



FIRC Stage 8

Chapter 1 .....	3
Overview .....	3
The New WINGS .....	3
WINGS Program and Flight Review .....	3
Levels of Achievement .....	4
The Benefits of WINGS .....	5
Managing your Unique Curriculum .....	6
Validating Credit for WINGS Activity .....	7
Chapter 2 .....	9
Overview .....	9
Structure and Members .....	9
FAAS Team Members .....	10
FAAS Team Representatives .....	10
FAAS Team Industry Members .....	10
Chapter 3 .....	11
Aviation Safety .....	11
FAASafety.gov .....	12
Document Details .....	13

# **Chapter 1**

## **Overview**

Every pilot is required to have some kind of recurrency training at least once every 24 calendar months. Most common is the flight review, in which the pilot receives a minimum of one hour of flight instruction and one hour of ground instruction once within that 24 month period. There is an alternative that benefits both the pilot and the instructor: the WINGS-Pilot Proficiency Program (WINGS).

## **The New WINGS**

The new WINGS program is a marked improvement over the previous version. Instead of an hourly-based recurrent training system, the new WINGS is proficiency based, covering topics designed to target specific areas of emphasis derived from accident data. The goal is to provide consistent recurrent training. Proficiency is attained and maintained on a rolling basis dependent on the accrual of educational credits for ground knowledge and flight training. Earned credits are valid for one year. Standards of achievement are based on the FAA Practical Test Standards (PTS). Record keeping and verification are done online.

Like the old WINGS program, achievement of a level substitutes for a flight review. This program is a major FAA Safety Team (FAAST) initiative and flight instructors need to be aware of how the program works and how it can benefit both their students and themselves.

## **WINGS Program and Flight Review**

Regular proficiency training is essential to the safety of all pilots and their passengers. Each pilot must take a personal interest in their safety and that of their passengers. The WINGS program is designed to help each pilot construct an educational curriculum suitable for their unique flight requirements. It encourages pilots to continue their aviation education pursuits; it requires education, review, and flight proficiency in the Areas of Operation found in the current PTS that correspond with the leading accident causal factors.

The most significant incentive to participating pilots is the added level of safety and professionalism that is obtained through adoption of a consistent recurrent training program. Pilots participating in the WINGS program to at least the Basic Phase need not accomplish the flight review requirements of 14 CFR part 61, if since the beginning of the 24th calendar month before the month in which that pilot acts as pilot in command, he or she has satisfactorily completed or currently holds the Basic or higher WINGS phase in an aircraft (reference 14 CFR 61.56(e)). Pilots who participate in the program throughout each year so as to maintain at least the Basic Phase will always have a current flight review, as the date for their Basic Phase and corresponding flight review will move as they continue their safety education by participation in accredited FAASafetyTeam activities and courses.

You the pilot are in control of your WINGS program. All WINGS activities and dates are conveniently tracked on [FAASafety.gov](http://FAASafety.gov). FAASafetyTeam Industry Members may provide incentives rewarding pilots for their participation in the program based on the phase obtained and/or maintained in the program. Check with your local aviation industry organizations, companies, and insurance providers for their current incentive offerings. While the FAASafetyTeam encourages FAASafetyTeam Industry Members' participation in offering incentives, the FAASafetyTeam does not require, regulate, or control such incentives.

All pilots holding a US pilot certificate and a current medical certificate (when required) may participate in the Basic Phase. Other requirements may exist for Advanced and Master Phases. Requests to participate in flight portions of the program should be made to authorized flight and ground instructors, flight schools, or FAASafetyTeam Members participating in the program.

The WINGS program is based on the premise that pilots who maintain currency and proficiency in the basics of flight will enjoy a safer and more stress-free flying experience. Minimum requirements which include specific subjects and flight maneuvers from the appropriate Practical Test Standards are

established for airplanes, seaplanes and amphibians, rotorcraft, gliders, lighter-than-air, powered parachutes, weight-shift control and light sport aircraft. Pilots may select the category and class of aircraft in which they wish to receive training and in which they wish to demonstrate their flight proficiency. All training must place special emphasis on safety of flight operations. All proficiency requirements for each phase of the program must be demonstrated to the applicable standards designated for the course or syllabus used (i.e. Practical Test Standards, Industry Course Completion Standards etc.).

