FAA HORIZONS

OFFICIAL EMPLOYEE PUBLICATION OF THE FEDERAL AVIATION AGENCY

APRIL 1966

SPECIAL EASTERN REGION ISSUE

SPECIAL EASTERN REGION ISSUE

COVER

A blend of people and aviation facilities provides the background for the nation's busiest international aviation hubs—the New York metropolitan area.
One out of four air passengers last year landed or took off from one of its airports.

CONTENTS/APRIL 1966

WILLIAM F. McKEE Administrator

DAVID D. THOMAS Deputy Administrator

CHARLES G. WARNICK Director, Office of Information Services

MARSHALL C. BENEDICT Chief, Employee Information Division

ALEXANDER F. GARVIS Editor

ABNER B. COHEN Art Director

FAA HORIZONS, the official employee publication of the Federal Aviation Agency, is published monthly by the Employee Information Division, Office of Information Services in Washington, D.C.

Articles of general interest to FAA employees may be submitted to: Editor, FAA HORIZONS, IS-40, Federal Aviation Agency, Washington, D.C. 20553, Telephone: 962-5574 or contact Regional Public Affairs Officers: George T. Fay, Alaskan Region; Robert L. Fulton, Eastern Region; W. Bruce Chambers, Southern Region; Joseph H. Frets, Central Region; K. K. Jones, Southwest Region; Eugene S. Kropf, Western Region; Gilbert E. McCoy, Pacific Region; Edwin L. Shoop Jr., NAFEC; and Mark Weaver, Aeronautical Center.

Oscar Bakke Director, Eastern Region

Serving America's Travelers

The Eastern Region's position in the Nation's aviation picture is clearly defined. A glance at a few significant facts tells the story.

The Region is the smallest geographically. It contains less than 10 per cent of the total land area of the Continental United States. Yet, more than one-third of all Americans call this area home. Further, this small, crowded, busiest corner of the Nation generates almost one-third of all U.S. aeronautical activity. Even more striking are the factors relating to a single portion of the region's geography—the New York metropolitan area. One out of every four air passengers last year landed or took off from one of the New York metropolitan airports; 20 per cent of all aviation fuel pumped in the U.S. was poured into aircraft at the New York airports; and one airport, John F. Kennedy International, handles more international flights than all other American airports combined.

The overwhelming amount of air activity handled in Eastern Region understandably results in a staffing complement greater than any other region—some 7,500 personnel, 4,300 of them in air traffic control. Another 2,300 are involved in establishing and maintaining the navaids that support the region's heavy traffic and our Federal Airways System.

Air safety and services to the air traveler are a major part of the Eastern Region's stock in trade, and our facilities and personnel scattered throughout the 15 northeast states are dedicated toward these ends.

The variety of our services to those who fly deserves special mention. We could cite the sailplane activity of upper New York State and New England; the growing fleets of executive jets at traffic hubs throughout the Region; the more than 1,000 general aviation operations during the summer weekends at Bowman Field, Louisville, Ky., the burgeoning general aviation activity at Teterboro, N. J., or Long Island's MacArthur Airport; or the great international jets leaving the Eastern seaboard. Illustrative of the variety of our services is the fact that approximately 36 per cent of the 134,000 flights handled by Boston ARTCC in the last quarter were military.

Though safety and service are our prime concerns, Eastern Region is in the forefront of aviation's development and growth. In airports, for example . . . one-third of Federal aid-to-airport funds last year were allocated to Eastern Region. These funds help to build runway improvements and expand aviation's activities at LaGuardia, Logan and Buffalo airports and myriad others scattered throughout the northeast.

In keeping pace with the Nation's technological developments, the Region has begun installation of a common TRACON room at John F. Kennedy International Airport that will serve Kennedy International, LaGuardia and Newark with the first application of computer processed terminal data with alpha-numeric presentation. Another step forward in providing the air traveler with the most modern accoutrements of service and safety is the introduction into the New York area of the first elements of the semi-automated NAS system.

