engines.

Suddenly, a frightened passenger reached over the pilot and actuated the door release handle himself. The unfolding slide began bouncing along the moving runway, then twisted and turned toward one of the huge engine inlets. Lachapelle shouted to the upper deck "Stop The Airplane!" When it continued to move, Flight Director Ferruggio grabbed the emergency bullhorn and ran halfway up the spiral stairway, shouting "Stop The Airplane! People Are Evacuating!" Priddy, for the first time aware of what was going on, stopped the plane in its tracks, simultaneously shutting down all four engines.

Lachapelle was catapulted out the door as those behind him leaped onto the now properly positioned double-lane slide. On the ground, he immediately began assisting others as they slid to safety. Suddenly, he found himself very much alone. All of the passengers had fled from the jet, scattering in the darkness beyond. The doomed Boeing glistened in the beams of its many exit floodlights. Lachapelle remembers it as a magnificent sight.

After pausing for only a moment, the pilot began running to the darkness beyond, only to hear machine gun fire; tracer bullets screamed over his head and pounded into the beautiful airplane. He dropped to his hands and knees as a powerful explosion blew the upper deck and cockpit into a million pieces. Flaming bits of wire, seats, upholstery, and metal fragments rained down around Lachapelle's spot of refuge. All was suddenly dark again, as machine gun fire continued.

Crouching low to present as small a target as possible, Lachapelle sprinted toward safety down a dimly outlined taxiway. Suddenly in his path loomed a rickety bus, its lights extinguished and entry door open. Much as he welcomed the protection, the pilot was greatly concerned for the safety of the 747's crew members, last known to be on the flight deck.

Another burst of machine gun fire motivated him to jump quickly into the bus and dive to the floor, where he found himself alongside of Levix, Priddy, Dzuiba, plus many passengers and cabin crew members.

There was another tremendous explosion that blew off the entire top of the airplane. Huge belching flames were followed by yet another blast that blew the entire aft fuselage and tail section several hundred feet. It was all over. Crouched low in the bus, the grim-faced crew watched the death of *Clipper Fortune* in an inferno of billowing black smoke and flames.

As the bus backed away from the carnage, hijacker Diop stepped inside, brandishing his ever-present pistol. He wanted a ride into town! An Egyptian commando armed with a fixed bayonet rifle took charge.

The bus crept to the airport terminal building where most of the remaining crew and passengers had gathered. The injured lay on the lobby floor amid television cameras, floodlights and reporters. Medics worked among crowds of onlookers. Although there were broken bones and bloodied faces, only a few needed hospitalization.

In a few hours it was dawn. First Officer Levix nudged Lachapelle and beckoned him to follow. In stocking feet they walked to the restroom. Standing on a rusty radiator, they peered through a narrow, high window to view the remains of *Clipper Fortune* that, only a few hours before, was a beautiful denizen of the skies. Now, like a beached whale, only the bones were left, outlining its once lovely form.

The aft fuselage and tail section, blown clear in the final tremendous blast, were intact and recognizable. The Pan Am logo, known all over the world, was prominent. The rest was fragmented, charred junk.

The overall handling of a long drawn-out, perilous situation, by each and every crew member aboard Flight 93, is a tribute to their training, dedication and self-discipline. It is representative of all those in the industry.

Captain Holland L. "Dutch" Redfield is a retired Pan Am Atlantic division chief training pilot and author.

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Editor's Note: Retired Pan Am pilot Paul Lachapelle is the father of American Airlines pilot and APA member Captain Brian Lachapelle. ▶

THE DAEDALIAN AWARD — Honoring Heroes in the Air

BY CAPTAIN MIKE MCGINNIS, APA DFW SAFETY COMMITTEE
VICE FLIGHT CAPTAIN OF THE 23RD FLIGHT (DFW) OF DAEDALIANS

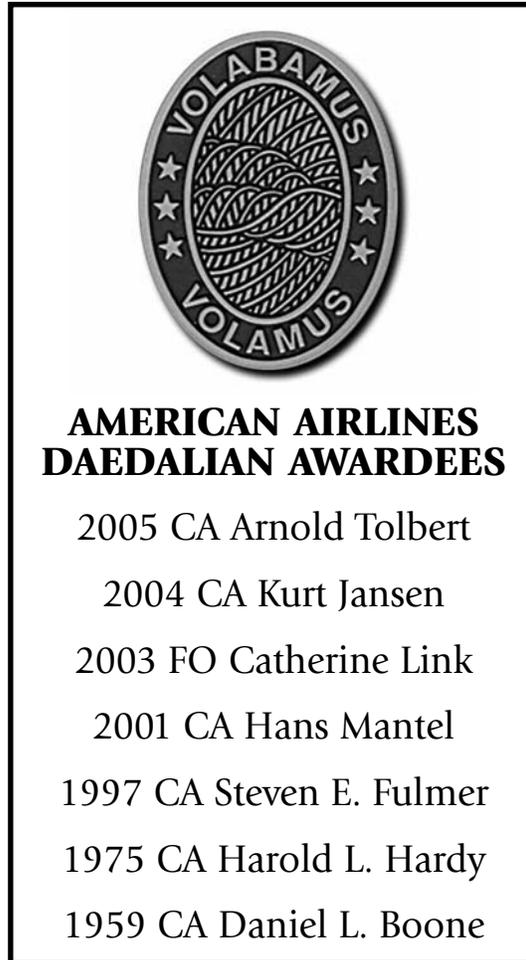
There have been some recent references, with justifiable pride, to American Airlines crews who have been recognized for outstanding airmanship in the past two years. They are our winners of the Daedalian award. Among our membership, there may be some misunderstanding about this award, and this article will provide some background on the trophy and the organization that presents it.

In 1935, a core group of 35 World War I aviators drew up a formal charter for the Daedalian organization, in part to "...perpetuate the spirit of patriotism, the love of country, the memories, sad and pleasant, of our service during that period and to further cement the ties of comradeship which bound us together in that critical hour of our nation's need." The order was named after Daedalus, the first man to fly in Greek mythology, who fashioned wings of wax and feathers to escape imprisonment on Crete. Initially, membership was open only to those who were military pilots before the Armistice of 1918. That has evolved so that presently, the main qualification is completion of pilot training in any military service. Each new member inherits the membership of one of the 14,000 original World War I pilots, providing a continuity of heritage.