The program is designed to encourage an on-going training program that will provide a participant an opportunity to fly on a regular basis with an authorized flight instructor. With this in mind, three phases or levels of the program have been designed to allow for flexibility in obtaining the level of currency and proficiency one desires. The program is most effective if the training is accomplished regularly throughout the year, thus affording a pilot the opportunity to fly in different seasons and in different flight conditions that may be encountered from time to time. The terms *phase* and *level* are used interchangeably throughout this program.

## **Levels of Achievement**

### ***Basic Phase***

This phase is designed for those pilots who want to establish a recurrent training program that will provide them a higher level of proficiency than merely preparing for a normal flight review as required by 14 CFR section 61.56.

Pilots participating in the WINGS program to at least the basic phase need not accomplish the flight review requirements of 14 CFR part 61 if, since the beginning of the 24th calendar month before the month in which that pilot acts as pilot in command, he or she has satisfactorily completed or currently holds a basic or higher WINGS phase in an aircraft (reference 14 CFR section 61.56(e)).

To obtain the basic phase, each pilot must complete three knowledge credits of instruction and, when required, demonstrate proficiency as required in the respective PTS as outlined in each course description. One or more of these credits are designed to cover current subject matter that the FAAS Team has determined to be critical areas of operation, which in the preceding months have been found to be major causal factors in aircraft accidents. The remaining subject matter credits are left to the discretion of the pilot and may be picked from any elective course or syllabi as deemed appropriate by an authorized instructor.

This phase requires the use of the PTS for the pilot certificate held or the Private Pilot PTS, whichever is lower, for the category and class of aircraft used. A pilot must also complete three credits of flight. Completion of a credit of flight for this or any phase of flight requires demonstration of proficiency in the Area of Operation(s) required for the credit sought, as stated in the appropriate Practical Test Standards.

### ***Advanced Phase***

This phase is designed for those pilots who want to design a program that will take them a step above Basic. It affords the opportunity for a pilot, in concert with his or her instructor, to tailor a portion of the training to fit more specific needs of the individual while maintaining the requirement to demonstrate proficiency.

To obtain the advanced phase, each pilot must complete or hold the basic phase as outlined previously. The advanced phase requires an additional three flight credits and three knowledge credits using the Commercial PTS for the category and class of aircraft used, or the Private PTS when there is not a Commercial PTS. If completion of the basic phase used the Sport or Recreational PTS, the Private PTS will be used for this phase.

### ***Master Phase***

This phase is designed to give even more flexibility to a pilot's need for specialized training. While most often this phase will require the use of higher PTS standards it will also allow for the addition of specialized equipment and flight environment training scenarios. To obtain the master phase, each pilot must complete or hold the advanced phase as outlined previously.

The master phase requires an additional three flight credits and three knowledge credits using the Commercial or ATP PTS for the category and class of aircraft used and the Instrument Rating PTS, if one is available for the category and class of aircraft used. A light sport aircraft may not be used for this phase. A current listing of course material, subject matter, FAAS Team events, activities, flight requirements and credit values can be found by going to the "My WINGS" page when you are registered on FAASafety.gov and signed up for the WINGS - Pilot Proficiency Program. This list may change periodically, reflecting the dynamic nature of aircraft accident causal factors and FAAS Team emphasis areas.

## **The Benefits of WINGS**

*The following is a letter from Rich Martindell, FAA Safety Team Lead Representative, titled, "Why I Like the New WINGS Program."*

I've been giving seminars on the new WINGS Pilot Proficiency Program and have been asked to objectively evaluate my enthusiasm for it.

Why is it better than the old WINGS program? First and foremost, the new WINGS program puts each pilot in control of his or her own training program. Second, it is adaptable to each pilot's current level of flying and can be changed at any time. Third, the level of proficiency required is easily attainable at any level for which you are rated. Finally, the system is user-friendly and automatically keeps track of your accomplishments via the Internet.

Bottom line: you are a safer pilot! Let me put that another way--you and your passengers will feel a lot more comfortable about flying and you will be a better member of the aviation community. As an incidental, you could also save some money on your insurance rates.

Many general aviation pilots don't have the background or resources to develop a comprehensive and continuous training program, and those that do probably don't have the time. We do the best we can to maintain and improve our skills, but it can be hard without an outline or organized plan. The folks who developed the new WINGS program have an extensive training background and a wealth of resources they used to create an interactive website where you can be your own training manager with tools and options you quickly organize and administer. You develop a plan you want and run it at a pace that is comfortable for you and your wallet.

