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tremendous job in ensuring the safety of skies for the traveling public," Hinson said. "But we must always strive to be better."

"Although the changes, in the long run, will be dramatic, we are taking a measured approach that will ensure our actions enhance aviation safety. This is the next phase in our approach to aviation safety — working hand-in-hand with the aviation community to reach the goal of zero accidents."

Hinson said he was gratified to learn that some of the key recommendations in Challenge 2000 are efforts that the FAA already has begun. He noted that the recommendation to create teams comprised of experts in a special area to expedite rule making echoes the approach that was taken in publishing the "one level of safety" Commuter Rule Safety Initiative in a record 11 months. He noted that the task force recommendations also call for strengthening the partnerships between FAA and air carriers and manufacturers, which complements the FAA's philosophy that zero accidents can only be achieved through a shared responsibility with all segments of the aviation community. Listed below are highlights of the task force's recommendations.

Best Practices: The Regulation and Certification organization (AVR), working with industry, would identify industry practices that promote a safe operating environment. AVR would encourage adoption of such "best practices" by industry and assist with their implementation.

Centers of Excellence: AVR would create centers of excellence (COE), which would serve as repositories of expertise and become the recognized authorities on specific areas, thus increasing the efficiency and consistency of information provided to other FAA officers and to industry.

Expedite Rulemaking: The FAA would improve the rulemaking function by providing additional high-level attention, moving from the present step-by-step sequential process to creating integrated rulemaking teams. Such an approach was used in creating the "one-level of safety" commuter Safety Rule in record time — approximately one year. The integrated teams would include all necessary FAA resources and would coordinate closely with the Aviation Rulemaking Advisory Committee (ARAC). ARAC is comprised of 64 organizations representing all facets of the aviation community. The new approach to rulemaking would focus attention on the outcome rather than the bureau-

FEDERAL GOVERNMENT TO PROMOTE JOBS AND PRIVATE SECTOR INVESTMENT IN LOCAL COMMUNITIES

From The White House

■(WASHINGTON) In a continuing effort to strengthen the economy and create greater opportunity, President Clinton Tuesday signed two executive orders that will make the federal government a more effective partner in promoting jobs and private-sector investment in our central cities and distressed rural heartlands.

An executive order on federal contracting launches the President's Empowerment Contracting program, providing a supplement, not a replacement, to existing federal procurement programs. The program will offer special incentives for government contracting awards to businesses in distressed communities. Under the empowerment contracting order, large businesses that hire a significant number of residents and that will generate significant economic activity in low-income areas will be eligible to participate in the program. Small businesses may participate if they meet either test.

A second executive order encourages federal agencies to locate offices in the historic districts of our central cities. The order also attempts to ease the regulatory burdens that impede the government's ability to establish or maintain a presence in these districts.

The President said, "Together, these orders will help breathe life into our central cities, providing yet another example of the new partnership my Administration has forged between Washington, the private sec-

tor, and local communities. Through these orders — and other community empowerment initiatives like our Empowerment Zones and Enterprise Communities program and our Community Development Financial Institutions Fund — we are stressing the need for private-sector investment and broad partnerships to revitalize communities that have been left behind despite our economic recovery."

Vice President Gore initiated the orders in his role as Chair of the Community Empowerment Board, the Cabinet-level group which coordinates the Administration's community empowerment initiatives. "We recognize that the private sector must be the driver of economic opportunity. However, as these orders make clear, the government can be an effective partner by helping distressed communities attract private-sector investment and providing these communities with the tools to solve their own problems," said Gore.

OU LIBRARIES MEET \$1.15 MILLION CHALLENGE

From Oklahoma University

■(NORMAN) The University of Oklahoma Libraries now have a permanent endowment with the recent completion of the \$1.15 million Kerr Challenge Grant from the Kerr Foundation of Oklahoma City.

Initiated in 1986, the Kerr Foundation challenge grant issued \$115,000 annually for 10 years to the University Libraries, provided the libraries matched that amount from other private donations to create a permanent endowment.

"The University of Oklahoma is proud to announce that the Kerr Foundation's initial challenge grant has been fulfilled for the University Libraries," said OU President David L. Boren. "These funds have helped to provide much-needed resources for the Libraries, including the purchase of books and special stipends for library assistants. The OU Libraries — the largest library system in the state — are the central resource for our educational mission of teaching and research."

Matching funds raised by the University Libraries were placed in an endowment that will continue to support the programs funded by the Kerr Foundation during the past 10

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cratic process of developing a rule.

Restructure AVR: AVR would be restructured to accommodate the new model — the centers of excellence. To accommodate these centers, AVR will review its present organizational structure with an eye toward streamlining whenever possible.

Upgrade information management capabilities: The FAA should continue to improve and upgrade information management capabilities.

In July 1995, Hinson announced the Challenge 2000 Project and chose the McLean, VA-based firm of Booz Allen and Hamilton to conduct the review and provide recommendations for positioning the agency's Regulation and Certification organization to continue providing effective oversight in the future.