The Order of Daedalian holds a national convention every year, and presents a number of awards to a variety of military and civilian organizations and

individuals. These awards help achieve two objectives of the organization:

- To encourage military aerospace activities to ensure that the United States of America maintains its freedom and status among nations of the world.
- To encourage and support activities that will improve methods of flight and flight safety.



The award our American Airlines crews have won is properly called the "Lieutenant General Harold L. George Civilian Airmanship Award." Each year, the APA Safety Committee selects the crew and submits the application package. The FAA administrator then chairs a committee that selects the winner based on "demonstrated ability, judgment, and/or heroism above and beyond normal operational requirements." The high professional standards for award of the trophy are respected throughout the air transport industry. The award does not have to be presented every year, if no applications are deemed to meet these criteria. American Airlines crews have won seven times

since inception in 1956: 1959, 1975, 1997, 2001, 2003, 2004 and 2005.

The idea for a civilian aviation award originated among the Daedalian leadership during the 1950s, to echo the trophy awarded the Air Force major command having the best safety record. This expanded the

scope of the Order's efforts to improve flight safety beyond the purely military sphere.

First award of the trophy was made to Captain Richard N. Ogg, Pan American World Airways, for his outstanding performance in handling an ocean ditching Oct. 16, 1956. Piloting a four-engine Boeing Stratocruiser from Honolulu toward San Francisco, Captain Ogg had flown beyond the point of no return when two engines failed 1,000 miles from the U.S. mainland. Locating the Weather Ship Pontchartrain, Captain Ogg circled the ship 4-1/2 hours until he could make an ocean ditching. The 27 passengers and seven crewmembers were picked up by life rafts minutes before the aircraft sank.

Daedalian members support the tax-exempt foundation, which funds educational, scientific and charitable activities in support of the order's tenets and objectives.

The tenets:

- To place nation above self.
- To be worthy of the trust and confidence of fellow Daedalians.

Some of the objectives, in addition to those already mentioned:

- To encourage and stimulate the younger generations in developing those attributes that are the basis of the Order.
- To assist in the education of deserving persons in the fields of aerospace engineering and flight.

There are a variety of programs on the national and local levels to accomplish these objectives, all supported by the chapters located throughout the country and overseas. One of the greatest benefits of belonging to the order lies in the monthly meetings held by each chapter. Guest speakers are invariably fascinating, and are from all walks of aviation or local interest. Just talking with other Daedalians exposes one to an amazing breadth of history and experience, and a commonality of patriotism and camaraderie. It does not demand a lot of time or money. If you are interested in more information or finding a chapter near you, see www.daedalians.org or call the organization's national headquarters at 210.945.2111. ➤

PRESIDENT'S BRIEFING *(continued from page 3)*

In contrast to what senior management is publicly stating, the collaborative spirit that once existed has nearly vanished. Without that spirit, AMR's continued financial recovery will falter. Without sound leadership, the "Turnaround Plan" is simply a basket of empty slogans. The path that we are presently on will likely exchange mutual cooperation and value creation for mutual coercion and value destruction. If realized, this outcome will be as tragic as it was avoidable.

At this stage in our grand experiment, I admittedly have more questions than answers. Will we simply become prisoners of our past who are unable to act any differently than our major airline peers? Will management continue down a shortsighted path that knows the cost of everything and the value of nothing? Will AMR continue to be run for the benefit of a small group of senior managers to the detriment of all other stakeholders? Will AMR's shareholders eventually conclude that management has violated their fiduciary duty to build value with this company?

As longtime observers of our profession in a permanently changing industry, APA pilots are well acquainted with adversity. We've consistently demonstrated that we CAN and WILL deal with necessary change. As a group, we're capable of responding — one way or the other — when we recognize leadership or its absence. Show us a plan that makes sense to a large majority and we'll help make it happen.

Management decisions over the upcoming weeks and months will determine the outcome of the Great American Experiment...A tragedy of the commons or a collaborative victory? Either way, we'll adapt to the challenge.



Captain Ken Petschow to Receive APA Safety Award

BY CAPTAIN DENNY BRESLIN, APA COMMUNICATIONS COMMITTEE CHAIRMAN

Flying along, cool and comfortable at FL 360 just east of Alamosa, Colo. on the homebound leg to Los Angeles, Captain Ken Petschow had no worries, except a report of turbulence ahead by a United pilot.

Ken, whose home was destroyed by the California fires in fall 2003, was used to dealing with adversity. To that point, he was of the opinion that besides the loss of his home, FEMA was the worst nightmare he would have to deal with.



Captain Ken Petschow

But he and the rest of the crew on AA-149 quickly found out there was something worse than dealing with a federal disaster agency — when a first officer becomes incapacitated in flight.

Ken felt the yaw right away, then searched for its cause. The nose moved further right and Ken noticed his first officer pushing the right rudder and extending both his legs and arms as if deep into a good stretch. Ken no sooner said “Hey, what are you doing?” when he realized his first officer was in trouble.

His first officer had collapsed, with his leg locked in a full right rudder push. It took a few seconds to put a plan into action. Due to the awkward way his foot was jammed on the rudder, the airplane yawed hard right. Ken tried to counter with left rudder, but

realized the only way to release the rudder was to reach over and flip the catch on the seat release, which then slammed hard against the aft stop. Easing the rudder pressure helped solve one problem, but soon created another. With the rudder now centered, the airplane went from a right skid to a nose high climb, then quickly slowed.

With the airspeed deteriorating, Ken pushed forward on the yoke but found the only way he could get the nose lower was to bank right and let it fall through.

But sometimes, too much of a good thing can be as bad as too little. With airspeed decreasing, Ken rolled right and the nose rapidly fell below the horizon and started gaining speed almost too quickly. Not unaware of the high terrain, Ken tried to declare an emergency and inform traffic of his descent and get vectors to the nearest airport. With the VSI pegged, the crop circles of central Colorado were growing faster than he was leveling off, but he was making progress arresting his rate of descent.

Ken leveled at 14,000 feet but didn’t notice his audio panel switches were knocked off their settings and his “Mayday” had not gone out over the air.

Many thoughts, mostly questions, were competing for his attention as he considered their situation: What should he tell the flight attendants? How should he calm and reassure the passengers? Which divert field offered the best medical help for his copilot? What condition was his aircraft in? And he needed to establish contact with ATC.