The adaptability of the new program is in the matrix of training activities available based on the level of proficiency you select. You do that when you sign up for the program but you can change it at any time. When you register, the system asks you what ratings you have so it can develop a set of tasks commensurate with your qualifications. The trick is, you don't have to tell any more than you want. For example, what if you are a 747 captain who flies a single engine, six-place airplane for family trips? You get all your heavy training from your employer, so all you have to select when you sign up for Wings is private pilot, single-engine land with an instrument rating. Then your Wings flight and ground training event selections will be tailored to your personal flying. You will be able to quickly and easily accomplish your annual Wings training events and perhaps even enjoy a lower insurance premium if your underwriter recognizes the WINGS Pilot Proficiency Program. All you have to do to meet the requirements for your flight review is maintain your WINGS at the Basic level.

While the old WINGS program had twenty repetitive phases, there are just three levels--Basic, Advanced, and Master--in the new WINGS program. Once you enter your aircraft category and class and pilot certificate, the program will give you a different set of requirements at each of the three levels.

Unlike the old WINGS program, where all you had to do was walk away from the landings after your required three hours of dual with a CFI, the new WINGS program actually has criteria for successful accomplishment of the tasks; however, there is no minimum time required. The yardstick for your CFI to sign you off is the FAA practical test standards for the required tasks at the appropriate level. The good point about this is that you can usually accomplish all the required tasks in less than three hours of dual. And, if it does happen to take as much as three hours, you'll likely feel a lot better about your flying skills when you're done. It is these performance criteria that insurance companies will recognize and reward.

Once you've completed a flight training event, you enter the information into your Wings web page and the system will record the event when your CFI, or other qualified person, verifies the training. That means that if the CFI you like and are comfortable with still doesn't own a computer, you can show the logbook entry to another instructor who has online access and he or she can verify your training, as can any FAA Safety Team Representative or Program Manager. The system will show you a rolling twelve-month look back at your recent training but it will also keep a permanent record of all your Wings-related flight and ground training. You can, at your discretion, share your training record with your insurance company or your flying club or FBO at any time. Or, you can simply print a copy of the page with your training events and give it to the person who needs it.

Because of the automated record keeping, it's much easier to spread your training out over an entire twelve month cycle rather than lumping it together once every year. That actually enhances your proficiency by doing a little training more often rather than a lot of training less frequently. And, again, because of its design, it's easier on your budget.

So there it is. A recurring, continuous and personalized flight proficiency program you can develop and administer on your own. For individual aircraft owners, insurance companies may offer incentives to participate in WINGS. In the future, I can see flying clubs and FBOs requiring pilots to maintain the WINGS Basic level of proficiency in order for pilots to rent aircraft and keep the organization's insurance rates lower. Many flying clubs I am familiar with already mandate an annual flight review instead of the FAA's 24-month requirement.

You can check out the WINGS program in more detail and with no obligation by going to the FAA safety website. If you wish, you can just sign up to be alerted to safety events in your area without signing up to participate in the Wings program. But I encourage you to take full advantage of this new, powerful training management tool that the FAA is providing for free because they want to make general aviation safer for everyone.

Related Links:

FAA Safety website: <http://1.usa.gov/hf5qzi>

## **Managing your Unique Curriculum**

### **Setting your Pilot Profile**

You begin by creating an account on [FAASafety.gov](http://FAASafety.gov) and clicking the WINGS - Pilot Proficiency Program. Click on "Start My WINGS!" to set your pilot profile. You have the option to select the aircraft categories and classes that you will most frequently use to obtain WINGS credit. At any time you can return to this page and make adjustments to your profile and change your training program. Selecting the certificates you hold will also help narrow the course activities shown below.

**Example: A** A private balloon pilot does not want to see all the accredited activities for airplanes and helicopters so he/she would select "Balloon" in the aircraft categories and class window above and then "Private" in the certificates window.

**Example: B** An ATP multiengine land pilot with Commercial airplane single engine land and helicopter ratings may want to see activities associated with all of his/her ratings or may feel that he will only be flying single engine land aircraft for most of his WINGS - Pilot Proficiency Program flights. If the latter is true he would choose "Airplane Single Engine".

