PREMIUM ON SAFE Y INSURING SAFE SKIES IN THIS ISSUE Flying the Last Frontier: Alaska 03 Turbine Technology: As the Tiller Turns 04 Accident Profile: Wildlife Encounters 05 FAA Rule Alert: Aircraft Registration 06 Safety Experts: Meds and FARs 07

A MESSAGE FROM USAIG

Greetings!

Can outside pressures caused by the sense of urgency to complete charitable or disaster-relief missions or a demanding passenger translate into increased flight risks for the corporate pilot? You bet. But, as with most challenges, a careful flight risk analysis and sensible go/no-go decision can effectively mitigate and reduce risk.

In "Corporate Flying in High-Risk Environments" (at right) pilots discuss common challenges and risks—how these stack up against rewards and accomplishments—and how they are able to reach the right decisions.

Safe skies.

David L. McKay
President and COO, USAIG



Corporate flying in high-risk environments Stick to the plan

BY ROB FINFROCK

What is your personal definition of a risky flight environment? For that matter, what is your personal definition of "risk"?

An experienced corporate pilot may not give a second thought to flying into busy or congested airspace, or taking off into challenging weather conditions, but those prospects may seem absolutely daunting for a low-time or less-experienced pilot. Despite the seeming disparity, however, the processes needed to deal with potentially "risky" flight environments aren't very different from what we were trained to do from our very first days in flight training.

Katha House, chief pilot for UniFirst Corporation, is no stranger to operating in busy control environments, or harsh weather. Yet, she notes, "Risk is relative. To most people, flying is not natural—but the airplane is built to fly. We know that, and can't mess it up!"

House notes her personal approach to flying a "risky" flight isn't different from her usual, methodical flight planning and implementation routines. "When you get in an airplane, you need to plan," she stresses. "Use all the tools available. People aren't doing that anymore... most people think it's all about flying the airplane."

Above all, House states, "Don't allow circumstances to force you to deviate from standard procedures...and don't get complacent. As an example, don't memorize approaches—you fly

what you read. Try to memorize it, and you're going to make mistakes."

That mindset is echoed by Eric Zipkin, president and director of operations for Oxford, Connecticut-based Tradewind Aviation. Zipkin's company aided Haitian earthquake

Sometimes you need to turn around to a paying passenger, and say, "No, sir, we can't do this."

relief efforts in 2010, operating two Cessna C208 Grand Caravans into the towns of Jacmel and Leogane for six weeks. Like House, Zipkin says the key to managing risk is sticking to your plan.

"Whether a flight is 'risky' or relatively mundane, you talk about the same things," he says. "Weather, what are you carrying, fuel requirements, alternates."

Zipkin notes flying into Haiti did present certain challenges, although not necessarily regarding the flight environment. "Physical surroundings are not what made it risky," he recalls. "What makes a situation like Haiti dangerous is when there's a sense of urgency that can cause you to short circuit the normal pilot decision-making process.

(continued on page 2)

DID YOU KNOW? 2010 Nall Report released

Want to know what's getting better and what's not in general aviation's safety record? The 2010 Nall Report, published by the Air Safety Institute, analyzes data from 1,418 GA accidents, both fixed-wing and rotorcraft, that occurred in U.S. airspace in 2009. Factors like weather, pilot credentials, and aircraft class are broken down in detail, and trend data from the past ten years help put things into perspective.

So what's the story?

- Commercial operators, both fixed-wing and helicopter, had a very good year. There were only four fatal accidents on commercial helicopter flights (one of them the midair collision in the Hudson River Corridor) and only two in airplanes, both involving crop-dusters. The total numbers of accidents and accident rates were among the lowest of the
- · The number of non-commercial airplane accidents dropped 5 percent from 2008, but flight time was down 10 percent. Not only did the accident rate increase 5 percent, but more were fatal (20 percent, up from 18 percent). There were ten more fatal accidents than in 2008, and eight more people
- The number of fuel-management accidents leveled off, and weather-related accidents showed their first meaningful decrease in years. However, the percentage of accidents blamed on mechanical failures or faulty maintenance jumped up. Amateur-built aircraft were disproportionately involved.
- The type of flight activity that did not decline significantly was in non-commercial helicopters. They suffered 13 more accidents than in 2008, but five fewer were fatal.

And that's just the beginning. The full report is available on ASI's web site (www.airsafety institute.org).

—David J. Kenny

Corporate flying (continued from page 1)

We're doing something very challenging, and we need to compartmentalize that challenging part and remove it from outside pressures.