An emergency chime summoned a flight attendant, who was only able to get in the cockpit after Ken reached back and opened the door.

The flight attendants went to work finding help. A nurse, a non-revving AA mechanic, and an Air Force pilot volunteered to help pull the first officer out of the

PILOT SPOTLIGHT

cockpit and lay him on the floor of the galley. The nurse, more used to delivering babies than intervening in airborne crises, checked his vital signs and kept him comfortable.

The Air Force pilot asked the flight attendants if help was needed in the cockpit. Ken told him, "You'll do," and the new copilot strapped in to help with checklists and radio calls.

Concerned with his first officer's condition, and knowing Peterson Air Force Base had medical facilities, Ken decided to put it down in Colorado Springs instead of Denver. Setup for the approach was complicated by high altitude and terrain, but solving for high speed and a short final wasn't nearly as difficult as understanding what had just happened to his first officer.

Having prepared for severe turbulence because of the United pipe, the carts had been stowed and the flight attendants were already seated. Most of the

passengers thought the roll and emergency descent were caused by turbulence.

On the ground, paramedics brought the copilot to the hospital and the passengers were rebooked, taking along with them an exciting story for the grandkids. Ken stayed at the hospital until his first officer's wife arrived later that night.

Captain Ken Petschow knows training and experience — even when forced into an unlikely rendezvous with instinct and luck — cannot be taken for granted. He was given the Chief Pilot's Award "For his superlative airmanship in handling an in-flight emergency involving the sudden incapacitation of his first officer," and has been nominated for the APA Safety Award. Lt. Colonel Scott Neumann, former F-16 and B-2 test pilot, logged three tenths of an hour in a B-737, and reportedly received an air medal from the USAF for his contribution. 

from the VICE PRESIDENT *(continued from page 5)*

process, leaving it depleted and hollow. Understandably, employees become frustrated and management doesn't see a benefit from the attempted change so the effort dies a slow and certain death.

There is no shortage of loyal and hard-working AA employees who understand the tenuous position of our company and the need for change. Nevertheless, they do not believe in change for change's sake. What they need is a roadmap and an identifiable destination. What they need is a management team that can articulate a future that is compelling and motivating and then support that future with a firm and unequivocal commitment. What they need is leadership whose actions are in complete alignment with their words.

The layers and lumps of clay within American Airlines are both real and expected. If the effort to remake this airline falters and ultimately fails, however, it will not be because of the clay. It will be because senior management did not provide the tools to break through the resistance and provide a clear and convincing roadmap to an inspiring future.

As pilots, we thrive on excellence and reaching objectives. But, without an explicit aim, our efforts will, at best, be diffused and unfocused and, at worst, wasted. The pilots and the APA have pulled a great deal in this process, but until there is an unambiguous indication of where senior management wants to take this company, our level of enthusiasm will not be as great as it could be. That is unfortunate because time does not stand still and we deserve to know the direction and destination of our careers. For now, we are forced to deal with a "muddle along" environment until senior management unequivocally casts off the old mental models and plainly articulates a roadmap to a future that we can enthusiastically embrace. Let's hope that happens soon.



Coca Leaf Tea

By Karen Kelly O’Riordan, Esq. — Air Line Pilots Association Delta MEC Attorney
(reprinted with permission)



Travel to South America is on the rise. American carriers and flight crews are visiting new and interesting destinations. It is always a good idea to familiarize yourselves with basic information regarding places you are visiting for the first time. Crews generally exercise a high degree of care concerning safety and security issues at international destinations to protect their person and property. Crews also pay appropriate attention to the water they drink and the food they eat to protect their health. The information provided below is designed to protect your job.

Coca (*Erythroxylum coca*) is native to northwestern South America. The leaves have been used for a multitude of medicinal and religious purposes for thousands of years, particularly by indigenous populations in Colombia, Ecuador, Peru and Bolivia. Medicinal use of coca persists in modern South America. For example, coca leaf products are frequently recommended to travelers to the Andes as a remedy for “soroche,” or altitude sickness.

In many ways, coca is as much a part of national culture in Bolivia and Peru as wine is to France and beer is to Germany. The importance of coca production and its traditional uses in Andean culture has garnered considerable attention with the recent election of Evo Morales as the new Bolivian president. Morales, Bolivia’s first indigenous leader, is a coca grower. He favors regulated legal production and use of coca in opposition of U.S.-backed total coca eradication programs.¹ Westerners traveling in the region often encounter coca products — either as a cultural novelty or for their health benefits. Bags of coca leaves are sold in local markets. Commercially manufactured coca teas are available in stores and supermarkets. Coca tea is commonly offered in restaurants. The tea looks, smells and tastes like Asian green tea. It is known locally as “mate de coca” and may be available in blends with other teas, such as “Trimate.” Another beverage that is being heavily marketed in Peru with an eye on export markets is “KDrink.” It is advertised as a healthy, stimulating, 100 percent-natural soft drink and is essentially bottled mate de coca, containing a

trace 0.6 mg of cocaine.²

A study by the Addiction Research Center at the National Institute on Drug Abuse/National Institutes of Health concluded that coca tea contains a significant amount of cocaine and cocaine-related alkaloids (for example, benzoylecgonine, the diagnostic metabolite of cocaine). Tea bags typically contain about 1 gram of plant material. In prepared coca leaf tea, an average of over 4 mg of cocaine is present. Following the consumption of a cup of Peruvian or Bolivian coca leaf tea, peak urine benzoylecgonine concentration in test subjects was shown to be nearly 5000 ng/ml after 3.5 hours and nearly 4000 ng/ml 10 hours after ingestion.³ The cumulative urinary excretion of benzoylecgonine after 48 hours as determined by gas chromatography/mass spectrometry testing was roughly 3 mg after consumption of coca leaf tea. **The study concluded that the consumption of a single cup of coca leaf tea produces positive drug test results for cocaine metabolites.**⁴