In the future, you will be able to see what kinds of incidents and accidents are happening to pilots that match your profile, allowing you to more closely target those areas in your WINGS - Pilot Proficiency Program training. Mitigating many of the common problems you might share with others will make you a much safer pilot.

In this section you will also set your flight review date by selecting the date of your last review or qualifying event.

### **Tracking your Activities**

The My WINGS page is where you will manage and track all of your activities in the WINGS - Pilot Proficiency Program. Your credit history will be displayed in a grid which provides the following information:

- Credit value in the month in which it was earned
- Color coding indicating when credits will be expiring (red indicates your credit is expiring in less than 30 days)
- Rollover box displays details of each particular credit

A progress chart displaying each phase of WINGS (Basic, Advanced, Master). You will see what is required for each stage and what has been completed. In some cases credits can be substituted under elective credits to fulfill a lower phase, for instance, if you have completed the basic and advanced phases, and then one of your elective credits that fulfills your basic phase expires, an elective credit under your advanced phase can be substituted to fill that credit of your basic phase. However, this means that the advanced phase is no longer complete.

You can also search for credits which are valid for a particular area. While the search criteria are set to the preferences you chose on your pilot profile page, there is flexibility to change any of the selection criteria to do your own search through hundreds of course syllabi and thousands of WINGS accredited activities available. When you do your own search, it is up to you to make sure it qualifies for credit for your program.

After completing an activity you must request that a CFI, FAAS Team Program Manager (FPM) or Representative approve your activity. By clicking on the "Request Credit" link and entering the date of the activity and the email address of the individual who can approve the credit (a directory search can assist you with this), you can submit your request. As soon as the individual approves it, your completion of the activity will be added to your progress.

You can download and print a wallet-size certificate of your completed phase of WINGS to carry with you.

There is also the option to allow anyone you wish to verify your participation in the WINGS program via email.

### **Validating Credit for WINGS Activity**

A Flight Instructor, FAAS Team Representative or FAAS Team Program Manager can validate credit for a WINGS activity. If a CFI does not have an FAASafety.gov account, the WINGS participant will have to contact another CFI, FAAS Team Representative or Program Manager for credit validation.

If you are asked to validate training you have not given, the WINGS participant is expected to show you proof of completion of the activity. You are validating that you have seen the documentation supporting the training; i.e. logbook entry or certificate. After the WINGS participant has submitted the request for validation:

- You will be notified that you have a request for validation in two different ways.
  - You will receive an email from FAASafety.gov with the subject *Accredited Activity Validation Requested*. The email will indicate who is requesting credit, what the activity is and the date completed.
  - As soon as you log into your FAASafety.gov account, you will see the notice that you currently have a *pending Accredited Activity validation request*.
- Each form has a link to take you to the pending validation page. If you are starting from an email, you will be asked to log into your FAASafety.gov account if you are not already logged in.
- The *Validation Request(s)* will be listed in the *Pending Accredited Activities Waiting Validation* section of the page.
- Click on the *Validate Accredited Activity* button.

- The Accredited Activity Validation page will show the activity and the Requesting User.
- Click on the *Approve* or *Reject* radial dot as is appropriate.
- Click the *Submit* button
- If you approved the request, you will see a message that the activity has been successfully validated.
- If you rejected the request, fill in the reason for the rejection. This will be included in the FAA's email back to the requester.

**Note:** Your rejection may be because you need to set up a meeting with the requester so that you can see their activity documentation.

- Click on the *Submit* button.
- If you rejected the request, you will see a message that the Accredited Activity has been rejected and the requesting user has been notified with your rejection message.
- After approving or rejecting a validation request, you will get an email telling you that you validated or rejected the request.

**Note:** All of the WINGS Flight Credits have a page that the participant can print and take with them when they go for their flight training. The logbook endorsement is also shown on the Activity Information pages for flight training. The Program Activity Course Number is shown under the flight activity name. The Program Activity Course Number is also shown on the SPANS notice for a Safety Seminar or a Certificate that may be awarded for attending other training.

