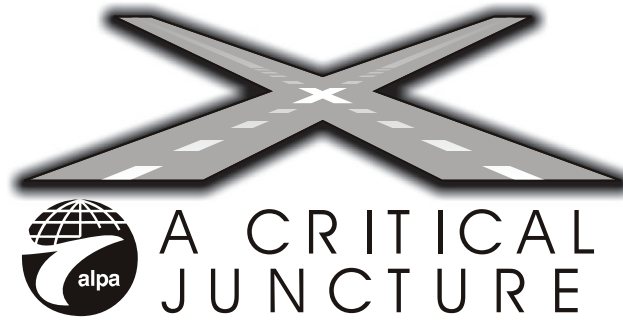


Planning Document



ALPA's Campaign for Safer Land-and-Hold-Short Operations

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Section One: Goals and Audiences

Goals

The primary goal of this campaign is to support ALPA's effort to achieve FAA compliance with ALPA's safety requirements for the continued use of land-and-hold-short operations (LAHSO) in the US. More precisely, this communications campaign will assist with the proper positioning of a threat — a systemwide pilots' embargo of all LAHSO in the absence of FAA compliance — to give it maximum leverage as a negotiating tool in ALPA's talks with the FAA.

Audiences

Audiences include: ALPA's members, the FAA, the traveling public, key government officials, and other unions. ➤

The most important audiences in this campaign are the pilot members of ALPA and the FAA. The pilot members must be educated about the LAHSO issue and motivated to participate in an embargo of LAHSO, if necessary. The FAA must also have the clear perception that ALPA's members stand behind the union's position on LAHSO and are unified in their willingness to refuse all land-and-hold-short requests from controllers until ALPA's concerns are resolved.

Another important audience is the public at large. Public opinion regarding the safety of the nation's air-transportation system has proven highly influential in shaping FAA policies. ALPA's challenge is to effectively raise its safety concerns with the public. Capturing the conventional wisdom regarding these safety concerns will become increasingly important as the embargo deadline draws nearer, and as ALPA pilots become targets of criticism for their willingness to reduce capacity at the nation's airports in defense of their position on LAHSO.

Several other audiences will be influential. ALPA's Government Affairs Department will handle ongoing relations with key elected officials on Capitol Hill. The Engineering and Air Safety Department will continue relations with various agencies, the air traffic controllers union (NATCA), and safety representatives at independent pilots unions.

Section Two: The Team

The communications team for this project comprises the following individuals with the broad responsibilities shown below:

- Don Skiados — campaign direction, liaison to ALPA president
- Henry Gasque — campaign management, message development
- David Berkley — campaign supervision, message development, writing, design
- Anya Silecky — message development, writing, design
- Chris Dodd — message development, writing, editing
- John Mazor — media relations, message development, writing
- Bob Flocke — video communications, media relations, message development
- Amy Shifflett — Internet and Intranet communications
- Jan Steenblik — *Air Line Pilot* liaison, message development, technical advisor
- Jim Johnson — legal advisor, message development

This team is working closely with the members of the LAHSO Oversight Committee: Captain Dennis Dolan (chairman), Captain David Haase, and Captain Kevin Dillon. Additionally, the team is working hand in hand with John O'Brien, director of engineering and air safety.

Strict observance of proper review channels will be important. ➤

To uphold accuracy and maintain message discipline, thorough review of all outgoing communications will be necessary. After going through editorial review channels within the Communications Department, communications will go to the members of the Oversight Committee, John O'Brien, Jim Johnson and ALPA President Duane Woerth. The "LAHSO Communications Review" form, which the team will use to track the review process, is attached to this report.

Section Three: Communications Plan

Internal Communications

➤ ***November/December Air Line Pilot Magazine***

This edition of ALPA's institutional publication, *Air Line Pilot*, ran an article outlining the LAHSO problem and reporting on the actions taken by the Association's Executive Council and Board of Directors.