Last year, British research produced similar results. Subjects who ingested a cup of mate de coca tested positive for cocaine metabolites in urinary drug testing for at least 24 hours following ingestion. With the highly sensitive methods currently available for drug testing, the authors concluded that the risk of a positive test exists beyond that 24-hour time frame.⁵ The Center for Information and Education for the Prevention of Drug Abuse⁶ in Lima, Peru, had conducted similar tests a few years earlier that indicated one cup of mate de coca brewed from a standard tea bag for one

minute produced a positive result for cocaine metabolites (benzoylecgonine) for at least 24 hours in tests conducted with a simple SureStep™ COC one-step immunoassay dip stick.⁷

The United Nations placed coca on Schedule I of the Single Convention of Narcotic Drugs.⁸ The Controlled Substances Act served to implement the Single Convention in the United States and serves as the legal basis for federal regulation of certain substances.⁹ Coca leaves — and any salt, compound, derivative or preparation of coca leaves — are included on Schedule II of the Act. That means the possession and consumption of coca leaf tea bags is illegal in the United States. There is an exception for decocainized coca leaves or extraction of coca leaves that do not contain cocaine or ecgonine.¹⁰ In the early 1980s, some allegedly “decocainized” mate de coca was introduced in the export market under the label of “Health Inca Tea.” The product was produced from regulated, legal cultivation of Peruvian coca and was licensed for pharmaceutical export. However, in 1986, it was revealed that Health Inca Tea in fact contained cocaine and produced positive drug test results for cocaine metabolites within the same range as untreated coca leaf tea.¹¹ The U.S. government issued an Import Alert prohibiting importation of Health Inca Tea, among others.¹² **The “export grade” or “decocainized” mate de coca may still contain cocaine and can produce a positive drug test result.**¹³

It simply is not possible to ascertain, with certainty, that a given brand of mate de coca has been rendered completely free of cocaine. It is not worth the risk of finding out through a positive drug test!

What does this mean for you?

1. **Ingestion of coca leaf tea is likely to produce a positive drug test for cocaine metabolites**, possibly for more than 48 hours after ingestion. Under the FAA/DOT drug testing regulations, the ingestion (inadvertent or otherwise) of coca leaf tea is not a “legitimate medical explanation” for a positive test result.¹⁴ The Medical Review Officer (MRO) will issue a verified positive for cocaine. **Companies with a zero-tolerance drug policy consider a verified positive test to be grounds for termination.**
2. A verified positive FAA/DOT drug test will result in FAA enforcement action to revoke all airman certificates. For the FAA, there are three deadly sins: drugs, alcohol and falsification. The agency takes a very hard line on enforcement in all cases involving drugs, alcohol or falsification.
3. Do not attempt to bring any tea or other products containing coca leaves into the United States. At a minimum, if found, they will be confiscated. You can also anticipate being subject to a fine or other legal action.
4. Possession and/or consumption of coca leaf tea in the United States is illegal. 

¹ “Profile: Evo Morales,” *BBC News International version*, 14 December 2005 [online]. Available from, <http://news.bbc.co.uk>. See also, Tupac Saavedra. “Bolivia: The Rise of Evo Morales,” *PBS Frontline/World*, 10 January 2006 [online]. Available from www.pbs.org.

² Drew Benson, “Peruvian Drinks Get Buzz from Coca Leaf,” *Los Angeles Times*, 11 April 2004.

³ In the research reviewed, dosage of cocaine is measured in milligrams. Volume of metabolite concentration is measured in nanograms per milliliter.

⁴ A. J. Jenkins, T. Llosa, I. Montoya, & E. Cone, “Identification and Quantification of Alkaloids in Coca Tea,” *Forensic Science International* 77, no.3 (1996):179.

⁵ M. Turner, P. McCrory & A. Johnston, “Time for Tea, Anyone?” *British Journal of Sports Medicine* 39, no. 10 (2005):37.

⁶ Centro de Información y Educación para la Prevención del Abuso de Drogas (CEDRO), Lima, Peru.

⁷ Alfonso Zavaleta y Ramiro Castro de la Mata. “Detección de Metabolitos de Cocaína en Orina de Consumidores de Mate de Coca,” *Psicoactiva* 19 (2001): 205.

⁸ Single Convention on Narcotic Drugs, 1961. As amended by the 1972 Protocol amending the Single Convention on Narcotic Drugs, 1961.

⁹ 21 U.S.C. § 801 et. Seq. (Chapter 13).

¹⁰ 21 U.S.C. § 1308.12 (b) (4).

¹¹ R. K. Siegel, M. A. Elsohly, T. Plowman, P. M. Rury & T. J. Reese, “Cocaine in Herbal Tea,” *Journal of the American Medical Association* 255 (1986):40. See also, M. A. Elsohly, D. F. Stanford, & H. N. Elsohly, “Coca Tea and Urinalysis for Cocaine Metabolites,” *Journal of Analytical Toxicology* 10, no. 6 (1986):256.

¹² Import Alert 31/05 — Revised 10/2/92, “Herbal Teas Containing Cocaine.”

¹³ G. F. Jackson, J. J. Saady & A. Poklis, “Urinary Excretion of Benzoylecgonine following Ingestion of Health Inca Tea,” *Forensic Science International* 49, no. 1 (1991): 57.

¹⁴ The Medical Review Officer Guide published by the U.S. Department of Transportation sets forth four principle legitimate explanations for a positive test result: (1) legally prescribed or dispensed medication, (2) ingested substances that produce the same metabolites as illegal substances, (3) errors in the chain of custody and (4) errors in the laboratory technical analysis. A “legitimate medical explanation” corresponds to the first explanation. The second explanation only applies to ingestion of “legal” substances. Coca leaf products are *not* considered legal under the UN Single Convention and the Controlled Substances Act.

Taking the Road Less Traveled Into Retirement

BY JENNIFER AREND, APA COMMUNICATIONS EDITOR



Captain Ron Finch

Just days after he touched down at LaGuardia International Airport at the end of his 17-year career with American Airlines, Captain Ron Finch took off on yet another journey.

In February, CA Finch began an eight-month, 3,200-mile hike that, when he's done, will have taken him from Alabama all the way to Canada.

He's making the grueling trek along the Appalachian Mountains Trail to raise money for research that he hopes one day will benefit his wife, Jeannie.

Almost a decade ago, Mrs. Finch was diagnosed with fibromyalgia, a chronic disorder that causes widespread pain and tenderness in the muscles and soft tissue as well as sleep problems, fatigue and other symptoms.

