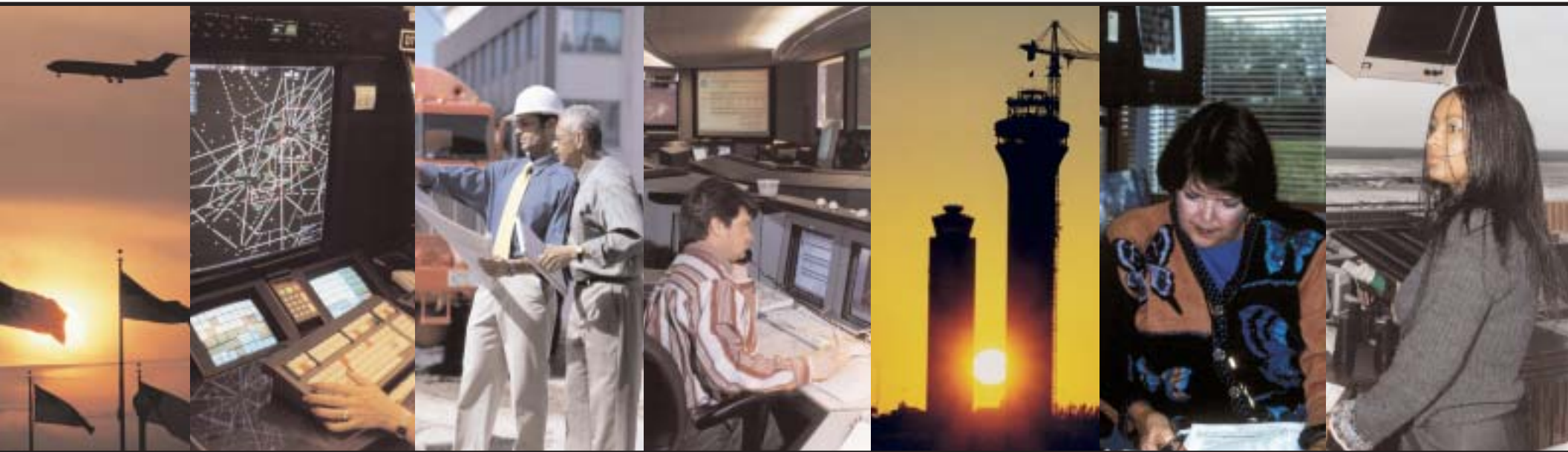


The Future is **Now**
Challenges Service Fidelity Honor Patriotism



National Air Traffic Controllers Association, AFL-CIO
2001 Annual Report



The 2001 Annual Report
is dedicated to
Susan Mackay
and to all those lost on
September 11, 2001.

*“Time has been transformed, and we have changed;
it has advanced and set us in motion;
it has unveiled its face, inspiring us with
bewilderment and exhilaration.”*

-Kahlil Gibran

Dear Members and Friends

What a difference a year makes. Last year's headlines blared with news of capacity and infrastructure dilemmas, delays and cancellations, equipment outages and modernization woes. The aviation industry seemed poised on the brink of gridlock so accurately predicted by Secretary of Transportation Norman Mineta a few short years ago.

And then came September 11.

Gone overnight were the partisan arguments and philosophical clashes, replaced with a sense of unity and purpose. In two and a half dramatic hours, the men and women of the National Air Traffic Controllers Association proved their mettle as inherently governmental employees, shutting down the National Airspace System flawlessly and leaving the skies emptier than they had been since Orville and Wilbur Wright ran down the sand dunes at Kitty Hawk, N.C.

In the hours, days and weeks, that followed we rose to the challenge of a nation forever altered, serving our country not only in air traffic control facilities and regional offices but also in planes bound for Afghanistan. Our 17 bargaining units carried out their mission with extraordinary patriotism and skill, recovering the nation's transportation infrastructure and keeping pace with new security mandates, protected airspace and procedural transformations designed to ensure that the past does not repeat itself.

And yet in some ways, it already has. The President's FY 2003 budget submission to Congress contains privatization language, even as NAV CANADA and the United Kingdom's National Air Traffic Services slide into bankruptcy. The new Transportation Security Administration struggles to balance airline interests, passenger safety and congressional mandates. The traffic handled in the NAS now hovers near 99 percent of the traffic handled in the days leading up to September 11, and this summer promises a growing economy and increased demand for air travel.

The future is now. We are working with friends on Capitol Hill and in the Bush Administration on subjects ranging from equipment modernization to the Federal Aviation Administration's budget to propel the agency into the 21st Century. The agency's Operational Evolution Plan is designed to bring tools into the system over the next decade, and we support and endorse many of its concepts.

On the issue of staffing, the agency must know that the future is now. Faced with a coming wave of controller and other safety-related industry retirements it is critical



President
John S. Carr

that we address our challenges immediately. The bargaining units we represent are a resilient lot, but they cannot wait forever for the supply plane that never comes.

When it comes to infrastructure, the future is now. While talk has quieted over "50 miles of new runways," we will be facing resurgent growth in traffic demand in the coming 12 months. Likewise, every center in the country is at least 30-years-old and in desperate need of replacement. While we continue to advocate for capacity-enhancing projects, we must turn our attention inward as well, in an attempt to modernize our facilities.

NATCA is working with men and women of all political parties to strengthen the integrity of our nation's air traffic system. We continue to pursue strong working relationships with traditional allies, and we are reaching out to those in the community with whom we differ in an attempt to serve and protect the flying public.

We are the acknowledged leader in the art and science of air traffic control, and we continue to serve as a trusted ally, a credible witness and a potent source. We will continue to imbue our relationships with trust, honor and integrity, and we will continue to apply our intellectual capital to the challenge of operating and maintaining the world's largest, safest and most complex air traffic control system.