The LAHSO communications team worked with the Oversight Committee to refine the letter and to craft an attachment – a "discussion points" paper – to assist the members of the BOD in communications with their constituents ➤

➤ ***Launch Letter to the BOD***

The notion of getting the members of ALPA's Board of Directors to "buy in" to the LAHSO campaign should be a foregone conclusion. After all, the campaign complies with the resolutions that the BOD unanimously passed at its biennial meeting that took place in October. Those resolutions stipulated the following:

- ALPA opposes the use of land-and-hold-short operations that do not comply with *all* of ALPA's recommended safeguards;
- ALPA shall establish a work program, under the supervision of a special LAHSO Oversight Committee, to identify and clearly define ALPA's safety concerns, and to develop solutions; and
- ALPA announces a 120-day deadline — after which ALPA will declare an embargo on all land-and-hold-short operations in the US if the FAA has failed to adopt all of ALPA's minimum safeguards.

Even though the campaign carries out the BOD's own directives, it nonetheless must begin with a "launch letter" from the LAHSO Oversight Committee serving notice to the BOD that ALPA's LAHSO initiative has moved beyond the realm of "hairy chested" rhetoric and into the realm of *action*.

The letter provides a status report on the effort to date: the work of the Oversight Committee and technical committees to identify problems and find solutions; the overtures made thus far to government officials; and the media campaign spotlighting this issue in *USA Today*, on CNN and on *CBS Evening News*. Most importantly, this letter reminds the various MEC representatives that their leadership, their communications and their resources will be necessary to the success of this campaign. The letter stresses the need for a clear understanding of the issue and support of ALPA's efforts at the grass-roots level.

Attached to the letter is a "discussion points" sheet, to assist the BOD delegates in their communications with their constituents.

➤ ***Mailing to All Members***

The next major component of the internal communications strategy will be a mailing to all members of ALPA immediately after the Holidays.

The communications team will create a special publication, with its own design and nameplate, for this major educational and persuasive effort.

The communications team will work to distill the publication's messages into a creative theme — a graphic image, a slogan, a motto, a “rallying cry,” etc. This theme will pervade the publication and all subsequent communications on LAHSO.

This mailing will comprise multiple components, including articles and graphics communicating the following information:

- the background and history behind this issue;
- the new rules and conditions to govern LAHSO proposed in an FAA order earlier this year;
- the specific actions adopted by the October 1998 ALPA Board of Directors;
- the positions adopted by the LAHSO Oversight Committee — not only the problems identified but also the solutions found — and the rationale behind them;
- the reasoning behind the BOD's decision to call for an embargo of all LAHSO in the absence of FAA adoption of ALPA's requirements;
- candid discussion of the ramifications of participating in an embargo of LAHSO;
- an explanation of the differences between ALPA's handling of the LAHSO issue in the United States and its handling of the SIRO (simultaneous intersecting runway operations) issue in Canada; and
- words from ALPA President Duane Woerth thanking the pilots for their support and encouraging them to hold strong in this critical effort.

A sticker — and, possibly, other types of campaign paraphernalia — will accompany this mailing to make the theme as visible as possible.

➤ ***January Air Line Pilot Magazine***

The first “Viewpoint” column to be authored by ALPA's newly elected president, Capt. Duane Woerth, will focus on the LAHSO issue. In this column, Capt. Woerth stresses the importance of ALPA's safety concerns with LAHSO, broadly describes ALPA's five criteria for safe LAHSO, and foreshadows the possibility of calling a systemwide embargo of LAHSO if the FAA refuses ALPA's requirements.

➤ ***Other Publications and Communications Vehicles***

Through its contacts with ALPA's various newsletter editors at the LEC, MEC, and ALPA-wide levels, the communications team will advocate the inclusion of the LAHSO campaign information, with “cover story” prominence, in other publications that ALPA distributes in early January.

Additionally, the team will encourage LECs and MECs to use other effective communications vehicles — hotlines, meeting presentations, Pilot-to-Pilot programs, Family Awareness networks, etc. — to convey the LAHSO campaign message. The team will provide assistance with the writing of hotline scripts, the creation of PowerPoint presentations, and the drafting of talk points for Pilot-to-Pilot spokespersons.

Finally, the communications team will also make full use of the capabilities of ALPA's on-line Intranet throughout this campaign. In addition to carrying the information available on ALPA's public Internet site, the private, members-only Intranet site will carry information targeted specifically at the pilot members. The private site can also survey the members for their observations and opinions regarding the campaign.