"I told my contact at the Arthritis Foundation that I expected them to have a cure for my wife by the time I get back!" CA Finch wrote in a recent e-mail during a break from his hiking expedition.

CA Finch travels as light as possible, keeping his pack under 50 pounds with all the necessary equipment — including a tent, clothes, a mini stove, a first aid kit and a water filtration system — and a week's worth of food. He also carries a personal locator beacon in case of an emergency.

The journey has been mentally and physically challenging so far.

"I don't know if I'm tough enough," wrote CA Finch, who hails from Peachtree City, Ga.

CA Finch — who is going by the trail name of "Grey Eagle" — said he got the idea for the trek a couple of years ago, during one of the annual camping trips he and his wife make. The couple hiked in northern Georgia to the summit of Springer Mountain, which marks the beginning of the Appalachian Trail — and

it was there that CA Finch found his inspiration.

"It's part of [pilots'] personalities," Mrs. Finch said recently. "They really like challenges."

Mrs. Finch said when her husband told her about his hiking idea, she told him "to just go for it."

Soon after he made his decision, CA Finch began researching long-distance hiking, poring over how-to books and guides and peppering experienced hikers with questions. He also completed a series of "test" hikes.

Some mornings, CA Finch has woken up in the rain. He's battled sore muscles, blistered feet, frigid temperatures and rough terrain.

"I hurt in places I didn't know I had," he wrote.

But he's also seen some spectacular scenery and met some generous people along the way.

CA Finch is taking one break day from hiking each week. For the first few weeks, while he was walking through Georgia and Alabama, he spent the rest day at home. Mrs. Finch also said her husband has a cell phone with him, and she speaks to him almost every day.

CA Finch said another challenge of the hike has been keeping up his pace. He said he must make it through the Chic Choc Mountains in Quebec by Oct. 1 — before Forillon National Park closes for the winter.

Once he reaches the end of the trail, CA Finch will take a train to Montreal, and then another to New York, where he'll visit his daughter. From there, he will take a train to Atlanta, stopping in Palmetto, Ga. so he can hike the final 15 miles back to his home.

CA Finch has a request for his fellow American Airlines aviators: "When you are flying into New York on the Milton or Korry arrival late at night, power back to idle as you come over the Appalachian Mountains. Save gas and keep the noise down — some of us are trying to sleep."

He welcomes fellow hikers to join him on a few miles or a few days on his adventure, which he is documenting online. Find CA Finch's trail journal at <http://pws.prserv.net/greyeagle>. 

A Time for Strategy

BY CAPTAIN GARY BOETTCHER, DCA CHAIRMAN

Since the mid-1950s, when unionism was at a peak of about 35 percent of the workforce, union membership has steadily declined across all industries. Today, it is at a low of about 12 percent. During the past several years, we've seen a transfer of wealth from workers to executives. And that wealth doesn't just include cash — workers' pensions, health benefits and time off are being cut back, while at the same time, executives across the country are earning huge bonuses and securing enormous retirement packages. The pay of the average CEO at a Standard & Poor's 500 firm, is 430 times that of the average U.S. worker — more than 10 times what it was in 1980, according to the AFL-CIO. Sometime in the future, workers all across the nation will need to collectively stand up and demand accountability of company executives and demand an equitable share in the profits of companies. — DCA Chairman Captain Gary Boettcher

February 19, 2006

Gentlemen of the APA Board of Directors,

Several prior members of the APA Board of Directors have contacted me and asked that I bring the following issues to your attention. Coincidentally, other members at large from various domiciles have privately expressed the same opinions.

I humbly ask that you please read this short message and give it your most careful consideration. I hope we can discuss these issues and some of the recommendations these folks have made at the upcoming winter 2006 BOD meeting.

As the policy-setting body of the Allied Pilots Association, the pilots you serve are calling upon you to provide the leadership necessary that will rally our broken spirits into a formidable force. Our industry is fractured beyond normal repair and her employees are tired of being a temporary, superficial fix for problems that are industry-wide.

The financial failure of airlines, both network and direct service carriers, is a chronic and endemic failure to control capacity which, itself, is the result of what has been a massive failure in public policy — airline deregulation. The U.S. government never truly deregulated the airline industry; rather, inadequate public policy changes were imposed, while our profession and industry spiraled downward into the devastating circumstances we find ourselves today.

From the antitrust laws that prohibit airlines from coordinating their schedules for optimum efficiency, to the Railway Labor Act that permits the U.S. government to interfere in airline labor matters, the U.S. airline industry has always been, and will remain, heavily controlled by government regulation. Weak and inadequate public policy on aviation issues has enabled corporate executives to successfully dismantle hard-won benefits for our families, and transferred that wealth to their own pockets. Basic benefits, like health care, prescription drug programs and pensions, have all but disappeared. The end result of benefit-raping will be an unconscionable tax burden placed on future generations as they struggle to care for an aging workforce that will enter retirement with little means to take care of themselves.

The membership is tired of rhetoric and good-will initiatives. It is past time for the BOD to develop actionable strategy that returns a level of reasonable sanity and stability to our profession. It is past time for the American worker to become aware, educated, and motivated to take action that stops the collapse of unionism and promotes a return to healthy and profitable work environments. The American worker WILL follow the leadership of our profession.

(continued on page 31)

A Very Challenging Job

BY JENNIFER AREND, APA COMMUNICATIONS EDITOR

His plan all along had been to retire at 60. He thought he'd maybe dabble in politics, take some part-time flying jobs and volunteer with Christian ministries. But a couple of years ago, American Airlines retired Captain Greg Rice steered his life in a different direction.

It was March 2003, and a time of turmoil at American Airlines. "Morale at work was not good, and upper management was talking bankruptcy," recalled CA Rice, who flew for American for 20 years, most of the time based out of Chicago. "I had been very comfortable in life with my disposable income, my standard of living...I was concerned that due to bankruptcy, I might lose all my stuff."

Then, one morning, he read a passage in the Bible (Luke 18:18-23) that told the story of a man who was not willing to leave all of his material wealth to follow Jesus. "I knew that I had to just quit AA and the comfortable lifestyle that I knew," CA Rice wrote in an e-mail recently.