Please take a few moments, then, to read and acknowledge the accomplishments of your organization, and make this year a year of commitment. We are always looking for men and women willing to help us change the world.

Perhaps this year, it's your turn.

We hope you take pride in our record of achievement in 2001, and we hope you will join us in making 2002 an even better year for our members, and for the people we jointly represent - the flying public.



Executive Vice President
Ruth E. Marlin

A handwritten signature in black ink, appearing to read "John S. Carr".

John S. Carr

A handwritten signature in black ink, appearing to read "Ruth E. Marlin".

Ruth E. Marlin

Executive Office

The president is the chief executive officer of the association and is responsible for implementing all policies established by the union's constitution and bylaws, the national convention and the National Executive Board. This position has the responsibility of employing any person or organization necessary to direct, manage and supervise any association affairs. He or she presides at all national conventions and NEB meetings, and chairs or directs the union's negotiating team.

The executive vice president is the chief financial officer and is responsible for keeping minutes of NEB meetings, maintenance and protection of all records, books, papers and contracts, including financial reports, and receives, holds and keeps a proper account of all funds, pays all legitimate bills and renders annual financial reports to the NEB. She serves in place of the president when he or she is absent, and succeeds the president until the next regular election, if the office of the president becomes vacant.

NATCA's Major Accomplishments

- Provided national training courses to 427 NATCA members.
- Started the NATCA/National Labor College Bachelor Degree Completion Program.

"We are supportive of FAA reforms as long as they don't lead the NAS into the private sector. There is no reason to introduce a profit motive to ATC." Executive Vice President Ruth Marlin

- Completed production of internet-based video learning project.
- Designed and produced NATCA Membership Directory, which advertising sales paid for production costs.
- Introduced numerous new member benefits including UNUM Long Term Disability Insurance, Interline Discount Cruise Program and the "Freedom of Choice" dental plan.



NATCA ratified a collective bargaining agreement for the engineers and architects bargaining unit in 2001.

- Became certified as the sole bargaining representative for 955 FAA Staff Specialists after a two-year campaign.
- Processed 1,561 new member applications.
- Achieved 70 percent growth in corporate members.
- Mobilized support for NATCA's issues by meeting

with the editorial boards of various publications.

- Developed three new 30-second television commercials - which ran on CNN Airport Network - bringing the issues of privatization, capacity and delays to the forefront while advocating the need for additional runways.
- Heightened NATCA's media exposure with appearances on several major media outlets vocalizing NATCA's issues - including NBC's Today show, Larry King Live, CNN Headline News and MSNBC's The News with Brian Williams.
- Ratified engineers and architects' collective bargaining agreement.



The traffic management coordinators' collective bargaining agreement team gathers for a picture after ratification.

- President John Carr ranked second on *Aviation Daily's* list of the *Top 20 Most Influential People in Aviation 2001*.
- Stopped the FAA from giving away 148,000 square miles of polar airspace to NAV CANADA.
- Successfully included language in the FY2002 Treasury Postal Appropriations Act amending the mandatory separation requirement for air traffic controllers under the Civil Service Retirement System to allow controllers to work until 56 years of age or until he/she qualifies for an annuity, whichever occurs later.
- Orchestrated the *Aviation Capacity Summit*, which publicly confirmed NATCA's leadership role in the aviation community.
- Compiled and analyzed data on domestic and international air traffic control privatization.
- Negotiated a voluntary recognition procedure with RVA, one of the three companies that own contract towers represented by NATCA, for any new tower that may come under RVA's control in the future.
- Completed contract negotiations for several new bargaining units.

Political and Legislative Affairs

Lobbying members of Congress, interacting with the AFL-CIO and other labor and trade groups, encouraging grassroots support, coordinating political action committee contributions and framing issues for action were among this team's priorities for 2001. Accomplishments included the following:

Congress

- Facilitated and prepared NATCA testimony before Congress.
- Submitted NATCA statements/testimony to be included in the public record.
- Successful in inserting the key words "inherently governmental function" to describe air traffic services both in the Executive Order 13180 and the accompanying Executive Summary establishing the Air Traffic Performance Based Organization on Dec. 7, 2000.



Former Controller Dick Swauger testifies about aviation delays before the House Transportation and Infrastructure Aviation Subcommittee.

"You are among the most politically savvy of one of the most powerful unions in government. You have considerable power to influence and persuade." -FAA Administrator Jane Garvey

- Successful in getting legislation introduced (S.871) to amend the annuity computation for air traffic controllers under the Civil Service Retirement System to allow them to receive a two percent annuity for years of service after 20.
- Successfully included language in the FY2002 Treasury Postal Appropriations Act amending the mandatory separation requirement for air traffic controllers under the Civil Service Retirement System to allow controllers to work until 56 years of age or until he/she qualifies for an annuity, whichever occurs later.



Controller John Shea, NATCA STARS representative, testifies before the House Transportation and Infrastructure Committee.

- Worked closely with other aviation organizations to ensure that Congress enacted legislation to federalize the airport security workforce.
- Successful in stopping the FAA from giving away 148,000 square miles of polar airspace to NAV CANADA.
- Handled requests for information on aviation legislative initiatives from members of Congress, and congressional staff and researchers.

- Attended congressional hearings and markups, staff briefings, fundraising events, political conferences, industry meetings and other functions.

Grassroots

- Directed and implemented the NATCA grassroots program.
- Prepared issue papers, talking points and other memoranda for educational purposes.
- Drafted sample letters to Congress for use by the membership.
- Instituted electronic grassroots program to assist members in identifying, building relationships and communicating with federal lawmakers.
- Assisted in organizing district meetings and facility tours for members of Congress.
- Hosted NATCA's annual legislative conference: *NATCA in Washington*.