"We're talking about disaster relief," he continues. "People are dying. If you don't make this run, someone will go without food, or a sick child may not live. But if you're in the wrong mindset at the start, that's what makes it a very risky situation."

It's easy to understand the pressures flying disaster relief missions. Even when operating a routine charter flight stateside, however, certain pressures may come to bear on a pilot...particularly when the (often influential) passengers in back are urging you to make the flight, or land at their destination airport despite adverse conditions.

Both House and Zipkin caution against allow-

ing such pressures to override common sense and judgment, "Pilots think they have to land where the car is parked. You don't!" House says. "There's nothing degrading about landing at another airport...or,

What makes a situation like Haiti dangerous is when there's a sense of urgency that can cause you to short circuit the normal pilot decision-making process.

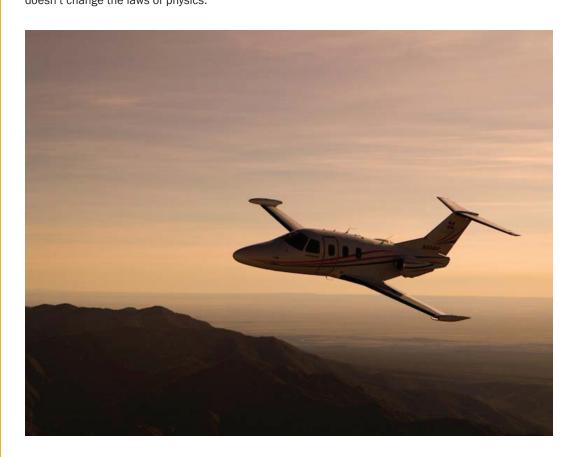
The key to safe flying in such a stressful environment, Zipkin notes, was "creating a systematic framework; divorcing ourselves from that relief-flight urgency. We identified portions of the flight that were potentially risky, versus pressing off the line. 'This is where we're flying into, these are the procedures, this is how much load we can carry,' and then we went from there.

"It's very easy to get ahead of yourself from a risk-management perspective," he concludes. "Just because this is an emergency, though, that doesn't change the laws of physics."

not flying at all. It's not about could you, it's about should you."

Zipkin agrees. "Sometimes you need to turn around to a paying passenger, and say, 'No, sir, we can't do this.' If you can't do it, that's all right."

Rob Finfrock is a licensed sport pilot and formerly managing editor of an online aviation news service.





Flying the last frontier:

Alaska

With more licensed pilots per capita in Alaska than any other state in the union, the significance of general aviation to life in the forty-ninth state cannot be overstated. Life in many villages and communities wouldn't be possible at all, were it not for the aircraft that carry supplies to these locations and transport residents in need of medical care. Even where there are no roads, there are still runways—or areas of land and water able to be used as such.

Flying in Alaska brings unique challenges to pilots, particularly those operating over isolated terrain and into unimproved, often mountainous, airstrips. This is true not just for the bush pilots that come to mind when you think of Alaska flying, but also for corporate operators, and even bizjet pilots.

As noted in "Corporate Flying," page 1, managing risk when operating in harsher environments often comes down to applying the fundamentals all pilots should use on every flight. To be blunt, such basic steps as thorough preflight planning; knowledge of the flight environment and terrain; understanding the capabilities and limitations of

your aircraft; and maintaining communications are often the difference between life and death when operating over an isolated, harsh wilderness.

Several online resources are available to pilots seeking information about flight operations in Alaska. These serve as valuable information for pilots new to the area and as refreshers for more experienced aviators. For those wanting to delve into the details of flying in Alaska, the following links in par-

helpful links on its "Flying to Alaska" page. The information is arranged into three categories:

- "You Need To Know This," which includes links to Nav Canada, Alaska notams, and Customs information;
- "Beneficial Information," with links to Alaska FSDOs, as well as temperature and time conversion charts; and
- "Nice to Know," which includes helpful links to state airport construction projects,

Flying in Alaska brings unique challenges to pilots, particularly those operating over isolated terrain and into unimproved, often mountainous, airstrips.

ticular contain a wealth of information.

Atlas Aviation (www.atlasaviation.com) provides a detailed explanation of the requirements for pilots operating throughout Alaska, including a preflight checklist with such recommended tips as filing a flight plan and making regular position reports. The site also features information about the Alaskan climate and a list of emergency equipment that is required by law for all pilots operating in the state (www.atlas aviation.com/aviationlibrary/flyingin alaska/flyinginalaska.htm).