But growth is more than the lengthening of runways and the installation and maintenance of electronic devices. Growth can be measured in the increased skills and the competence of our people. Here, too, we find ultimate satisfaction. In performance, productivity and resourcefulness, Eastern Region personnel are an outstanding group of dedicated, forward-thinking employees.

Typical examples are the promptness and efficiency with which Eastern Region personnel responded to such emergencies as the power blackout last fall and the recent blizzards which paralyzed all but aviation in our transportation spectrum. However, daily throughout the Region events happen that are no less dramatic or exciting. And in areas where such excitement is not a daily occurrence, the same degree of spirit, conscientiousness, dedication, and desire to serve are demanded and exacted. My compliments, then, are heartily and gratefully extended to all Eastern Region personnel whose spirit and loyalty have contributed to the Region's outstanding reputation.

from Europe's Capitals to Eastern Region

In Boston and New York airliners and passengers arrive and depart on international flights in a seemingly endless stream.

ASK THE PEOPLE IN THE EASTERN REGION, and they'll tell you with understandable pride that as far as aviation goes, their region can be described as the biggest, the best, the busiest, the first, the last, the newest, the oldest, the youngest—and by many other appropriate superlatives.

They point to the New York Air Route Traffic Center with more than a million operations last year, a workload that made it the busiest in the country. They talk about Island Airlines, the shortest airline in the world, which operates in northern Ohio. People in the Eastern Region will also tell you aviation began in their backyard, that the first successful aircraft was built within the region, that most of the famous early flights took off from fields in the Eastern Region, that the first air regulation was drafted by farmer Huffman who advised the Wright Brothers, "You can use my meadow provided you don't kill the cows."

But FAA people in the Eastern Region are not too concerned with the past. They don't have time. Their area is the busiest in American aviation. It includes the two major points of the "golden triangle" of air traffic —Washington and New York. Chicago, in the Central Region, completes the triangle. Also within its boundaries is the East Coast megalopolis—a continuity of cities and urban development that stretches for 500 miles. This includes Washington, Baltimore, Wilmington, Philadelphia, Newark, New York, New Haven, Providence and Boston.

But more than the sheer volume of air traffic, the Eastern Region is unique in that it is the terminal area for the vast international traffic with the European continent, Canada, the Caribbean and South America. Last year, four million transatlantic travelers passed through the gates of the vast international hubs of Logan, J. F. Kennedy, Friendship and Dulles Airports. Control of this vast fleet of international aircraft is the specialty of the Eastern Region.

More impressive than abstract numbers, however, is the color and vigor of reality—the crowds of travelers going through the customs, the businessmen and government officials of all the nations, American servicemen, diplomats—in the summer, are the tourists.

Perhaps the most significant element of this transatlantic travel is its growth. Last year, international passengers flying to and from the Eastern Region terminals increased a phenomenal 17 per cent. It is this constant increase, coupled with a similar growth in domestic traffic, that keeps the Region's controllers alert and on their toes.

Eastern's controllers are the type that can keep up with the action. They are young. They average in their early thirties. They are enthusiastic about aviation. A majority of them had military aviation experience before becoming controllers. Those few that did not were enthusiastic amateurs. Nor have they let this interest drop. Each center has one or more flying clubs. The Cleveland Center has four and is starting a fifth.

These qualities of youth and enthusiasm are not confined to one center or to one facility or office. They, and the good spirit they engender, are common to Nashua, N. H.; Oberlin, Ohio, Leesburg, Va., and Ronkonkoma, N. Y., and throughout the Eastern Region.