President John Carr poses with SW Engineer Jaq Duncan and AGC National Representative Zee Hymes at 2001's "NATCA in Washington."



Legislative Committee Chair Alan Clendenin introduces the committee at the 2001 "NATCA in Washington."

NATCA PAC

- Disbursed nearly \$345,000 in PAC funds to candidates for federal office.
- Distributed new NATCA PAC pins.
- Sponsored and organized fundraising events and receptions for federal candidates.
- Disseminated the NATCA PAC semi-annual newsletter to PAC members.



Rep. Melvin Watt, D-N.C., joins Southern Region members at "NATCA in Washington's" reception.

Web

- Updated and maintained the Legislative section of www.natca.org.



Eastern Region New York area controllers stop by Rep. Carolyn McCarthy's, D-N.Y., Washington, D.C., office during "NATCA in Washington."

Communications

Each new year brings with it unique experiences and challenges, and 2001 fell within this realm. The Communications Department kicked off 2001 by igniting its advocacy campaign, which continued to heat up throughout the summer. But the unexpected and tragic events of September 11 caused the department's focus to shift completely – and rather than juggling editorial board meetings and crafting advocacy messages – the staff pitched in to answer the hundreds of media calls pouring into the national office. It was a tough – yet memorable year. Below is an overview of the department's activities.

Public Affairs Campaign

With NATCA's 2000 image campaign under its belt, it turned to focus on the advocacy portion of its communication's plan in 2001. Armed with three new commercials and several new print advertisements, the department set out to fight the privatization and contracting out of air traffic control.

The Communications Department, partnered with professional public relations firm Hill and Knowlton, developed three new 30-second television commercials – two of which

“Until we pour some more concrete, these technological solutions will add only five to 10 percent more capacity. If there were a silver bullet, I would have fired it.” -President John Carr



Executive Vice President Ruth Marlin joined FAA Administrator Jane Garvey at an NPR interview.

NATCA selected to run on CNN Airport Network, which aired in 28 major U.S. airports. The commercials brought the issues of privatization, capacity and delays to the forefront – advocating the need for additional runways to alleviate the sky's congestion. NATCA ran several print advertisements in *AOPA Pilot* and *Roll Call* (a prominent publication on Capitol Hill) echoing the same message.

The union also mobilized support for its issues by meeting with the editorial boards of various publications. NATCA's underlying goal was to show that building capacity was the answer to the delay crisis — NOT privatization of the air traffic control system. NATCA President John Carr met with *The Atlanta Journal-Constitution*, *Chicago Tribune*, *The New York Times* and *The Washington Post*. The communications staff also kept busy crafting numerous letters-to-the-editors and opinion editorials – all serving as key vehicles for delivering NATCA's messages. Many publications, including *USA Today*, *The Detroit News*, *The Kansas City Star*, *Las Vegas Review-Journal* and Denver's *Rocky*

Mountain News, printed the letters.

Media

Before September 11, NATCA enhanced existing relationships and built new, strong contacts with national and local media to help elevate its messages on the safety and capacity of the air traffic control system and airport infrastructure to higher prominence.

Using the theme of “50 miles of new runways,” NATCA responded to unprecedented interest in aviation capacity issues. President John Carr's media activity on this subject included a prominent role in CNN's hour-long documentary on aviation congestion and interviews with NBC Nightly News, *The Wall Street Journal*, *Aviation Week* and dozens of national and local television, newspaper and radio outlets. Executive Vice President Ruth Marlin appeared several times on National Public Radio, was the featured guest on C-SPAN's Washington Journal program, appeared live on CNN “Street Sweep” to discuss



West Hazleton, Penn., media interviews Controller Dee Daniel of Dulles Tower.

President John Carr responds to audience applause at West Hazleton Elementary/Middle School in West Hazleton, Penn.



the FAA's Operational Evolution Plan and conducted dozens of phone interviews with reporters from Associated Press to *USA Today*.

The annual *NATCA in Washington* legislative conference received considerable media attention from CNN and others, as did NATCA's aviation capacity summit in July, affirming the organization's important role in capacity issues and reputation as informative, effective spokespeople on the air traffic control system.

Then, on September 11 and in subsequent weeks, NATCA was thrust into a much different media spotlight. The Communications Department received 317 calls from reporters seeking controllers' comments and perspectives about the tragic events and also the shutting down of the National Airspace System. Media activity

was quite limited due to security concerns, but as the subject turned to security of FAA control facilities nationwide, NATCA brought the importance of the situation to the media's attention. In addition to an interview with *The New York Times* and numerous



President John Carr was interviewed and featured on numerous news programs.

other publications, Carr appeared on NBC's Today show, Larry King Live, CNN Headline News and MSNBC's The News with Brian Williams, while NBC Nightly News interviewed Marlin. In October, ABC 20/20 interviewed Carr along with controllers from Washington Dulles. In December, *Aviation Week* spoke with Carr for a story on how controllers were able to shut down the NAS – which led to an

appearance on NBC Nightly News.

It was apparent NATCA's vigilant efforts to educate the public about controllers' actions on September 11 paid off when *Aviation Daily* ranked Carr second on its list of the *Top 20 Most Influential People in Aviation 2001*. It gave him the honor in recognition for "leading a group of 15,000 controllers, unsung heroes of September 11, for their ability to bring the entire U.S. aviation system to an unprecedented standstill without further loss of life."