The Federal Aviation Administration (www.faa.gov) has an extensive array of

and AWOS and ASOS information.

Visit www.faa.gov/about/office_org/headquarters_offices/ato/service_units/systemops/fs/alaskan/flying_ak/ for details. Also see "Alaskan Off_airport Operations Guide" prepared by the Alaskan Region FAAS team (www.airsafetyinstitute.org/AKops).

The August 2010 crash of a de Havilland DHC-3 near Dillingham, which claimed the lives of five persons onboard (including U.S. Senator Ted Stevens) and injured four others, serves as a reminder to all pilots about the risks involved in flying over the wilds of "The Last Frontier." —*RF*



Real Pilot Stories

Lessons from the Cockpit

Bird strike

It was a nice VFR day as the twin climbed out of the pattern at Casa Grande, Arizona, just 50 miles south of Phoenix. The owner/pilot was settling down on the fourth and last leg of a long cross-country flight bringing back his newly purchased 1973 Beechcraft Baron from Bartow, Florida, to Camarillo, California.

The airplane quickly reached 3,500 feet when the pilot noticed a bird about 150 feet away. A split second later a four-pound red-tailed hawk collided with the Baron.

How did the pilot react when he came eye to eye with the bird? Watch the video (www.airsafety institute. org/birdrps).and witness the mayhem his uninvited feathered passenger caused. Also see ASI's Safety Spotlight on the subject (www.airsafety institute.org/birdstrikes).

Turbine Technology: As the tiller turns Steering by hand

BY THOMAS A. HORNE

Nosewheel steering is something that most pilots of lighter airplanes (say, under 20,000 pounds maximum takeoff weight) don't think too much about. After an initial period of awkwardness in primary training, we learn how to use our feet to steer on the ground. In most cases, airplanes from the smallest piston single up to turboprops and light jets use either rudder pedal-operated nosewheel steering linkages, differential main-gear braking, or hydraulically powered steering systems to help keep them pointed in the direction we want.

It's different with heavier jets. Because they weigh so much, differential braking isn't always the best way to get around. And pedal-operated nosewheel steering would take too much leg power to muscle around a nosewheel holding up several thousand pounds of airplane. Also, coping with the momentum generated by residual thrust at idle, and the braking required after application of break-away thrust (the shot of power needed to move away from a standing stop), is hard enough on the brakes—let alone using them again and again as an aid in ground steering. Ride the brakes too much and they could heat up and wear out quickly.

Enter the nosewheel steering tiller. This device, located on the captain's side panel, can look somewhat like a sailboat tiller, although some are shaped like a large knob. Depending on the airplane's system design, the tiller steers the nosewheel through a mechanical linkage, a dedicated hydraulic system, or an electronic steer-by-wire system. Because of the peculiarities of each system, tiller feel and operation can take some getting used to. Some hydraulically operated tiller knobs, for example, require that you constantly hold pressure in the direction of the turn. Release your grip on the knob and hydraulic pressure sends it—and the nosewheel—back to the centered position. With some other systems, the nosewheel stays turned after a tiller deflection. Until you make peace with a tiller, your steering can be jerky as you learn how much to lead or lag your inputs. The back-seaters will wonder as the airplane zigzags out the ramp and down the taxiway.

Tiller steering is great for maneuvering in and around tight spots because it can pivot the nosewheel about a wide radius of motion. It's also very precise, and makes tracking centerlines a snap.

Things become a little bit more complicated during takeoffs. Crew coordination is essential. During the first part of the takeoff the captain controls nosewheel steering via the tiller. At the same time, the copilot/first officer applies aileron inputs to correct for any crosswinds. Once there's enough airspeed for the rudder to take effect (this varies, but can be as high as 80 knots), the captain shifts his grip from the tiller to the control yoke, and the copilot makes any final adjustments to the takeoff power setting. To make sure everybody understands what's going on, the captain says something like "my yoke" when he takes control. That's the signal for the copilot to let go of his yoke.

As for landings, the process is reversed. Rudder steering is used during the first part of the landing roll, and the tiller comes into play after speed bleeds off.

To some pilots, tiller steering is a sure mark of a "real" airplane, along with overhead panels, windshield wipers, foot warmers, and redundant flight control systems. But just like the rest of a heavy airplane's systems, using this type of steering becomes second nature after a little bit of practice.

Tom Horne is Editor at Large for AOPA Pilot and a 4,500-hour CFII and ATP.