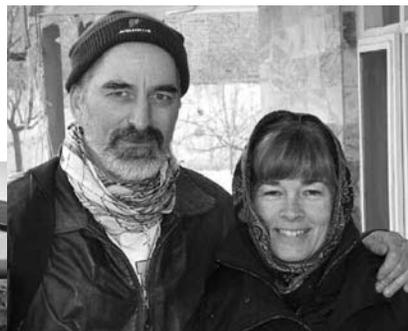
In less than a month, CA Rice was put in contact with Partners in Technology International (PACTEC). The organization partners with other humanitarian organizations and government agencies, helping them overcome communications, transportation and technological barriers. PACTEC has operations in Afghanistan, Kazakhstan, Mauritania, Morocco, Laos and Senegal. The nonprofit is also helping in the Pakistan earthquake relief efforts.

After two years of preparation, including interviews, physicals and paperwork, CA Rice signed on with PACTEC and retired from American last June. He left two months after for Kabul, and his wife of 28 years, Connie, joined him about three months later.

"We really like it here and do not consider it a

hardship at all to be here," CA Rice wrote. The couple lives in a duplex located in a suburb of Kabul, and Mrs. Rice stays busy working at a local hospital and participating in a women's Bible study. "The Afghan people are so kind and really appreciate what America has done for them."

CA Rice
— who



Captain Rice with wife Connie.

spent 11 years in the U.S. Air Force and 10 years in the Ohio Army National Guard — is flying Beech

King Air 200s on humanitarian missions to areas nearly unreachable by land.

"We fly into dirt strips on mountains and in valleys to get the aid workers where they need to go. It sure ain't a straight-in ILS to ORD! There is very little radar or air traffic control and all of it is military. The weather and mountainous terrain make it a very challenging job," CA Rice wrote.

He describes a region wracked by almost 25 years of war. "There still are no city utilities on a 24/7 basis — no running water, electricity, natural gas, etc. and no services such as trash pickup and minimal other services.

"Now the whole world seems to be here in attempt to rebuild the country...An awesome amount has been done, but there is still so much to do. There are hundreds of non-government organizations from all over the world making a supreme effort to do so. Some of the things the NGOs do are: well digging, water purification, food distribution, medical care, improving farming techniques, providing homes for

PILOT SPOTLIGHT

the disabled, lepers and orphans, teaching classes of all sorts, and multitudes of construction projects. Basically everything that is needed to rebuild a totally destroyed country."

CA Rice wrote that his biggest joys come from simply watching local schoolgirls laughing and playing as they run to school in the mornings.

"Under the Taliban, girls were not allowed to go to school," he wrote. "The kids are playing, laughing, going to school and enjoying being kids. Many very brave Americans died to make this possible and it gives me great pride to come from a country that has brought freedom and hope and dreams of prosperity to an entire country."

There have also been some not-so-enjoyable experiences, CA Rice wrote. In November, the couple had their windows blown out by a nearby rocket hit.

Random attacks happen about every two weeks, he explained.

"During the actual attack, it was somewhat disorienting and confusing, but it is not something we worry about. The security level is such that we always try to keep aware of what is going on around us. God reigns and he controls the flight of rockets. We are not here to be safe, but to be a blessing to the Afghan people," CA Rice wrote.

The couple will take breaks to return to the U.S. to visit their children: Jeb, 26, Abby, 25 and Wade, 21, all of whom are supportive of their parents and hope to visit them in Afghanistan.

"Our plans are to stay here until God directs us elsewhere," CA Rice wrote.

CA Rice can be reached at grice@pactec.org or grice33@earthlink.net ➤

Guest Editorial (continued from page 29)

The strategy behind this sort of initiative better serves our pilots if not highlighted in written form.

There is no grand illusion that this is a simple process. It requires funding, dedication, massive volunteer efforts and leadership on behalf of the BOD throughout the entire process. It will be a marathon and not a sprint.

What is needed from the APA:

- Recognition by the BOD that action is necessary and subsequent development of a strategy that can be successfully executed
- Approval by the BOD and NOs for a strategic plan yet to be developed
- Appointment of a BOD member or APA officer for oversight and reporting of progress
- Financial support for the cost of materials
- Logistical support for information and editing of the pamphlets
- Communications support for all media contacts/interviews
- Legislative affairs support for all political contacts/interviews
- Coordination with other labor unions
- Hiring of a professional consultant to execute the initiatives

Are you willing to be open-minded and explore the possibilities? Are you willing to develop the vision for change? Are you willing to provide the leadership required to execute that change?

It is time to retire the rhetoric. It is time for strategy that leads to responsible action.

Respectfully and in your service — Gary ➤

A REVIEW OF *Contrails: The Memoirs of a Pilot*

BY CAPTAIN DENNY BRESLIN, APA COMMUNICATIONS COMMITTEE CHAIRMAN



Author and retired American Airlines Captain Roger Thompson.

How many of us could sum up the story of our careers in aviation with the line: “When one door closes, another one opens”?

As retired American Airlines Captain Roger Thompson writes in his book, *Contrails: The Memoirs of a Pilot*, published by iUniverse in 2004, the sentiment is trite and hardly profound — but very true.

In 1966, when the door to becoming a lumberjack in Canada for the summer closed, Thompson discovered that a coupon offering a 30-minute airplane ride for \$5 opened another — during that one short trip, he became hooked on flying.

In the fall, during the first semester of his senior year at the University of Illinois, CA Thompson got his military draft notice. With panic as his motivator, he changed his major and arranged to graduate early and join the Aviation Officer Candidate program in Pensacola, Florida to become a Navy pilot.

CA Thompson’s memoir — written as a legacy to his children and as a chronicle of his wonderful career in aviation — is a quick and engaging read. In many ways, CA Thompson’s story could be any one of our own, as it details his journey leaving college, joining the military and then working through a 30-year career with the airlines.

There were many stories throughout the book

that, though they were unique to CA Thompson, could have been experienced by any of us. The stories are typical enough of our group of aviators that they can speak for us, but are told in a way that others will understand about the business of aviation.

Assigned to an A-7 Corsair RAG [Replacement Air Group] at NAS Lemoore after receiving his wings in July 1968, CA Thompson quickly found out that unmodified A-7s without a critical flight control fix reacted poorly to jet-wash turbulence. The resulting accelerated stall terminated in an ejection over the Sierra Nevada Mountains when the anti-spin controls failed to function properly.