"You really helped us out in our time of need. I am really grateful for that. You are truly heroes, thank you again." West Hazleton Elementary/Middle School student

Throughout the year, the department also assisted members nationwide with a wide range of media issues, from the hot political debate over new runways at Chicago's O'Hare International Airport to NATCA controllers and engineers' unique, first-hand account of the devastating earthquake in Seattle, which severely damaged the control tower. In addition, the department compiled monthly media analysis, launched an on-line database of the organization's news clippings, began to construct a media training program for members, wrote and disseminated 44 press releases and assisted the organization's issue development and management.



Delegates to the 2001 Aviation Capacity Summit gather around to sign a letter for President George W. Bush.

Campaigns and Conferences

Strategizing, writing and designing are three ways the communications staff assists others who are organizing campaigns and conferences. Another key component this department orchestrates is generating media interest for upcoming NATCA events. This year, the Communications Department assisted with

the *Aviation Capacity Summit, Communicating for Safety* and *NATCA in Washington*.

Publications and Graphic Design

Each year the Communications Department attempts to spice up its publications with new and creative designs or take a fresh perspective on an issue. It also strives to package resourceful information in different ways that are beneficial to the membership.

Two new publications the department introduced were the *Air Traffic Modernization Tools* booklet and *America's Unsung Heroes: Letters from Hazleton*. The modernization booklet provided a glimpse into the 60+ technical and equipment projects that NATCA has representatives and liaisons working on.

Cards and letters sent by hundreds of students at West Hazleton Elementary/Middle School to the national office inspired the Communications



2001 NATCA publications include the calendar, "The Air Traffic Controller," West Hazleton booklet and "Air Traffic Modernization Tools" booklet.

Department to compile them into a book so all NATCA members could read the children's sentiments. The union also sent the booklet to the students and local West Hazleton hospitals, nursing homes and other area businesses. The books received a warm reception – and even made the front page of the local newspaper.

NATCA continued to publish its two newsletters, *The Air Traffic Controller* and *ATC SafetyNet* along with its bulletin, *NATCA Update*. It also printed the 2002 Calendar, 2000 Annual Report and the *NATCA in Washington* Legislative Briefing Book

Web

The Communications Department worked with the Communications Committee to continue to develop, enhance and update NATCA's web site. Staff helped to rewrite and create new sections along with expanding what was already established.



The Communications Committee accepts an award for its outstanding work on the NATCA web site.

Labor Relations

NATCA's New Bargaining Units

Over the course of the year NATCA has begun and completed collective bargaining for many of its new bargaining units. The following is an update on contract negotiations:

AOS-200/260/510 and AVN

NATCA has finished negotiations for these bargaining units. After several weeks of negotiations, the parties agreed to combine these units into the engineers and architects bargaining unit. A MOU will be read in conjunction with the engineers and architects' agreement. The parties agreed to hold some of the articles such as staffing, overtime and position descriptors for discussion during pay negotiations. A joint petition has been filed with the Federal Labor Relations Authority to combine the units. NATCA has given the FAA the first union proposal for pay negotiations. The FAA sent over its counter proposal which was simply a link to the FAA Core Comp Web site. Labor Relations Representative David Sandbach has contacted Ron Frampton regarding a joint meeting to begin negotiations. The plan is to meet sometime shortly in the beginning of 2002.

AOS-300/ATB-200

Negotiations are complete for this bargaining unit- it has a tentative agreement and is now awaiting a pay proposal.

Aircraft Certification (AIR)

The parties have met several times and met again Feb. 19-22, 2002, in St. Louis, Mo. NATCA originally proposed 97 articles, and currently 76 articles have been tentatively agreed upon (TAUed). As with every bargaining unit, NATCA will not begin pay negotiations until it has reached a tentative agreement on AIR Work Rules.

Aerospace Medicine (AAM), Headquarters Budget and Finance (ABA), Regional/Center Counsel (AGC), Logistics, Budget, Finance and IRM (ARC) and Airports Division (ARP) – Otherwise referred to as the A5 Group

NATCA and the agency have met for four-week long sessions. The parties met the week of Feb. 11-15, 2002, in Orlando, Fla., which should be the last meeting because only 12 articles remain, including duration. NATCA proposed 91 articles and the agency proposed one additional. A pay team for these bargaining units has already been established, and met at CMD earlier this year and created a Union Number One Proposal. While NATCA has a pay proposal ready, it will not be delivered to the agency until the work rules are complete.

Traffic Management Unit (Field Facilities and ARTCSCC)

The agreement for this bargaining unit was signed in January. A delay in printing occurred because of a hold up with the NOTAM bargaining unit's pay negotiations. It is NATCA's understanding that the FAA sent this agreement to print by the week of Dec. 3, 2001.

Members of the NATCA Labor Relations Department attended a worker's compensation training course with the OWCP workgroup in December 2001.



NOTAMs at the ARTCSCC

The work rules for this bargaining unit were completed along with the TMUs. However, the work rules were not sent out for ratification until much later due to a delay in pay negotiations. NATCA made the decision to separate work rules and pay for ratification purposes and to not delay the printing of the agreement any longer. NOTAMs ratified the work rules portion only and it is NATCA's understanding that Heather Biblow, on behalf of the FAA, sent the Air Traffic/TMU/ NOTAM Agreement (Work Rules Only) to the printer the week of Dec. 3, 2001. Pay negotiations are ongoing for this group. Labor Relations Representative David Sandbach has sent over a request for a meeting to attempt to wrap up pay for this group.

Engineers

In January 2001, the engineers and architects became the second bargaining unit to complete and ratify a collective bargaining agreement. President John Carr, FAA Administrator Jane Garvey and the Contract Team signed the contract on Jan. 30, and it became effective on Feb. 25.

Contract Towers

NATCA reentered negotiations with both RVA and Midwest, two of the three companies that own contract towers represented by NATCA. Michael Doherty, deputy general counsel, and Tom Bertelsman, contract tower representative, were successful in reaching new agreements. They not only reached agreement with RVA but they also negotiated a voluntary recognition procedure for any new towers that may come under the control of RVA in the future.