THE TIME IS ABOUT FIVE O'CLOCK in the afternoon. The place could be the international terminal at Boston, New York, Philadelphia, Baltimore or Chantilly, Va. A huge plane—perhaps it's a Pan Am, Lufthansa, Air France or any one of the 18 international carriers flying the Atlantic—turns off the taxiway and with the majesty of the modern jet assumes its place on the apron. The crowd at the customs barrier moves closer. A small boy wriggles his way to the front and anxiously scans the passengers leaving the big airplane. As more and more of the passengers pass into the customs room, his glance becomes more apprehensive. A waiting teen-age girl spies a soldier loaded with heavy duffel bags and catches her breath. A uniformed chauffeur waves to a well-dressed man making his way across the apron and then turns back to watch a pretty Alitalia stewardess. From over the loudspeaker comes an announcement, "BOAC Flight Number 36 from London now arriving at the International Terminal."

At another section of the airport, another crowd of travelers waits impassively at another gate. A voice breaks over the speaker system, "Trans World Airlines Flight 800 for Paris, Athens, Cairo and Bombay now boarding at Gate 10." There is at once movement and emotion. The travelers form a rough line and make their way slowly through the gate. Among those boarding the plane and among those friends left behind there is hope and happiness and sorrow and loneliness. Departure on a long voyage means for some the beginning; for others, the end.

This is international travel—the vigor and color of modern air transport in its most spectacular form. Last year, more than four million of these trans-Atlantic travelers passed through the gates of the Eastern Region's five big international hubs—Kennedy, Philadelphia, Logan, Friendship and Dulles International Airports.

The management, control and safeguarding in flight of this fleet of international airliners is uniquely the function of FAA's Eastern Region.

For FAA personnel in the Eastern Region, this tremendous exchange of people begins at the J. F. Kennedy International Flight Service Station (IFSS) where the flight plans of all international airlines are filed and then sent to their destinations. The daily traffic wordage at the Kennedy IFSS—the flight plans, NOTAMS, weather data and other pertinent material—amounts to about a million words a day.

Around the terminals, and on the airways, these international carriers follow customary domestic air traffic control patterns and procedures. Shortly after leaving the shoreline, however, they fall under the control of the sectors comprising the New York Oceanic area.

The Eastern Region's intensive international aviation activity can be seen best from its two centers near Boston and 1 New York. 2 Pan Am pilot, Capt. Lawrence E. Clark sets the FAA team into motion. At J. F. Kennedy Tower such FAA controllers as 3 Robert P. Beatty, 4 Ronald P. Cardea and 5 John M. Donoghue, aid the pilot. Behind the scene helpers are technicians 6 Leonard Elster and 7 Frederick R. Gallo, of the New York Center AFS. 8 At the New York IFSS the flight plan is sent to its destination. 9 Boston Center's Norman St. Pierre reserves airspace for special military mission.

Ready to assist the pilot on the JFK radar scopes are controllers 10 Frederick F. Pritz and 11 Raymond L. Schulze. At the New York ARTCC: 12 Claude A. Dusenbury Jr. and Peter L. Lewis check oceanic routes, and 13 controllers Arnold Guadalupe and Eugene E. Mattheus explain radar controller technique to Lufthansa pilot Hans H. Steiof (center). 14 Monitoring en route progress tape are Harry W. Davis (standing) and Arthur P. Tuberman. 15 Mrs. Betty Bauer sends out flight data. 16 Robert F. Mussolino receives a clearance while Thomas J. Willett (standing) checks a flight data strip.

To understand the operations of this operation of the Eastern Region one must begin at the coastline of the Eastern United States and reach halfway across the Atlantic Ocean, then go south to Florida. Finally look north to the Canadian border. Do tnis and you've covered an area of 1,500,000 square miles. This is the working territory of the Oceanic area of the New York Air Route Traffic Control Center.

The control of this tremendous expanse of airspace is the province of Center chief Jim Boyle. In addition to the Oceanic area, he controls the traffic over a land area of over 40,000 square miles. Jim handles both with the kind of competence that won for him and his people a Presidential Citation.