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Accident Profile: Wildlife encounters

BY DAVID JACK KENNY

Despite the attention they've gotten since Flight 1549 landed in the Hudson, collisions with Canada geese aren't really all that common—fewer than 300 in five years—but their effects on light airplanes can be severe. \$15,000 of damage to a Cherokee included a crushed leading edge and engine teardown; an Aztec was out of service for almost 1,200 hours fixing \$20,000 worth of wing damage. Higher-speed impacts make things that much worse: The bill on a Piaggio P180 that struck a goose with its nose and both props ran to \$100,000. More than twice as many airplanes hit owls, but only ten caused substantial damage.

Collisions with land animals trade off lower speed for greater mass. Deer strikes happen almost every week and 41 percent of them cause serious damage. Collisions with foxes and coyotes are less severe but more common. Pilots rarely seem to notice they've hit opossums, skunks, woodchucks, rabbits, squirrels, raccoons, or prairie dogs; most reports are based on car-



casses found on the field. At the more unusual end were a handful of collisions with alligators, mongooses, armadillos, porcupines, and one collared peccary (better known as a javelina) hit by a landing PC-12 in Tucson.

Data Diving: Wildlife strikes

The FAA Wildlife Strike Database lists 44,054 separate incidents in just the five years between 2005 and 2009. The vast majority of these involve commercial airlines; military aircraft also accounted for a significant number (4,734, or 11 percent). In some cases, the aircraft involved were never identified; the database includes records of dead birds or animals collected on airport grounds that weren't associated with any specific aircraft.

GA's involvement is difficult to pin down; the registry indexes these events by the aircraft's operator rather than the purpose of the flight or the section of the FARs that governed it. However, 2,910 involved "business" aircraft ranging from Cessna 172s to Gulfstream IVs, and another 396 aircraft

The number two engine of a Lear 25 ingested a duck, causing damage initially estimated at \$100,000.

were listed as "privately owned." Adding in the various Part 135 cargo and charter operators suggests that GA might have accounted for as much as 10 percent of the total.

Less than 2 percent of reported strikes (765 of 44,054) resulted in substantial damage to the aircraft. However, GA was heavily represented among them: They included 202 of the 2,910

"business" aircraft (7 percent) and 61 of the 396 "privately owned" aircraft (15 percent). Looked at another way, these two categories included 7.5 percent of all aircraft reporting wildlife strikes during those five years, but 34 percent of those that suffered substantial damage.

In just the last month of 2009, there were 17, six of them involving GA aircraft. On December 31 alone, a King Air struck an elk while landing, causing \$30,000 worth of damage to the number one engine and prop; the number two engine of a Lear 25 ingested a duck, causing damage initially estimated at \$100,000; and a Cessna 310 hit a deer while landing, causing a gear collapse, double prop strike, and other damage that grounded the aircraft for more than three months and cost \$130,000 to repair.

David Jack Kenny is manager of aviation safety analysis for the Air Safety Institute, an instrument-rated commercial pilot, and owner of a Piper Arrow.

ASI ONLINE Armchair seminars

BY MACHTELD SMITH

Do you have a computer, one hour of free time, and a comfortable chair? Then sit back, relax, and participate in one of the Air Safety Institute's engaging webinars.

What's a webinar you ask? Imagine attending one of ASI's well-known safety seminars, except you travel through cyberspace to participate. And this is by no means a one-way experience. Grab the chance to use the webinar's chat feature to pose questions to the panel of experts and hear their response. Subject matters range from safety concerns particular to an event, region, or area in the United States



to broader topics such as runway safety and weather.

To take a closer look, visit www.airsafetyinstitute.org/
webinars and if available register for a date and time convenient for your schedule. Or learn from recently recorded webinars such as Cold Weather Ops and Takeoffs & Landings: The Expert Approach.

In Cold Weather Ops, you will join AOPA Foundation president Bruce Landsberg and panelists Dana Siewert (Director of Aviation Safety, University of North Dakota) and Andy Marosvari (ATC, Boise Tower) for a wide-ranging discussion of the ways cold weather can affect your flying, including practical matters like starting and taxiing to potentially life-saving issues like icing and runway braking action.

Coming to your armchair in early 2011 are *Aeronautical Decis*ion *Making and Aerodynamics*. Check *www.airsafetyinstitute. org/webinars* for registration details.

Machteld Smith is a senior aviation technical writer for the Air Safety Institute and a multiengine instrument-rated commercial pilot.

FAA rule alert: Aircraft registration

The Federal Aviation Administration has issued a final rule effective October 1, 2010, requiring the re-registration of all civil aircraft over the next three years and renewal every three years thereafter.