MOUs Signed in the Year 2001

Runway Safety Incursions Initiatives - Addendum to Extend Section 11	Jan. 1	Controller Pilot Data Link Communications (CPDLC/Data Link) Training at ZMA	Aug. 7
Air Traffic Control Beacon Interrogator (ATCBI-6) Program	Jan. 17	Reclass Grievance Settlements	Aug. 7
Operational Error/Deviation Reduction Program	Jan. 17	Controller Incentive Pay (CIP) Agreement with Attachment A	Aug. 8
PCS MOU Addendum	Feb. 5	Controller Incentive Pay (CIP) for ATCSCC	Aug. 8
New Sectors at Cleveland and Chicago Centers	Feb. 13	Andrews CIP Settlement	Aug. 8
AL Region Airway Facilities Post-CMP Recommendations	March 8	Safe Flight 21 Technology Integrated Product Team (AND-500) Liaison	Aug. 9
National Airspace Redesign	March 16	ANI 01 Alignment Plan	Aug. 16
Consolidated Pay Rule 5	March 16	Testing and Implementation of Software Change BCC-20 for DSR	Aug. 20
Tactical Altitude Assignment Program Test	March 16	Runway Incursion Devise Workgroup Charter	Aug. 21
CRCT Prototype Evaluation System at ZKC and ATCSCC	March 21	Extension of the ADR Process Under Articles 8 and 9	Aug. 22
Coded Departure Routes, FAA Order 7210.3S, Chapter 17	March 21	NEXRAD/WARP Stage 1, Phase 2	Aug. 23
New Headsets for all Terminal and En route Facilities	April 4	National Airspace System New Chokepoints Sectors	Aug. 24
Engineers/Architects Staffing Agreement	April 12	Performance Management System (PMS) in the Regions and Centers (ARC)	Aug. 30
PCS MOU Addendum #2	April 19	RNAV Routes to Replace J58/86 in the Gulf of Mexico	Sept. 4
Reclass Settlement of the Upgrade of 16 Facilities	May 9	AOS-300 National Liaison	Sept. 5
Engineers/Architects ANI Staffing Agreement	May 21	JANUS Technique for Collecting Operational Error/Deviation Data	Sept. 5
Engineers ANI Staffing Distribution	May 24	Fire Alarms in all Air Route Traffic Control Centers	Sept. 18
Passive Final Approach Spacing Tool (pFAST)	May 25	National Automation Terminal Radar System Software Change – Revision 27	Oct. 2
Regional Runway Incursion Action Team (RIAT) Initiatives	May 30	Temporary Duty (TDY) Travel Voucher Processing Implementation Plan	Oct. 3
Medium Intensity Airport Weather System (MIAWS) Expansion	May 30	Airfield Driver Training – Grievance Settlement	Oct. 3
Traffic Management National Beta Test Log Program (TMNLP)	June 6	Airport Movement Area Safety System (AMASS) Impact and Implementation	Oct. 9
National Runway Incursion Action Team (RIAT)	June 13	Host Computer System (HCS) Software Release A5f1.2	Oct. 11
AOS-300/400 Advanced Technologies and Oceanic Procedures (ATOP)	June 13	Operational Demo of Stand Alone Tower Display Systems (SATDS) at PRC and VRB	Oct. 12
AGC – Regional/Center Counsels Interim Agreement	June 18	Engineers/Architects Career Level Descriptors	Oct. 18
MOU to Incorporate the TMC Bargaining Unit into the Air Traffic MOUs	July 12	User Request Evaluation Tool (URET) Core Capability Limited Deployment Sec. 27	Oct. 22
Deployment of “URET CCLD” Build 1 at ZTL, ZAU, ZOB, ZKC, ZME and ZDC	July 13	FAA Order 7110.79D	Oct. 26
Reclass MOU – Pay Rule 59, Section V Amendment	July 13	FAA Order 7100.9C	Oct. 26
Reclass MOU – Transfer to NCT Pay Rule 59 Application	July 13		
Key Site Testing of HOST Computer System Software Release A5f1.0 at ZHU	July 30		
Hawaii National Guard – Interim Agreement	July 30		
TMCIC National Settlement	July 30		
TARGETS with RNAV Expansion	Aug. 2		

En Route Information Display System (ERIDS) at ZLC, ZBW and ZJX	Oct. 29
Installation of ASDE-X Interim Contractor Depot Level Support (ICDLS) at SYR	Oct. 30
Implementation of Case File TP110-CPF-004 (Reference Field 3)	Oct. 31
WATRS RVSM Phase II at ZBW, ZMA, ZNY, ZDC and ZSU	Nov. 5
Atlanta TRACON Relocation – PCS Agreement Contract Interpretation Subgroup Results – 10/9-12/01 Dallas Meeting	Nov. 5
AOS – Draft FAA Order 1320.58X, System Support Directive (SSD)	Nov. 6
Electronic Document Management Sys. for Capitalization Process (DCOMAN)	Nov. 8
NexGen – Phase 1, Stage 1	Nov. 8
Traffic Flow Management (TFM) Activities	Nov. 9
WARP Addendum to Section 14	Nov. 15
RNAV Procedures for STAR Extensions	Nov. 20
Concept Corridor Integrated Weather System (CIWS)	Nov. 21
CIP Amendment for Sacramento (MCC)	Nov. 27
Precision Runway Monitor (PRM) Equipment Use	Nov. 28
ARTS IIIA Tampa Traffic Count Patch, National Patch Level “X”	Nov. 28
Military Leave	Nov. 29
Departure Procedure/Standard Terminal Arrival Route Transition (DP/STAR)	Nov. 30
Microprocessor En Route Automated Radar Tracking Sys (Micro-EARTS)	Dec. 5
	Dec. 20

General Counsel

NATCA General Counsel exists to represent the union as an institution and to protect it from liability, and to preserve the union's existence and assets from third party entities.