ALPA's coverage of the LAHSO campaign in the members-only Intranet will complement the coverage presented on ALPA's site on the World Wide Web. ➤

➔ **Polling — First Round**

One week after the drop date of the mailing to all members, ALPA will poll a representative sample of the membership to gain insight into the membership's thoughts and opinions on the LAHSO issue. The poll will help the Oversight Committee and the communications team gauge the members' willingness and resolve to participate in an embargo of all LAHSO, if necessary.

➔ **Mailing to All Members #2**

Based on the information gained from the polling results, the communication team will craft a second mailing to all members. This document will be a second edition of the special publication designed specifically for the LAHSO subject.

This edition will seek to reinforce the reasons why ALPA's concerns about LAHSO are important enough to warrant a systemwide embargo on the operations if they are not properly addressed. It can also prepare the pilots for the criticism they might confront as the media and the public begin to focus on the disruptions and hardships that an embargo of LAHSO would cause to the nation's air-transport system.

Another important focus of this publication will be how ALPA will define success in this campaign. An article will discuss what specifically is required for ALPA to call off its plans for a systemwide embargo of LAHSO. Another, visually prominent, piece will instruct the members on using a special hotline to monitor the status of the negotiations with the FAA, so they may determine up to the last minute whether the embargo is "on" or, in the event of a successful outcome, whether it is "off." The Intranet site will also provide real-time instructions on the status of the embargo plans.

This edition will also provide clear instruction on exactly where, and to whom, the embargo applies. Should US pilots refuse SIRO when landing in Canada? Should Canadian pilots refuse LAHSO in the US? Answers to these questions (as yet unresolved) will be available in this edition of the special LAHSO publication.

A survey card or tear-out in this publication could provide another means of soliciting the members' feedback. Additionally, a Jeppesen-formatted tear-out page might provide a checklist of salient points that the pilots could carry with them in their flight kits.

Second round of polling begins ➤

➔ **Polling — Second Round**

A second round of polling will help the Oversight Committee and the communications team measure the success of their advocacy efforts thus far. This poll will yield important information regarding the pilots' resolve — even in the face of potential criticism for their willingness to curtail capacity at several of the nation's busiest airports.

➔ **Call to Action**

This campaign will have to rely on immediate forms of communication — telephone hotlines and on-line announcements — to provide the "green light" or the "red light" when the embargo deadline arrives.

During the day before the deadline and the day of the deadline — and, if necessary, for some days thereafter — ALPA will have a nationwide, toll-free hotline available for pilots to call in and check the status of the negotiations with the FAA. The communications team must ensure that this hotline has the capability of handling numerous calls simultaneously.

The second all-member mailing, LEC and MEC hotlines, and other communications to the pilots will instruct them to call this hotline immediately prior to flying trips in the US at or after the deadline. This way, the pilot will know what to do if ATC requests a LAHSO. Once the deadline has passed, pilots flying the line should continue to call this hotline before each day's flying.

The communications team must plan for a LAHSO embargo of indefinite duration in the face of FAA opposition. ➤

➤ ***Protracted Campaign?***

Any plans to carry out a threat such as the embargo on LAHSO must also contemplate the possibility of the threatened action having a less-than-desired impact. In other words, what does ALPA do in the event of a LAHSO embargo and continued resistance from the FAA?

Certainly, the communications plan for this eventuality cannot be fully fleshed out at this time. Policy decisions by the Oversight Committee and ALPA's president will drive this contingency strategy.

However, the communications team anticipates that the embargo would continue indefinitely until ALPA receives satisfaction from the FAA. In such a case, the team will have to develop plans for additional communications aimed at keeping the membership steadfast in its refusal of LAHSO requests from air traffic controllers. Furthermore, the team must devise a strategy for pulling down the embargo once ALPA's LAHSO concerns are resolved.

External Communications

The media component of the external communications plan will build upon the groundwork that the Communications Department's media specialists have already laid. Similarly, the external communications plan also calls for continued relations with contacts on Capitol Hill and various government agencies — including, of course, the FAA — to build on the progress already made in those areas (the Government Affairs Dept. and Engineering and Air Safety Dept. will continue to handle this part of the strategy).