Aircraft owners who originally registered their aircraft before October 1, 2010, should receive a notice and special code for electronic filing 180 days before current registration expiration. Consult the accompanying chart to determine when registrations expire. Owners must re-register during the specified three-month window noted on the chart in order to use the electronic option (https://amsrvs.registry.faa.gov/renewregistration/), which is available only if no changes need to be made.

Alternatively, use a re-registration form, which can be downloaded from https:// amsrvs.registry.faa.gov/renewregistration/ and mailed to the FAA Aircraft Registration Branch, P.O. Box 25504, Oklahoma City, Oklahoma 73125-0504, Owners, who miss the three-month window, have an additional two months to send in the re-registration form by mail before registration expires. If registration expires, the owner must fill out a new registration using FAA Form 8050-1, available from the Aircraft Registration Branch or a local FSDO (www.faa.gov/about/office_ org/field_offices/fsdo/). Otherwise, the aircraft N-number assignment will be canceled and will not be re-assigned for five years.

Note: Registration expiration is based



on the month (not the year) the aircraft was registered. Registration certificates will expire three years from the month in which re-registration was accomplished.

Common registration violations:

- Aircraft registration certificate in the name of a former owner.
- Failure to return original registration certificate to the FAA once the aircraft has been sold or the ownership transferred.
- Operation of an aircraft outside the United States on the pink copy of the application for registration (which is good temporary authorization, but only for operation within the United States).
- U.S. registration that does not meet the U.S. citizenship requirement for registration.
- Failure to notify of a change of address within 30 days.

Caution

Aircraft registration address changes must be made in addition to address changes

made when you renewed your medical certificate or added ratings to your airman certificate (also report any discrepancies in the address shown on the Certificate of Aircraft Registration).

According to the agency more than 30,000 aircraft owners risk having their aircraft registrations canceled because the addresses they have on file with the FAA are incorrect or out of date. To ensure the FAA has accurate information, owners should check the registry web site (http://registry.faa.gov/aircraftinquiry). To change your address with the aircraft registration branch, call 405-954-3116 or toll-free 866-762-9434.

Fee

The FAA proposed a \$5 re-registration and renewal fee, but the FAA reauthorization bill if enacted as passed by the House authorizes the FAA to increase the initial registration fee to \$130 and re-registration and renewals to \$45.

Contact

For U.S. Postal Service, Regular and Priority Mail:

FAA Aircraft Registration Branch, AFS-750 P.O. Box 25504 Oklahoma City, OK 73125-0504

Commercial Delivery Services:

FAA Aircraft Registration Branch, AFS-750 Registry Building Room 118 6425 South Denning Oklahoma City, OK 73169-6937

Note: The FAA will cancel the N-numbers of aircraft that are not re-registered or renewed.

--MAS

Aircraft registration schedule

Month certificate issued	Certificate expires	Re-registration required
March	March 31, 2011	Nov. 1, 2010 to Jan. 31, 2011
April	June 30, 2011	Feb. 1 to April 30, 2011
May	Sept. 30, 2011	May 1 to July 31, 2011
June	Dec. 31, 2011	Aug. 1 to Oct. 31, 2011
July	March 31, 2012	Nov. 1, 2011 to Jan. 31, 2012
August	June 30, 2012	Feb. 1 to April 30, 2012
September	Sept. 30, 2012	May 1 to July 31, 2012
October	Dec. 31, 2012	Aug. 1 to Oct. 31, 2012
November	March 31, 2013	Nov. 1, 2012 to Jan. 31, 2013
December	June 30, 2013	Feb. 1 to April 30, 2013
January	Sept. 30, 2013	May 1 to July 31, 2013
February	Dec. 31, 2013	Aug. 1 to Oct. 31, 2013

Safety Experts: Meds and FARs

New guidelines

BY GARY CRUMP

Use of medications while flying continues to be something of an enigma for many pilots, and that's understandable. The Federal Aviation Regulations (FARs) are lacking in guidance with respect to specific drugs, and the use of medications is addressed in the context of alcohol and drugs in FAR 91.17(a)(3) that prohibits the use of any drug that "affects the person's faculties in any way contrary to safety." In Part 67, the medical standards for airmen, medications are



Over the counter cold relief taken every eight hours requires a wait of 40 hours after the last dose before flying.

mentioned under the General Medical Condition, 67.113(c); .213(c), and .313(c), but again, is very general without any reference to specific medications.