General Counsel often plays a background role in many projects, and assists other departments in achieving their goals.

It continues to review all contracts to safeguard the union from incurring liability associated with daily operations and special events. It also explores new projects and ventures in terms of legality and feasibility to advance the prospects and interests of the union and the membership.

Accomplishments included the following:

- Successfully reregistered NATCA logo and NATCA name with the Patent and Trademark Office while expanding trademark protection.
- Assisted NATCA committees in development of policy and contract protection to enhance membership services and protect NATCA interests.
- Researched and reviewed potential membership benefits for membership trust fund.
- Represented union and committee members in deposition in third party litigation.
- Represented membership during National Transportation Safety Board investigations.
- Initiated collection of outstanding accounts due to NATCA.

Accounting

The Accounting Department is NATCA's hub for the collection, processing and reporting of financial information. The department ensures that NATCA's management, members and staff, have timely and accurate information to make decisions and facilitate funding for daily operations. During this past year the Accounting Department:

- Ensured all financial data was recorded and reported in accordance with Generally Accepted Accounting Principles.
- Managed all accounts receivables, accounts payable, billings, budgets, and bank reconciliations.

- Performed all payroll and related functions.
- Processed approximately 8,000 invoices and expense vouchers.
- Prepared required reports for the Department of Labor, the Internal Revenue Service, D.C. Department of Revenue, and other reporting agencies for the national office and local offices.
- Performed all financial management duties for NATCA Membership Investment (NMI).
- Worked with the Finance Committee on quarterly financial reviews and implementation of sound accounting controls.

Membership and Marketing

- Designed, produced and distributed free to all members 2001-2002 NATCA Membership Directory and Guide Book whose production cost was funded by advertising sales.

- After a two-year campaign, the Federal Labor Relations Authority certified NATCA as the sole bargaining unit representative for 955 FAA Staff

Specialists located in regional offices and FAA field facilities nationwide.

- Introduced the UNUM Long Term Disability Insurance benefit program with more than 1,100 current policy-holders.

- Introduced a new, custom designed “Freedom of Choice” members-only dental plan in partnership with the American Association of Orthodontists.

- Introduced the NATCA Interline Discount Cruises program, providing significant travel and vacation discounts to members.

- Began partnering with the FAA First Federal Credit Union to better service members in all NATCA's regions.

- Hit record NATCA merchandise sales and brought “in house” all merchandise inventory for faster delivery to purchasers.

- Assisted committees and national office departments with event sponsorship.

- Processed 1,561 new membership applications.

- Achieved a 70 percent growth in new corporate members.

- Introduced the Men's Wearhouse Outlet Stores benefit program offering discounts to members.

- Initiated the creation of new corporate membership tiers.

- Targeted market member segments to discontinue underutilized services and products.

- Upgraded and refined the NATCA membership database by adding areas for marketing analysis.

- Administered NATCA scholarship funds.

- Coordinated the use of the NATCA exhibit booth.

- Coordinated the dissemination of bi-weekly facility representative packages.

- Provided accurate membership statistics to local and regional offices.



Membership and Marketing Director Lew Zietz accepts an achievement award for actively seeking out new membership benefits at the 2001 NATCA in Washington.

Membership Statistics

FAA Controllers	12,367
AF Engineers	604
Traffic Management Coordinators	473
Other FAA Employees	644
DOD Controllers	32
Support Staff	157
Corporate	13
Privately Contracted Controllers	86
Associate	293
Retired	17

Total NATCA members

14,686

NATCA Bargaining Unit Overview

FAA Controllers	15,000
AF Engineers and Architects	1,100
FAA Airports	263
FAA Budget and Financial Analysts	100
FAA Regional Counsel's Office	29
FAA Regional Logistics, Finance, Accounting, Information Services	183
FAA Aerospace Medicine	22
DOD Controllers	36
Traffic Management Coordinators	606
FAA Automation Support/AOS	300
FAA Support Specialists	955

Total bargaining unit members represented by NATCA

18,594

Safety and Technology

Safety and Technology Director Bill "Blackie" Blackmer discussed enhancing air traffic control safety at the 2001 Aviation Safety Alliance media seminar.



The Safety and Technology Department works to extend NATCA's reach and influence in operational and occupational safety matters, affecting both union members and the National Airspace System as a whole. The department's permanent staff supports NATCA liaisons, technology representatives and committees with their interactions with the

- Assisted the FAA in choosing the best path for the integration of ASDE-X, ASDE-3, and AMASS.
- Worked with other unions and the FAA to standardize procedures for Land and Hold Short Operations (LAHSO).
- Continued content improvement of Safety and Technology web site. Supported the new Air Safety Investigator Committee.
- Highlighted the need



President John Carr and FAA Administrator Jane Garvey cut the ribbon, unveiling the STARS program to the nation in July 2001.

"NATCA and the FAA have worked together to develop and deploy the AMASS system. The time, resources and money spent are more than worth it when just one aircraft, or more importantly, one life is taken out of harm's way." -AMASS Representative Dan Ellenberger

FAA, other labor unions and professional associations, and other members of the aviation community to promote aviation safety through modernization, more effective procedures, and intelligent acquisition practices.