This front-page article gave considerable weight to ALPA's views. ➤

➤ ***USA Today "Launch" Piece and Follow-Up***

This front-page article in the Friday Nov. 13 edition was the result of several weeks of the Communications Department's outreach and dialogue with the publication's aviation reporter to cultivate interest in the topic. The article represented ALPA's views fairly and accurately.

USA Today followed up with an article in its Dec. 9 edition. This article underscored ALPA's contention that LAHSO reduces "layers of safety," leaving too little margin for error in takeoff and landing procedures.

➤ ***CNN's The World Today***

This three-and-a-half minute report aired Nov. 24. It featured quotes from ALPA President-elect Duane Woerth and others indicating that LAHSO can compromise acceptable margins of safety. The FAA provides rebuttals.

➤ ***CBS Evening News***

This piece, which aired Dec. 6, also included comments from Capt. Woerth. He observed that the FAA's expansion of LAHSO, coupled with dramatic increases in capacity in recent years, has led to "statistical probabilities" that make LAHSO more risky.

This release, issued Monday Dec. 14, outlined ALPA's concerns. ➤

➤ ***ALPA Press Release #98.92***

Because the most recent meeting with the FAA, which took place Dec. 8, showed some progress toward the adoption of ALPA's requirements, this press release adopted a hopeful — as opposed to combative — tone. Nonetheless, this press release underscored ALPA's threat to embargo LAHSO, laid out ALPA's concerns, and listed the criteria for acceptable solutions.

➤ ***LAHSO Media Kit***

The communications team will create kits providing information and advocacy on the LAHSO issue for the consumption of the news media. The kits will include fact sheets, talking points, op-ed pieces and copies of the special LAHSO publications.

A VNR could also be distributed via satellite. ➤

Special kits could cater to the needs of the electronic media. Components might include the following: a video news release (VNR); B-roll footage of LAHSO operations and video animation of LAHSO procedures; or sound bites from ALPA spokespersons.

These media kits will be highly instrumental in the other media efforts described below.

➤ **Media Outreach**

Throughout the month of January, ALPA's media-relations specialists will reach out to key media contacts to cultivate additional interest in the LAHSO story. To give the story better appeal in certain markets, the media-relations specialists will "localize" their approach, explaining how this issue will impact the community that relies on a particular airport. This effort will focus on markets where the airport's LAHSO practices are of particular concern to ALPA. These include: DCA, BOS, ORD, JFK, LGA, PHL, DFW and MIA.

➤ **Media Spokesmanship**

To effectively position its story in the markets named above, ALPA will need trained spokespersons available at those locations to conduct interviews. The Communications Department will take an inventory of the pilot spokespersons it has trained in the past year, and will attempt to identify two qualified volunteers for each of the key markets. The Department will handle all media relations at DCA and ORD.

➤ **Print Editorial Coverage**

Beginning in mid-January, ALPA will dispatch a key team of advocates to conduct visits with the editorial boards of major newspapers. Likely candidates for this team are the members of the LAHSO Oversight Committee.

The goal is to convince each editorial board either to adopt ALPA's position on the issue via the newspaper's editorial page, or to agree to print a guest editorial (an "op ed" piece) identified as an ALPA submission. ALPA will have to "localize" the story, demonstrating that the LAHSO issue matters to the newspaper's local community. This "roadshow" of meetings with editorial boards will require at least a week, and will likely span the country.

➤ **NAPS Editorial Distribution Service**

The North American Precis Syndicate is a service that helps organizations place their guest editorials. NAPS is particularly helpful in penetrating smaller markets with placements in suburban and regional news publications. The Communications Department's media-relations specialists will assess the effectiveness of the NAPS tool for this campaign. If they deem this approach beneficial, they will seek NAPS placement of short LAHSO editorials from mid-January through early February. This effort will also focus on the key markets named above.

➤ **Ad Buys**

ALPA will complement its media-relations efforts with tactical purchases of advertising. The advertisements will increase ALPA's exposure on this issue, which will support its PR efforts and heighten public awareness. These purchases may include: two full-page ads in *USA Today*; two ads in the Capitol Hill publication, *Roll Call*; some drive-time radio spots in the Washington, DC market; and signs or displays in key airports.