I looked up from my instruments, expecting to see the bright orange neon ‘meatball’ of the Fresnel landing system on the rear of the USS Midway. All I saw was fog. I knew I was closing on the ship at 130 mph from less than three quarters of a mile away but I couldn’t see a thing on the carrier controlled approach or CCA. The LSO could see my taxi light through the fog. “Power!” he ordered and I jammed the throttle forward just a little.

My wheels hit the deck and I instinctively went to full power on the engine in case my arresting gear hook didn’t snag a cable. There I sat for a long moment, engine roaring, restrained by my hook and the ship’s cable trying to sort out where I was and how I got there. Finally the air boss radioed: “It’s OK Roger. You’re on deck. You can reduce the power!”

CA Thompson aptly describes the hell of SERE (Survival Evasion Resistance & Escape) at the Warner Springs, Calif. mock POW camp and the thrill of water extraction by helicopter in San Diego Bay. And he eloquently deals with tragedies many of us can relate to — such as when a squadron mate perishes or when hostile fire robs the innocence and vitality

from our naïve, seemingly indestructible existence.

Deployed aboard the USS Ranger, CA Thompson flew 156 combat missions on two tours of southeast Asia off the coast of Vietnam with VA93. He describes several bombing missions in the sort of detail that brings the experience home for any pilot who had been there — but his writing also provokes an eerie understanding for how it might have been for those who were not.

One night I landed on the [USS] Midway, parked on the bow and climbed out of my airplane. Helmet in hand, hot and sweaty after a difficult night mission, I was walking down the flight deck towards the ready room. A young sailor stopped me. "Can I say something, sir?" he asked. "Sure," I replied. "You guys have balls!"

A Navy career is difficult enough without deploying overseas eight months of the year, and that time away from home was hell on his marriage. CA Thompson describes his decision to forsake Navy post-graduate school and a tour at the Pax River Test Pilot School to seek a new direction. As the door to a career in the U.S. Navy was closing, a door to commercial aviation opened.

With a pregnant wife, no job and no health insurance, CA Thompson took a job with Ozark Airlines. After learning to make the transition from carrier landings to flared touchdowns in Fairchild Hiller 227s, CA Thompson describes the varied and uncertain paths he and many other pilots have taken through their airline careers. He weathers upgrades, downgrades, trying to pay the bills on probation pay, switching from props to jets, labor-management fights, captain's authority issues in a growing upstart airline, FAA check-rides, personality conflicts in the cockpit, pulling reserve, commuting mergers, bankruptcies — and the challenges one would expect trying to raise a family under all of those circumstances.

Ozark was consumed by TWA and eventually TWA was sucked into American Airlines. Like so many others under trying circumstances, CA Thompson's family fell apart from the pains and strains of being pulled in so many directions. Eventually, the door closed on his marriage to Jo Ann after 31 years, two

children and a lifetime of memories. CA Thompson then describes finding himself in a position to take early retirement through the FERB (Furlough Early Retirement Benefit) which was offered to senior pilots in 2002. The lasting effects of Sept. 11, 2001, being in and out of bankruptcy, multiple concessions and consolidations, and ultimately the merge with American and all the changes that meant gave impetus to his decision to leave his treasured airline career after 30 years.

An aircraft carrier was shown [on TV], catapulting fighter jets into the sky, armed for battle. "Look, Wesley," said my daughter. "Grandpa used to fly planes like that!"

"No way!" said my grandson.

Yes, Wes, I did all sorts of things that you haven't yet begun to dream of. John Magee [High Flight] would speak of slipping the surly bonds of earth, climbing through sun-split clouds and rolling and soaring where never an eagle has flown. I did that, too, Wes. And, God, it's been fun! I'll tell you about it someday.

CA Thompson retired from American Airlines on Oct. 30, 2002 and now lives in Ames, Iowa. Loving life, and having a colorful, exciting and rewarding career sometimes inspires men to share their story with others, but in reality few of us actually do.

Recently, a high school teacher in Atlanta asked CA Thompson's niece if her uncle had written a book about Navy pilots. When Hannah said, "Yes," the teacher said that his father had read the book, pitched it to him and said, "This book is about me."

When I read *Contrails*, I thought my son could read it and instantly understand the path and the perils of a youngster who follows his dreams to become a pilot, then a military pilot and parlays that into a career as an airline pilot. And he just might also understand a little more about his father by doing so.

Contrails is available through Barnes and Noble's Web site (www.bn.com) and at Amazon.com. 

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IN MEMORY

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Retired CA Richard Azzarito	12/02/05
Retired CA Dewit T. Ross	12/12/05
Retired CA William Wolford	12/17/05
Retired CA Robert Borberg	12/18/05
Retired CA Edward Lambert	12/18/05
Retired CA David Pierce	12/20/05
Retired CA Charlie Ferrell	12/24/05
Retired CA Spencer McClung	12/29/05
Retired CA Glenn Ashworth	01/02/06
Retired CA E. Paul Reed	01/12/06
Retired CA Michael Hixson	01/18/06
Retired CA Anthony Parkinson	01/24/06
Retired CA Dennis Martin	01/25/06
Retired CA John Dodds	02/05/06
CA Glenn Wright	02/05/06
Retired CA Hubert Raines	02/06/06
Retired CA Clifton Boyd	02/07/06
Retired CA Thomas Beaghen	02/09/06
Retired CA Anthony DeSalvo	02/11/06
Retired CA Duncan McDonald	02/13/06
Retired CA William Wilkerson	03/01/06
Retired CA Lynn Willer	03/02/06
Retired CARussell Kotz	03/03/06
Retired CA James Street	03/04/06
CA Robert Reinauer	03/06/06
Retired CA Ronald Murray	03/15/06
Retired CA Raymond Camyre	03/31/06
Retired CA David Slater	04/01/06
Retired CA Ralph Cotton	04/04/06
FO Russell Thompson	04/22/06
Retired CA John Dowds	04/26/06
Retired CA Marshall Tiner	04/30/06
Retired CA Daniel Regan	04/30/06
CA Richard Hubbard	05/09/06
CA John Mahaney	05/10/06
Retired CA Donald Jacobson	05/11/06
Retired CA David Felder	05/14/06

The Grey Eagles Foundation met on Feb. 9, 2006 for its annual Board of Directors meeting. This year marked the 25th anniversary of the foundation.