Key Safety and Technology-Related Accomplishments:

- Published the *Air Traffic Modernization Tools* booklet explaining NATCA's expanding role in new equipment and procedures.
- Continued to ensure safe, trouble-free initiation of Automatic Dependent Surveillance - Broadcast (ADS-B) service in western Alaska in conjunction with the FAA's project CAPSTONE.
- Assisted the aviation community in understanding Precision Runway Monitoring (PRM) benefits.
- Worked nationally to ensure the Next Generation Communication System will be adequate for the future air traffic needs.
- Oversaw the continued deployment of the Airport Movement Area Safety System (AMASS).

A controller in Washington-National Airport TRACON uses some of the new technology that NATCA liaisons helped bring about.



for better training equipment at the Oklahoma City Training Labs, but not at the expense of field facilities.

- Assisted the Safety Committee with the *Communicating for Safety Conference* scheduled for April/May 2002.

Training

National Training Courses

In 2001, 427 NATCA members participated in national training courses—less than the projection of 502—compared to 306 during the previous year. No-shows totaled 47.

Student numbers through Dec. 31

Facility Representative and Leadership Training planned per class attendance – 40	
January	41 participants
February	45 participants
March	41 participants
April	35 participants
May	33 participants
June	35 participants
September	21 participants
October	36 participants
Total planned attendance – 320 2001 total no-shows – 28	287 participants

Advanced Representation Course planned per class attendance – 22	
February	23 participants
May	17 participants
September	cancelled
November	19 participants
Total planned attendance – 88 2001 total no-show – 10	59 participants

Arbitration Advocacy Workshop planned per class attendance – 10	
February	10 participants
March	8 participants
June	10 participants
September	11 participants
November	6 participants
Total planned attendance – 50 total 2001 no-shows – 4	45 participants

Interim Representative Training planned per class attendance – 22	
March	26 participants
November	10 participants
Total planned attendance – 22 total 2001 no-shows – 5	36 participants

All Courses:
 427 participants
 502 planned
 47 no-shows

NATCA / National Labor College Bachelor Degree Completion Program

Many NATCA members will be surprised to find just how close they are to earning an undergraduate degree through a unique program developed in 2001 by the Training Department and the National Labor College at the AFL-CIO's George Meany Center,

NATCA training courses will now be eligible for college credit in addition to a member's FAA and/or military air traffic training, on the job training and other agency training. Combined with the transfer of any previously earned community college, university, business institute or technical school credits, NATCA members may be well on

Labor Relations Director Bob Taylor and Training Director Greg Llafet field questions at the May 2001 Facility Representative training.



their way to completing one of several labor-related degrees.

The college will also assess an individual's life experiences, community activities *and union involvement*. So, a NATCA member can combine life experience, all previous training, and local/national union participation for as much as 90 hours of credit—up to 60 hours can come from life experience—toward the 120 hour degree program. The first NATCA member to participate in the program will spend their weeklong residence at the college in January 2002.

Completed production of internet-based video learning project

This year, the Training Department completed production of "NATCA Presents: Formal

"If the impending retirement crunch continues to be ignored, it will only get worse." Sen. Max Cleland, D-Ga.

Discussions" an internet-based, streaming video learning project which is available to all members on www.natca.org. NATCA created the project to assist local union members with little or no collective bargaining agreement training who are often brought into formal discussions by management and must ask their facility representative to address the contract violation through a grievance.

Training Objective for the Viewer:

- To realize when an informal conversation becomes a formal discussion.
- To know when union representation is guaranteed by law and CBA.
- To recognize when union representation is in the bargaining unit employees' best interest.
- To never participate in an investigative meeting without representation.

Format:

- Workplace scenarios between air traffic controllers or other bargaining unit employees and their supervisors followed by related instruction.



NATCA members listen intently to a presentation at Facility Representative training.

Created the NATCA members' guide to attending leadership training

During the year the Training Department created a guide for members enrolled in leadership training. After being listed for a particular course by their respective regions, "students" have many questions about the details of attending classes. A guide was developed for each of NATCA's four fac rep and arbitration advocacy courses, and is available through the Training Department, regional offices, or on-line at www.natca.org. It provides information relating to cancellation, travel, meeting agendas, hotel locations and policies, housing options and reimbursement.

Members break into workgroups during Facility Representative training.



Participated in EAA Oshkosh AirVenture 2001

The Training Department participated in the EAA Oshkosh AirVenture 2001 by operating a booth near the OSH control tower. Pilots of all experience levels were able to meet the Great Lakes Region controllers picked to provide ATC services at what becomes "the world's busiest airport" during the fly-in.

Developed new course evaluation instruments

The Training Department designed new course evaluation instruments to measure participant feedback and learning. All research from students' comments is measured against the following competencies that the department adopted in 2001.

- To develop, based upon data collection and assessment, skill-building activities which are tailored to the needs of the class.
- To plan in detail what training participants need to do differently upon returning to their facilities.
- To create practical content, especially learning activities with immediate application.
- To provide realistic simulations and group learning that lets participants experience the consequences of their decisions in a compressed time.
- To provide examples and stories from respected senior leaders.
- To focus on implementation of new skills.
- To provide a mechanism for follow-up training.

NATCA Annual Financial Report

for the year ending December 31, 2001

Statement of Financial Position December 31, 2001

Assets:

Unrestricted cash and cash equivalents	<u>\$4,066,003</u>
Investments	<u>1,564,220</u>
Receivables:	
Dues	715,215
Loans receivable, less allowance for doubtful accounts of \$19,200 in 2001 and 2000	16,081
Interest	12,975
Other, less allowance for doubtful accounts of \$28,975 in 2001 and 2000	12,256
Total receivables	<u>756,527</u>
Other assets:	
Prepaid expenses	91,081
Prepaid travel expenses	6,620
Security deposits	28,820
Leasing costs, less accumulated amortization of \$28,081 in 2001 and \$7,069 in 2000	111,351
Restricted cash	13,999
Total other assets	<u>251,871</u>
Property assets - at cost:	
Land	2,471,061
Building and building improvements	7,075,106
Furniture, fixtures and equipment	2,350,930
Leasehold improvements	1,820
	<u>11,989,917</u>
Lease accumulated depreciation and amortization	1,942,253
Net property assets	<u>9,956,664</u>
Total assets	<u>\$16,595,285</u>

The following financial statement and supplementary financial information are presented in accordance with Article IX, Section 2 of the NATCA National Constitution. This information has been extracted from the report of our independent certified public accountants, Buchbinder Tunick & Co. dated March 13, 2002, and is presented below in condensed format. A copy of the accountant's report is on file at the office of each regional vice president.