Leafleting or picketing would also have internal value. Organizing these activities — publicizing them, recruiting volunteers, etc. — would keep the issue in front of the members and get them personally involved.

➤ ➔ ***Leafleting and/or Picketing Activities***

The communications team is weighing the potential impact of pilot picketing or leafleting activities as the deadline looms nearer. Such activities might have unique media appeal because they would involve a unified effort of pilots representing numerous and diverse airlines. This effort would require the appropriate press releases or media advisories.

➔ ***The ALPA Internet Site — www.alpa.org***

ALPA's home page on the World Wide Web will also be instrumental in the public LAHSO campaign. The press releases, the special publications, contents from the media kits, the B-roll footage — all of these items will be reproduced on ALPA's public site on the Internet to advocate ALPA's views to the on-line world.

➔ ***One-Week-Warning Press Release***

If ALPA's concerns remain unresolved on Friday, Feb. 12 — one week away from the deadline — ALPA will issue a press release serving notice that the embargo plans are under way. This press release will foreshadow the disruption that the embargo will cause to the nation's air-transport system. It will emphasize the reasons why the interests of safety outweigh the interests of convenience and timeliness for passengers.

➔ ***Outcome Strategies***

ALPA will use press releases and media spokespersonship to convey its messages related to major outcomes. For example, if the FAA agrees to all of ALPA's requirements prior to the embargo deadline (this is the anticipated, and hoped for, outcome), ALPA will issue statements praising the FAA and heralding new, safer practices at the nation's airports. Conversely, if ALPA and the FAA reach an impasse and the embargo on LAHSO becomes necessary, ALPA will issue statements accordingly. Once the matter is resolved and the embargo is lifted, appropriate statements from ALPA will again be necessary.

Section Four: Task Lists

Done?	Due Date	CHRONOLOGICAL TASK LIST	Principals
	12/18	Submit articles for first all-member mailing.	Chris, John, David
	12/23	Complete review process for first all-member mailing.	Chris, Bob, Stacy
	12/30	Deliver first all-member mailing to Print Shop.	David
	1/4	Post the Internet and Intranet coverage of LAHSO.	Amy
	1/11	Launch first membership poll, working with Wilson Center.	David
	1/11	Commission graphics firm to create computer animation of LAHSO and barked landing.	Bob, DP
	1/12	Submit first-draft articles for second all-member mailing of <i>Critical Juncture</i> .	Chris, John, David
	1/13	Begin review/approval process for articles to appear in second edition of <i>Critical Juncture</i> .	Chris, John, David
	1/15	Prepare outline for "success" press release, joint announcements, etc.	John
	1/15	Identify spokespersons for key markets.	John, Bob
	1/16	Study report from first round of polling.	Don, Henry, David, Mick
	1/19	Study additional analysis of poll (only necessary if poll shows insufficient support).	Don, Henry, David, Mick
	1/19	Begin recording audio and video for VNR.	Bob, DP
	1/20	Complete design of sticker and other paraphernalia to be included in second <i>CJ</i> .	Anya
	1/20	Coordinate with MECs/LECs for LAHSO content in newsletters and other communications.	Anya
	1/21	Complete modifications to second <i>Critical Juncture</i> based on polling results.	Chris, John, David
	1/22	Complete work on media kits, including pre-crafted op-ed pieces.	John
	1/22	Complete final review of articles for second <i>Critical Juncture</i> .	Chris, John, David
	1/22	Make overtures to media in key markets. Arrange interviews with spokespersons.	John, Bob
	1/25	Use PR firm to place stories, editorials and/or op-eds in first three weeks of February.	John, Bob, David, firm
	1/25	Use NAPS to place op-eds in community publications.	John, Bob
	1/25	Deliver second all-member mailing of <i>Critical Juncture</i> to Print Shop.	David
	1/25	Launch second membership poll, working with Wilson Center.	Anya
	1/27	Complete training of all media spokespersons for local markets	John, Bob
	1/29	Finalize arrangements for Op-Ed tour.	John, Bob
	1/29	Complete VNR/B-roll video, including LAHSO animation.	Bob, DP
	2/1	Prepare for info picketing and/or leafleting at key airports (signs, leaflets, instructions, etc.)	Anya