The most surprising fact about the Oceanic operation—though obvious after a moment's thought—is that radar plays only a very small part in the control of this vast Oceanic area. "It's pretty much all manual control," according to John Staut, Oceanic Facilities Operations Officer. "The pilots report their positions back to the controllers and this is filed on the flight progress strips."

The Oceanic area begins about one hundred miles offshore from the East Coast. Between the shoreline and the Oceanic boundaries—extending the length of the whole east coast—is a buffer zone of warning areas from which civil aircraft are excluded. Entrance into the Oceanic area is achieved through any one of twelve corridors—appropriately named Cod, Haddock, Shad, etc., after the check points at the easternmost ends of these corridors.

After passing through these corridors, the airliners take one of two general routes—north and east to Gander and northern Europe or south to Bermuda, Caribbean and South America and west to the Azores. In theory, the sequencing of aircraft—all flying in the same direction—looks easy, but in practice the 15 or so controllers, coordinators and supervisors operating the Oceanic area in the corner of the big center are kept on their toes. To begin with, these transatlantic flights have definite peak hours. International passengers, according to Staut, prefer to arrive in Europe in the morning. On their return, they want to land at New York in the late afternoon. This means the Oceanic controllers can expect an eastbound peak from about seven to eleven in the evening. The incoming traffic from Europe reaches its highest

AFS technicians at the Center include: 1 Anthony J. Wjada, 2 Louis Cohen (left) and Howard C. Fuller and 3 William T. Gieckel. 4 JFK technician Leonard A. Gottesfield inspects a DME glide slope antenna. 5 At Boston Flight Service Station, specialist Donald O'Brien briefs a pilot. 6 Herbert C. (Spike) Spiselman points out the Kennedy Airport's traffic patterns. 7 Maintenance Specialist Demitrios Merageas checks teletype tape at Boston FSS.

volume from 1 to 4 p.m.

Another complication is that the tracks along which the airliners cross the Atlantic —from Gander to Shannon—change their location every day. "It's the prevailing air pressure," explains Staut. "Each of these pilots want to fly the Minimum Time Path. . . . He wants those tail winds. When there's a high pressure out there with its counter-clockwise winds, the tracks are located in one area. A drop in pressure and the shift of the wind to clockwise means another change. . . ." Staut noted the placing and arranging of the tracks was done by Gander and "Shanwick" (a combined facility made up of the communications facilities at Shannon, Eire, and control functions from Prestwick, Scotland). And it's the positioning of aircraft feeding into these shifting tracks that makes the job interesting, added another controller.

Separation of aircraft over the Oceanic area is maintained vertically—1,000 feet separation up to and including 28,000 feet and 2,000 feet above 29,000 feet. And also horizontally—20 minutes longitudinal separation on the Caribbean routes and on the Gander routes 20 minutes for turbo jets and 30 minutes for non-turbine aircraft. They are also separated 90 miles laterally. ICAO standards require transatlantic aircraft to report their position hourly. There are specified checkpoints on the Bermuda-Caribbean routes. On the Gander-Shannon routes, reporting occurs at certain meridian points.

The arranging of trans-oceanic traffic is a major operation in itself but the Ocean area controllers—as custodians of this vast expanse of airspace—have other equally significant responsibilities. Spend a few moments at any one of the Oceanic positions and sooner or later the word "Amis" comes up. This refers to the Aircraft Movement Identification System, which means controllers must report to the Military Air Defense Command the identification of all aircraft inbound to the United States through the Oceanic area.

"Alerts" describe another assignment peculiar to the Oceanic area. A failure to report on schedule, a report of communication difficulties or mechanical uncertainties —no matter how insignificant—puts in action a series of emergency measures. Potential escort service by other aircraft is lined up, nearby merchant ships are plotted, Coast Guard rescue ships in the area is alerted and preparations are made for special vectoring. The concern of the New York people is evident from the statistics which show about 15 to 20 alerts a month.