Related Links:

WINGS Made Easy--Validating Accredited Activity: <http://1.usa.gov/hGApYW>



## Chapter 2

### Overview

The old Safety Program has been reengineered and renamed the FAA Safety Team, or FAAS Team. Each of the FAA's eight regions now has a Regional FAAS Team Office dedicated to this new safety program. The FAAS Team is joining forces with individuals and the aviation industry to create a unified effort against accidents and tip the safety culture in the right direction. These include FAAS Team Members, those individuals who make a conscious effort to promote aviation safety and become part of the shift in safety culture; FAAS Team Representatives, aviation safety volunteers who wish to work closely with FAAS Team Program Managers (FPM) to actively promote safety; and FAAS Team Industry Members, who include companies or associations of people that have a vested interest in aviation safety.

The various FAAS Team affiliates will receive training and support from the FAAS Team program managers and representatives so that they can help the FAAS Team objective of enhancing safety throughout general aviation. Flight instructors have many resources available to them through the FAAS Team offices and the *FAASafety.gov* website and should be aware of how to acquire and use those resources and how to participate, and encourage their students to participate in the program.



*FAA Safety Team*

### Structure and Members

#### **Mission statement:**

*To improve the nation's aviation safety record by conveying safety principles and practices through training, outreach, and education. At the same time, FAAS Team Managers and Program Managers will establish meaningful aviation industry alliances and encourage continual growth of a positive safety culture within the aviation community.*

Each of the FAA's eight regions now has a Regional FAAS Team Office dedicated to this new safety program and managed by the Regional FAAS Team Manager (RFM). Based on the makeup of the aviation community in each region, the RFM has selected a group of FAAS Team Program Managers (FPM) with specific aviation specialties and assigned them to geographic areas of responsibility within the region. FPMs do not report to work where the RFM resides. They are hosted at FAA facilities within their assigned geographic areas but they still report directly to the RFM. This new structure allows each regional FAAS Team to station employees throughout the region and still remain focused on its plan to reduce accidents.

The FAAS Team uses more data to decide what should be done to reduce accidents. Each Regional FAAS Team Office develops a business plan based on information compiled by FPMs from each of the region's geographic areas. The data includes:

- Accident/incident reports involving airmen from the area
- Hazards identified by inspectors at local Flight Standards District Offices
- Information from the local aviation community

Once the data is collected and analyzed, the FPMs develop tasks that they plan to accomplish with the help of all their FAAS Team Members in an effort to mitigate future accidents.

The FAAS Team uses system safety techniques to shift the safety culture. New risk management tools will be created for individual airmen. A product to deliver safety management system tools to air groups is in the development process. The FAAS Team is partnering up with individuals and the aviation industry to create a unified effort against accidents and tip the safety culture in the right direction.

### **FAAS Team Members**

A FAAS Team Member is anyone who makes a conscious effort to promote aviation safety and become part of the shift in safety culture. Benefits of becoming a member:

- Sign-up to use [FAASafety.gov](http://FAASafety.gov) and take part in all it has to offer.
- Pilots - participate in our new WINGS - Pilot Proficiency Program
- Mechanics - participate in the AMT Awards Program
- Attend live FAAS Team seminars and events in your area

### **FAAS Team Representatives**

Aviation safety volunteers that wish to work closely with FAAS Team Program Managers (FPM) to actively promote safety may be designated as FAAS Team Representatives. These volunteers will receive training and will be supported by the FPM with equipment and materials.

### **FAAS Team Industry Members**

The FAAS Team is in the process of developing guidelines for the establishment of Industry Members. These are companies or associations of people that have a vested interest in aviation safety. The guidelines will describe how these groups and the FAAS Team can formalize their desires to promote aviation safety together.

## Chapter 3

### Aviation Safety

The FAA Aviation Safety Program's shotgun approach of educating airmen on all types of safety subjects has been successful at reducing accidents in the past. However, the easy-to-fix accident causes have all been addressed. To take aviation safety one step further, Flight Standards Service created the FAAS Team. The FAAS Team is devoted to reducing aircraft accidents by promoting a cultural change in the aviation community toward a higher level of safety.

To help further reduce accidents the FAAS Team uses a coordinated effort to focus resources on particularly elusive accident causes. This is accomplished by data mining/analysis, teamwork, instruction in the use of safety management systems/risk management tools and development/distribution of educational materials.