What is The Grey Eagles Foundation, Inc.? It is a nonprofit corporation, organized for the specific purpose to supplement retirement funds for the qualifying retired pioneer pilots (and their spouses) who came before us and didn't realize the level of retirement that the American Airlines pilots have enjoyed for the last 30 years.

The foundation presently has seven individuals on its recipient roster. Donations to the Grey Eagles Foundation come from various sources. Some donations are in memory of loved ones and friends. The Grey Eagles, Inc. contributes in memory of each member who passes. There is a locker program at the Dallas/Fort Worth International Airport, and the rental fee is contributed to the foundation. Many supporters often send contributions simply because they want to lend a helping hand to their American Airlines family.

Inquiries concerning The Grey Eagles Foundation, Inc. may be directed to 1.800.323.1470, ext. 2238.

FINANCIAL MATTERS

MONTHLY PENSION FACTORS

The following shows the interest discount rate for computing lump-sum payments under the Fixed Income Plan (A Plan) and Unit Value for the Variable Income Plan (B Plan).

FIXED INCOME PLAN (A PLAN)

	Lump-Sum Interest Rate For Retirements	Estimated Age 60 Lump-Sum Factor*
2/1/06	4.73%	13.60
3/1/06	4.65%	13.71
4/1/06	4.59%	13.79
5/1/06	4.58%	13.81
6/1/06	4.73%	13.60
7/1/06	5.06%	13.18

VARIABLE INCOME PLAN (B PLAN)

Adjusted Unit Value As Of

11/30/05	\$107.851
12/31/05	\$109.875
1/31/06	\$114.832
2/28/06	\$114.528
3/31/06	\$112.830
4/30/06	\$115.526

*The lump sum benefit from the Fixed Income Plan is determined by multiplying your annual lifetime annuity by a conversion factor. This conversion factor, shown above, varies by the applicable interest rate, which changes monthly, and by age at retirement.

IMPORTANT NOTICE TO RETIREES RECEIVING MONTHLY ANNUITY UNDER THE B PLAN: As of October 1, 2005 your monthly payments will be based on the July 31, 2005 Adjusted Unit Value of \$105.120.

(Note: We publish the new rates and factors in Flightline as they are received.)

1997 PILOT STOCK OPTIONS

Activity since inception as of March 2006
(Post SABRE Stock Split)

Total number of pilots who have exercised some or all shares	11,754
Average exercise price	\$27.272
Average number of shares exercised	1,694
Average amount (per pilot)	\$16,390

(NOTE: This is for informational purposes only. It is not intended to provide advice regarding the exercise of options under the program.)

Have you updated your personal information with APA?

Help us keep our APA membership database accurate. When you change your address, phone number, e-mail address, etc., please advise us as soon as possible. (Changing your information with the Company is a separate procedure.)

To update your information in the APA database, you may contact APA's database administrator via:

- E-MAIL updateinfo@hq.alliedpilots.org
- WEB SITE www.alliedpilots.org (click "UPDATE MEMBER PROFILE" on the Member's Home Page.)
- PHONE 800.323.1470, ext. 3046
- FAX 817.302.2345
- MAIL Attn: Update Info
APA, 14600 Trinity Blvd., Suite 500
Fort Worth, Texas 76155-2512

APA HEADQUARTERS

O'Connell Building, 14600 Trinity Blvd., Suite 500, Fort Worth, TX 76155-2512
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(Personal home phone numbers are for EMERGENCY, after office hours use ONLY.)

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Director of Industry Analysis	Drew Keith	817.302.2130	dkeith@hq.alliedpilots.org
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	Rich Moyed	817.307.6481	rmoyed@hq.alliedpilots.org
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Accounts Payable	2256	Flightline	2251
Aeromedical	3043	Furlough	2259
ASAP (Safety)	2150	Hotline	3225
Benefits Department	2140	Insurance/Benefits	2140
Captain's Authority Hotline	3018	Leave Coordinator	2234
Communications	2250/2251	Legal Department	2170
CommNet	2269	Membership Department	2117
Contract Administrators	3040	Negotiating	2340
Domicile Secretary	2117	Safety/Training Departments	2150
Election Coordinator	2245	Security	2150
Executive Offices	2115	TTOT/SEP Assistance	3019
Expense Claims	2234	Web Site Passwords	3046

NATIONAL COMMITTEE CHAIRMEN/COORDINATORS

AEROMEDICAL	CA Randy Popiel	817.233.5002	RPopiel@aol.com
APPEAL BOARD	CA Gary Weller	410.626.8343	appeal.chair@hq.alliedpilots.org
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FLIGHTASSIST (Aeromedical Sub-committee)	FO Guy Gribble	817.229.3234	FlightAssist@earthlink.net
HOTEL	FO Kenneth Goins	214.762.6924	hotel.chair@hq.alliedpilots.org
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TRAINING	FO Fred Gray	817.291.9896	grayf@camalott.com

This is a partial listing. For all committees go to www.alliedpilots.org and click on National Committees.

SAFETY, SECURITY & ALCOHOL INCIDENT/ACCIDENT PROCEDURES

In case of serious incident/accident, DO NOT discuss event with anyone until receiving APA advice.

1. During normal business hours (8 a.m. to 5 p.m. CT), contact the APA Safety Department at 817.302.2150 or 800.323.1470, ext. 2150.
2. During non-business hours, call (Primary) 800.323.1470, ext. 3001, or if calling from a rotary phone or non-800 area, call (Secondary) 817.794.1539 collect.
3. For post-accident/incident drug or alcohol testing (9 a.m. to 5 p.m. CT), contact APA Legal Counsel at 817.302.2170 or 800.323.1470, ext. 2170. After business hours or on weekends, the non-business hours number listed above will connect you with an APA attorney.

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HazMat Hotline
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APA CONTACT INFORMATION

On the job

These photos were taken by Captain Steve Labo (SFO) and First Officer Andy Simonds (BOS).

Pilots share their favorite photos.



"Early morning, May 23, 2005, overlooking downtown San Francisco." — CA Steve Labo



"Somewhat of an optical illusion. Early morning sun behind the aircraft is generating heat, causing it to look as though it is glowing." — FO Andy Simonds

If you have photos you want to share, please send them to shull@hq.alliedpilots.org. We welcome your submissions and will make every effort to publish them.



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