The coordination of military missions—and these average about two hundred a month—adds a further complication to Oceanic area operations. And rocket firings from Wallops Island, Va., and Cape Kennedy, Fla., mean further problems. A manned space launch calls for continued special attention. "Our task during the actual launch is obvious," Staut noted, "but most people don't realize we also have to clear a sizeable area for the landing of the two discarded boosters. We also have to keep clear the Honeybee area, where the astronauts would come down in case of an aborted launch," Staut continued. "And during the whole flight, we must be ready to plot and clear an emergency recovery area should the space flight be brought down earlier."

The hurricane season beginning early in summer means still another assignment for the Center. It requires coordination with the nation's hurricane watch system and subsequent cloud seeding efforts.

The management of air traffic over the North Atlantic Ocean requires close cooperation between Canadian, British and Portuguese facilities. It also requires coordination with the Boston ARTCC at Nashua, N. H., which is also involved in the transoceanic traffic. Most eastbound flights to Northern Europe pass through its area around Cape Cod, and a high percentage of returning westbound flights fly the overland route from Gander down the coast.

Language poses no problem for the controllers, since all pilots speak fluent English—the accepted international aviation language.

VIPs Flock to Washington

TRAFFIC was neatly stacked at all fixes in the Washington area and pilots were experiencing landing delays. After he had held in the stack for 30 minutes, a pilot advised Washington Air Route Traffic Control Center:

"I will have to be on the ground in 20 minutes!" '

"Are you declaring an emergency?" his controller wanted to know.

"Not a flight emergency," the answer came back, "but it's one o'clock, and I have a VIP (Very Important Person) aboard who has an appointment with the Secretary of the Treasury at 1:30."

"Don't worry," the controller consoled. "The Secretary is in the stack above you and his expected approach time is 1:45."

True or not, this old story illustrates two unique points about traffic control in the Washington, D.C., area—the number of very important people using that part of the airways and the tremendous strides made in accommodating them.

Delays have not been eliminated completely, but Stanley C. Henceroth, Washington area manager, points out that improvements in communications, radar, landing facilities and navaids have brought a vast improvement in services for all traffic in and out of the Nation's capital.

In terms of facilities, this service is provided by FAA's Washington ARTCC and by its airport control towers at Washington National, Andrews Air Force Base and the International Airports, Dulles and Friendship. But the real story of improved service is about FAA people who have amassed years of experience in serving their unique flying clientele.

"These people," L. I. Pearce, air traffic supervisor of the Eastern Region's Washington Area Office, points out, "meet the same exacting demands met by air traffic personnel in any high density area, but the special requirements of much of the traffic at the Nation's capital creates a need for people who are not only very proficient but very flexible and calm." But Pearce added, "When a man at one of the Washington facilities picks up the phone, he might find himself talking to a Congressman, an Administrator or the President himself."

The arrival and departure of distinguished visitors—both foreign and domestic—at Washington airports is almost commonplace. Not so commonplace are the services provided to these distinguished travelers by FAA's Washington area people.

Joseph R. Wilson, chief controller of Washington ARTCC, is careful to point

Andrews Tower is a ringside seat for a parade of World notables. Below: The Johnson family commutes. Right: The Princess and the Prime Minister arrive from Great Britain.

Above and left: Emperor Haile Selassie arrives at Dulles. Above: Germany's Prime Minister arrives at Andrews AFB. Left: Special Air Missions jets transport VIPs.

out that, to a controller, one aircraft is the same as another. But anecdotes recalled by him and watch supervisors John W. Dean and Erich Foth reveal that there is more to handling this type of traffic than meets the radar scope. Often the need arises to support air-to-air communication between planes flying several hundred miles apart. Then there is the need for split-second timing for various reasons. Wide coordination of information on these special flights is necessary, yet strict security measures must be followed. All this, plus the occasional need for airspace reservations, adds up to a requirement for the best people and the best facilities FAA can provide.

Some of the service is *not* routine. One extraordinary communications requirement was described at Andrews.