That's by design. Because there are so many medications on the market at any given time, it would be a bureaucratically impossible task for the FAA to maintain an accurate "list" of medications allowed for flying. That's why the FAA has "policies" that govern the medical certification of airmen. Policies are created by the FAA Office of Aerospace Medicine and the Aerospace Medical Certification Division that enforce the existing FARs. For medications usage, the FAA tasks their Pharmacology and Therapeutics Committee to determine the appropriateness of allowing certain medications for certain conditions. It's important to note that not only is the medication side effect profile important, but also the condition (and the symptoms) for which the medication is taken.

In the past, the general policy for medication usage that the FAA considered unaccept-

able was to "double the dosage interval" and wait that long after the last dose before flying. So, for a cough and cold remedy taken "every 8 hours as needed," doubling the dosing interval meant waiting 16 hours after the last dose. Now, the FAA is not so sure that's long enough, so new guidelines were announced recently recommending a wait time of five times the dosing interval. So that over the counter cold relief taken every eight hours requires a wait of 40 hours after the last dose before flying.

The Civil Aerospace Medical Institute's Bioaeronautical Sciences Research Laboratory, one of if not the best aerospace medical research lab in the world, is conducting more research into the effects of medications, meaning this guideline could change again in the future. But for now, it's five times the dosing interval for medications with potentially adverse side effects.

Resources:

FAA Medications and Flying Brochure

http://www.faa.gov/pilots/safety/pilotsafety
brochures/media/Meds_brochure.pdf

Federal Air Surgeon's Medical Bulletin http://www.faa.gov/library/reports/medical/fasmb/

FAA Medical Certification http://www.faa.gov/pilots/medical/

FAA Civil Aerospace Medical Institute (CAMI)

http://www.faa.gov/about/office_org/
headquarters_offices/avs/offices/aam/cami/

AOPA (membership required) Medical Certification Center

http://www.aopa.org/members/pic/medical/

AOPA (membership required) list of both allowed and non-allowed medications

http://www.aopa.org/members/pic/medical/faameds/

Gary Crump is AOPA's director of medical certification services and holds a commercial pilot certificate with multiengine, single-engine seaplane, and instrument ratings.



iCaptain BY BRUCE LANDSBERG President, AOPA Foundation

I've been following with much interest the evolution of the iPad and how it has already entered the cockpit. Predictably, there's massive enthusiasm in the consumer world, even in the relatively conservative world of aviation (we like to be sure something really works and supplemental applications are one thing—core navigation is something else).

There have been several reports recently through NASA's Aviation Safety Reporting System (ASRS) that indicate that the GPS navigation and geo-referencing function on the iPad may not be quite up to aviation standards. Environmental factors may also be a problem.

In one instance an iPad was used for VFR navigation and about two hours into the flight at 10,500 feet the device overheated and shut down. A VFR pilot reported using an iPad to navigate in the Los Angeles area's complex airspace and possibly entered Class C and Class D airspace. Another pilot reported entering the DC Special Flight Rules Area (SFRA) as he was attempting to avoid a warning area but did not have either his GPS or area charts to track his location and stay clear of the SFRA.

Yet, we've also heard of other pilots who have used an iPad very successfully in flight, in some cases to assist in a primary nav system degradation in VMC. Are these devices up to the navigation task in the cockpit? Can they add to situational awareness? And what is the learning curve for the pilot? More distraction or useful tool? I'd love to hear your opinion. E-mail (USAIGnewsletter@aopa.org).

Bruce Landsberg
President, AOPA Foundation



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Upcoming event

Mark your calendar to attend the 2011 Air Charter Safety Symposium on March 15-16, 2011

Held in Ashburn, Virginia, the premier safety event for the on-demand air charter and shared aircraft ownership industry brings you the latest developments and practical techniques for implementation of safety programs and essential information for developing a successful safety business plan and how to put this knowledge to practical use. New this year are sessions on how to create an Emergency Response Plan; how you can conduct an effective emergency response drill; and, as a case study, review of an operator's emergency plan response in action. Other safety topics include:

- SMS Update
- Building a Positive Safety Culture in Your Company
- How to Respond in an Emergency—Family Assistance
- FAA Update—Accident Prevention/Investigation

Hear NTSB Chairman Deborah A.P. Hersman's safety overview and the event's keynote speaker John Allen, director of flight standards. FAA

Visit **www.acsf.aero/symposium** for more information and to register. **Location:** NTSB Training Center, 45065 Riverside Parkway, Ashburn, Virginia 20147; 571-223-3900.





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