There is plenty of data available on aircraft accidents, but it's often difficult to determine exactly what should be done to reduce accidents from the data. The FAAS Team developed a Web-based Data Mart specifically designed to bring each FAAS Team Program Manager (FPM) the correct data for his or her geographic area. This will include accident data for airmen who live in the area, but actually had an accident in another area. This is an important new concept: in the past, accident data was summarized by where the accidents occurred. Programs to address those accident causes were developed and delivered in that area. But, the airmen who had the problem and others like them are not there to receive it. The FAAS Team reaches these airmen in their home areas.

FPMs are trained to analyze the data and extract systemic and human factors problems that need to be addressed. The problems identified are combined with information from local FAA inspectors who certify and perform surveillance on airmen and air operators. Together this data and information becomes the FPM's source data. This data is used to develop topics and tasks that the FPMs will weave into an annual business plan of actions. Regional FAAS Team Managers (RFM) coordinate and prioritize the actions of their FPMs into a cohesive and efficient regional plan. All of this effort is designed to ensure that resources are devoted to activities that will have the biggest effect on the safety culture and accident rate. Teamwork allows them to multiply their efforts beyond what the FPMs can do alone. The FAAS Team develops symbiotic relationships with individuals and industry groups that have a vested interest in aviation safety. These individuals and FAAS Team Representatives work closely with the FPMs to deliver to airmen their safety message at the local level.

The FAAS Team brings system safety to many segments of the aviation community that have not experienced it before. For example, an aviation operator such as a flight/mechanic school or repair stations identified to have higher risk levels can be provided with training on how to develop their own Safety Management System, including the tools necessary to set up their own system. Individual airmen can be provided risk management training and tools via live seminars conducted by FAAS Team Members and the Web application at *FAASafety.gov*.

Additionally, new products for airmen and air groups are being developed. Although they cover many aviation topics, they focus on showing airmen how they can change their behavior to be consistent with the new safety culture. Many products are developed through working with the industry FAAS Team Members and others from their National Resource Center (NRC). The NRC is collocated with the FAA Production Studios in Lakeland, Florida. This facility has the ability to take new product ideas from any of the FAAS Team Members and turn them into safety products in a variety of media. Then they are duplicated, stored and shipped (or beamed via satellite) wherever they are needed.

The Flight Standards Service has always been a world leader in aviation safety. Launching the FAAS Team is one more strategic step in supporting the FAA Administrator's goal of having the safest aviation system in the world.

The first step in becoming a part of the FAAS Team is to go to *FAASafety.gov* for more information about the FAAS Team and sign up to receive important aviation safety information via e-mail.

Related Links:

FAASafety.gov: <http://1.usa.gov/hf5qzi>

## **FAASafety.gov**

The FAA Safety Team is working hard to provide airmen with resources that will help build a sound aviation education base centered on a Safety Management System approach. You will find *FAASafety.gov* filled with these resources. Aviation safety and educational events, on-line courses oriented toward helping airmen with areas of information most commonly associated with accident causal factors, and links to other government and FAASafety Team Industry Members' materials are just a few such resources you will find.

The website contains the following:

- FAASafety Team News - A list of recent news articles that apply to aviation safety.
- Aviation Learning Center - Learning Center Library - From this page you may search the learning center web site based on keywords or view the library's table of contents. You may also perform an advanced search to find results in all of the Aviation Learning Center. You can also register for a training course.
- WINGS - Pilot Proficiency Program - From this page you can get information about the Wings program as well as register for the program, become a training provider, or employer participant.
- Events and Seminars - On this page there is a national listing of aviation safety events and seminars. It includes registration procedures, WINGS credit, and location information.
- FAASafety Team Notices - On this page you will receive notices from the FAASafety Team concerning recent changes or information on such things as ATC procedures, TFRs, and other recently released safety related information.
- Pilots Resources - On this page you will find links to flight safety-related websites that you may find interesting. Click on any category to see descriptions of the sites.
- Award Programs - On this page you will find information concerning award programs.

*FAASafety.gov* is always looking for ways to improve the services we provide to our users.

Based on feedback from users we will be making additions and changes to *FAASafety.gov* as well as improving the WINGS program. If you have any questions or comments please direct those to your local FAASafety Team Representative, and they will be more than happy to help you.

Related Links:

FAASafety.gov: <http://1.usa.gov/hf5qzi>

## ***Document Details***

Title: FIRC Stage 8

Filename: FIRC-Stage-8.pdf

Book ID: 72

Generated Book ID: 4044

Generated on: Thursday, April 26, 2012 12:33:11 AM