A visiting South American General was nearing touch-down at Andrews AFB, and a host of senior Department of Defense officials were on hand to greet him. It was raining steadily as the greeting party waited in the shelter of base operations. In the midst of his approach the pilot wanted to know:

"Will General LeMay [who was greeting the plane] be wearing a raincoat?"

It was learned that he would be, and the information was relayed to the incoming plane. The visitor deplaned wearing his own raincoat, secure in the knowledge that he was dressed properly for the occasion.

At Washington National Airport, any one of the 96,000 plus annual departures could be carrying a VIP, according to Glenn D. Tigner, tower chief.

Congressman and heads of Government agencies—including the FAA Administrator—travel in and out of Washington National hourly without fanfare and virtually without special notice from Agency personnel.

One who has controlled his share of special mission planes from Washington National Tower, Howard A. Cocklin, says he is not sorry to see the present-day distinguished visitor traffic involving protocol go to Andrews AFB and Dulles.

"Our density of scheduled traffic is so great," Cocklin points out, "that the distinguished visitor (DV) flights with scheduled air traffic would cause excessive delays."

Washington National Airport is still concerned with DV flights in the form of helicopters enroute to and from the White House. These are in the Washington National Airport control zone from the time they take off from nearby Anacostia Naval Air Station. Tower controllers provide clearance throughout the landing and take off at the White House and enroute to Andrews AFB.

Helicopters have simplified DV arrivals according to an old timer on the Washington National Airport scene, Gerald C. Pannek, Airway Facilities Sector chief. If other traffic were not held up during arrival ceremonies, he says, the speeches and conversation would be drowned out by aircraft noises.

"Andrews is ideally situated for this," he observed. "The military traffic is disciplined, the runways are longer and the protocol accommodations are much better."

People in FAA's Andrews Tower are used to the passing parade of the world's notables, according to watch supervisor LeRoy R. Dibble. They watch the President come and go, practically at the base of the tower, as often as three times a week. During a busy week last summer, they handled the arrivals and departures of Premier Ayub Khan of Pakistan, Vice President Hubert Humphrey, Princess Margaret of Great Britain, and the Prime Ministers of India, Great Britain, Japan and Germany. During January this year, 2,811 of the 16,322 Andrews passengers were classified as distinguished visitors. In many of these cases, the tower received separate calls from the White House, the base protocol officer, air police, base operations, transient alert and other FAA facilities.

Even this busy period was topped by a day recalled by Harold J. Doebler of the Dulles Tower. Heads of practically every leading nation arrived at Dulles International Airport within a few hours of each other to attend the funeral of the late President Kennedy. Landing priority for the VIP aircraft was in accordance with protocol and controllers simply had to work out patterns to keep each dignitary airborne until he could be received properly. Controllers knew that at least one man was working harder than they were—Secretary of State Dean Rusk. He made at least 15 trips in the mobile lounges to greet arriving dignitaries at planeside.

The crews who fly these dignitaries have earned the utmost respect from FAA controllers, in the opinion of Robert F. Beck, RAPCON facility chief.

"It's a pleasure to deal with these professionals," he commented. "They know the system as well as we do. They know the services they want and how to ask for it. They can fly half-way around the world and make a block time so that the airplane door is opened at the precise moment prescribed by protocol," he added.

Beck admitted, too, that controllers play a role in this exact timing. Course deviations are prescribed so that the appropriate plane in a multi-plane party can arrive first. Patterns are widened or shortened and even S-turns are prescribed at Andrews AFB so that an arrival can coincide with the exact moment that protocol arrangements are ready.

Slip ups do occur, however, tower personnel admit. "One day when an Andrews AFB runway was chosen in anticipation of a VIP take off," a controller recounted, "a pilot called the tower for permission to taxi into place for takeoff. The controller told him to taxi to the other runway because the one he asked for was closed in anticipation of' VIP aircraft. Just as the pilot started to comply, the tower coordinator noticed that the aircraft calling was the one the runway was being held for." Because pilots appreciate the unique problems at Andrews, the incident went no further than the controller's embarassment.