	2/1	Complete arrangements via PR firm for interviews, editorials and op-eds in February.	John, Bob, David, firm
	2/1	Design ads to appear in <i>USA Today</i> and others during week of Feb. 15.	Stacy
	2/4	Launch second membership poll.	David
	2/5	Distribute video news release (VNR) announcing the "Two-Week Warning."	Bob
	2/8	Use PR firm to arrange ad buys in <i>USA Today</i> and others for week of Feb. 15.	Stacy, firm
	2/8	Research "800" Green/Red Hotline. Arrange to set up hotline Feb. 17 - 22.	Anya
	2/11	Review results of second poll.	Don, Henry, David, Mick
	2/12	Distribute "One-Week Warning" Press Release.	John
	2/15	Begin info picketing and/or leafleting activities at key airports.	Anya
2/19 — MORATORIUM DEADLINE			
	2/19	Post regular messages on Green/Red Hotline regarding status of embargo.	Anya
	2/19	Use LEC/MEC hotlines to announce status of embargo.	Anya
	2/19	Meet with Communications Team to plan for protracted campaign.	ALL
	2/22	Make arrangements to extend Green/Red Hotline beyond 2/22, if necessary.	Anya

Section Five: Publication Assignment Lists

First Edition of *Critical Juncture*

Article	Components	Staff	Byline	Source(s)
President's Intro	TEXT— •Overview, background, history; •FAA order; •Why critical issue; •BOD actions; •Intro Committee; •US/Canada; •Coordination with NATCA, independents; •Foreshadow contents; •Call for action. GRAPHICS— •Woerth photo; •LAHSO OC at work; •Screen capture from CNN or CBS.	Chris	Woerth	
Analysis: Problem, Solution	TEXT— •Detailed explanation of issue; •ALPA's five solutions; •Why solutions merit embargo. GRAPHICS— •LAHSO illustration; •LAHSO photo?;	David	Dolan	Existing doc, OC, O'Brien
Impact	TEXT— •Scope and range; •Conditions; •Big/small procedures; •Capacity considerations and effect of embargo; •Why systemwide embargo. GRAPHICS— •Airport listing; •Capacity graph.	Mazor	Dillon	OC, O'Brien
Instructions	TEXT— •Specific pilot actions for embargo, including refusal language; •Canada/US; •What to do if...; •Rolling deadline? •"Green/Red" instructions. GRAPHICS— •Mic headset clipart; •Traffic light clipart; •Telephone.	Chris, Anya	Haase	Johnson
Anecdotal Evidence	TEXT— •Accounts of incidents, close calls. GRAPHICS— •Background shot of ASRS report.	Jan		OC, O'Brien

Second Edition of *Critical Juncture*

Article	Components	Staff	Byline	Source(s)
President's Intro				

LAHSO Communications Review

Communication Product:		Today's Date:		
		Due Date:		
Reviewer	Contact Information	Received	Revised	Approved
Chris Dodd — Communications	ASPEN, 4452; Phone, 703-481-4452; Fax, 703-481-4446			
David Berkley — Communications	ASPEN, 4456; Phone, 703-481-4456 Fax, 703-481-4446			
Henry Gasque — Communications	ASPEN, 4455; Phone, 703-481-4455 Fax, 703-481-4446			
Don Skiados — Communications	ASPEN, 4444; Phone, 703-481-4444 Fax, 703-481-4446			
Capt. Dave Haase — Oversight Com.	ASPEN, 4315; 73644,527; Home Phone and Fax, 419-878-2828			
Capt. Kevin Dillon — Oversight Com.	ASPEN, 5063; Home Phone, 703-323-7519 Home Fax, 703-764-9122			
Capt. Dennis Dolan — Oversight Com.	ASPEN, 5338; Home Phone and Fax, 770-552-7593			
Capt. Paul McCarthy — Wkg. Group	ASPEN, 5932; 70470,22156; Home Phone, 617-631-0034; Home Fax, 617-631-3572			
John O'Brien — E&AS	ASPEN, 4200; Phone, 703-689-4200			
Jim Johnson — Legal	ASPEN, 4323; Phone, 703-689-4323			
Capt. Duane Woerth — President	ASPEN, 4023; DC Phone, 202-797-4023 Herndon Phone, 703-689-4303			