Statement of financial position (continued)

Liabilities and Net Assets:

Liabilities:	
Accounts payable and accrued expenses	\$667,016
Accrued vacation and sick pay	282,838
Mortgage payable	6,360,417
Dues rebates payable	523,923
Tenant deposits	54,540
Advanced rent	8,982
Total liabilities	<u>7,897,716</u>
Commitments and contingencies	
Net assets	
Unrestricted	8,677,660
Temporarily restricted	19,909
Total net assets	<u>8,687,569</u>
Total liabilities and net assets	<u><u>\$16,595,285</u></u>

Statement of activities for the year ended December 31, 2001

Revenues	
Dues	\$15,885,723
Interest income	191,549
Sale of promotional items	22,548
Gain on investments	15,842
Convention income	-
Rental income	529,426
Other	68,891
Total revenues	<u>16,713,979</u>
Expenses	
National office and regions - operating expenses	2,507,264
Building operating expenses	1,240,317
Program and services and supporting services	5,234,048
Personnel expenses	4,051,562
Total expenses	<u>13,033,191</u>
Change in net assets	3,680,788
Net assets, beginning of year - unrestricted	4,996,872
Net assets, end of year - unrestricted	8,677,660
Disaster relief fund - restricted	19,909
Net assets, end of year	<u><u>8,697,569</u></u>

Statement of cash flows for the year ended December 31, 2001

Cash flows from operating activities:	
Change in net assets	\$3,680,788
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:	
Depreciation and amortization	490,053
(Reduction in) provision for vacation and sick leave	(3,712)
Net (gain) loss and appreciation on long-term investments	(15,842)
Changes in operating assets and liabilities:	
Decrease in assets:	
Receivables	(110,680)
Prepaid expenses	(45,323)
Other assets	(17,824)
Increase (decrease) in liabilities:	
Accounts payable and accrued expenses	(271,808)
Dues rebates payable	42,823
Advanced rent	8,982
Tenant deposits	17,983
Net cash provided by operating activities	<u>3,775,440</u>
Cash flows from investing activities:	
Purchase of property assets	(457,268)
Purchase of investments	(1,489,135)
Proceeds from sale of investments	1,058,674
Net cash (used in) investing activities	<u>(887,729)</u>
Cash flows from financing activities:	
Payments on mortgage payable	(384,583)
Net cash (used in) financing activities	<u>(384,583)</u>
Net increase in cash	2,503,128
Cash, beginning of year	1,562,875
Cash, end of year	<u>\$4,066,003</u>
Supplemental data:	
Interest paid	<u>\$501,465</u>

Schedule of expenses - national office and regions for the year ended December 31, 2001

Rent and occupancy expenses	\$157,551
Telephone	287,220
Repairs and maintenance	45,803
Office supplies and stationary	100,643
Reproduction, printing and publications	51,591
Postage and express mail	87,557
Membership items	67,119
Temporary help	5,382
Publicity, promotions and promotional items	51,430
Dues and subscriptions	4,430
Data processing expense	159,240
Rental - office equipment	80,456
Service fees	23,793
Insurance	68,290
Flowers and wreaths	3,866
Depreciation and amortization	245,580
Licenses, permits and taxes	3,830
Travel	884,155
Parking and local transportation	69,004
Miscellaneous	10,716
Meetings	19,068
Donations	29,413
Gifts and awards	23,602
Representation training	9,679
Conferences and seminars	17,846
Total	<u>\$2,507,264</u>

Schedule of expenses - programs and services and supporting services for the year ending December 31, 2001

Programs and services		Supporting services:	
NTSB representation	\$47,943	Rebates to locals	\$1,628,477
Reclassification study	64,822	Affiliation fees	145,190
Leadership school	298,615	Paging	50,754
Contract expense	173,785	Convention	4,413
Election expense	1,827	Legal fees and expenses	2,500
Scholarship and tuition	23,294	Auditing fees	60,877
National Committees' expenses:		Other professional fees	183,665
Legislative Lobby Week	200,359	Executive board meetings	109,867
Finance	21,287	Relocation expense	13,730
Constitution	416	(Reduction in) provision for	
Environmental protection	14,363	vacation and sick leave	(3,712)
Legal research	205,412	Total supporting expenses	2,226,161
OSHA Committee	3,143	Total other expenses	5,234,048
Trial Committee	-		
Organizing	-	Personnel expenses:	
Legislative Committee	65,907	Salaries	\$2,893,083
Safety Committee	55,172	Employee benefits	953,843
Communications Committee	72,127	Payroll taxes	204,636
OWCP Committee	656		\$4,051,562
National departments' expenses:			
Communications	270,843		
Negotiations	97,528		
Safety and Technology	41,708		
Political and Legislative Affairs	81,179		
Membership and Marketing	144,191		
NATCA Voice	48,534		
<i>Communicating for Safety</i>	3,137		
Training	48,153		
Litigation/Arbitration team	163,088		
Special projects	860,398		
Tower coalition funding	-		
Total programs and services	3,007,887		



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