Not only does Andrews serve the VIPs, but the traffic is interspersed with virtually every type of military aircraft. RAPCON chief Beck pointed out: "Andrews is not just an Air Force operation. It is literally a Department of Defense base."

Andrews serves as a base for planes of the Air National Guard, Air Force Reserve, Navy Marine, Army and every type of operational Air Force aircraft. The oldest and newest military aircraft, from Army liaison planes to supersonic bombers, operate in and out of Washington airspace to be demonstrated to Department of Defense officials, to transport them or to carry their visitors.

The role of aviation with the military is widely recognized, but it remained for John Foster Dulles to demonstrate its importance in international diplomacy. Today his name is immortalized in a functional monument—Dulles International Airport. Secretary Dulles traveled 600,000 miles and made 60 trips abroad from 1953 to 1959 when he was Secretary of State. Other diplomats, and even presidents and kings, have adopted his method if not his pace.

Even though Benjamin Franklin played a prophetic role in early aerodynamics and air/ground communication, the pace of international relations has changed drastically since the days when he served as Ambassador to France. It took a month or more for his dispatches to reach the President in contrast to the instantaneous communications available today between the capitals of most major powers. Yet modern diplomacy has transcended even the hot lines and the satellite-borne radio-TV nets.

Vital issues like those discussed in Paris by Ambassador Franklin after the Revolutionary War would be discussed today between heads of state. Now the United States can announce on the floor of the United Nations that our representatives will be ready tomorrow at any point on the globe if any nation indicates today that it is ready to talk peace. The President can meet in Honolulu with the leaders of other nations and be back in the White House before newspaper accounts of the meeting are distributed in Washington suburbs.

This face-to-face communication—which even the most exotic electronic miracles cannot replace—is possible because of another modern miracle—aviation.

Eastern Region and its teams of FAA personnel are proud of playing a key role in its support.

Left: Dulles's Herbert F. Fletcher and Harold J. Doebler. Above: Center's Ray C. Mikesell and Joseph R. Wilson. Below: Andrew's Tower. Right: Calvin S. Fischer and John A. Curran.

Maintenance liaison officer Robert De Mott with repairman Joseph M. Timko at the Washington Center.

Washington National Airport's FSS where anybody might drop in. Below: The Washington Center controls the VIP flights.

Cradle of Aviation

The states in FAA's Eastern Region comprise the cradle of aviation, although they were denied the birthplace when Samuel Pierpont Langley's dream of powered flight "slid into the Potomac like a handful of mortar."

Washington, D.C. residents, picking up the *Washington Post* from their stoops on the morning of Oct. 8, 1903, were treated to a mirthful account of the Langley fiasco. ". . . The mechanic stooped and cut the cable holding the catapult atop the houseboat moored in the Potomac. There was a roaring, grinding noise, and the Langley airship tumbled over the edge of the houseboat and disappeared in the river, sixteen feet below."

While the world was still laughing at Langley, the Wright Brothers flew from the sand dunes of Kitty Hawk, N. C.

From then on, most aviation history was written in the northeastern states. Successes, however, were tinged with tragedy as man paid his price for conquest of the air.

While Wilbur Wright was successfully demonstrating his flying machine in Europe, prompting an Englishman to say, "That Wilbur Wright is in possession of a power which controls the fate of nations," Orville was making a series of flight tests for the Army at Fort Myer, Va. On Sept. 3, 1908, he demonstrated his new two-seater with brilliant success. Two weeks later tragedy struck. During a passenger flight with a 26-year old West Pointer, Lt. Thomas Selfridge, a cracked propeller led to a chain reaction of mechanical failures, and the plane crashed. Orville was badly injured and Selfridge was killed, becoming the first man to lose his life in an airplane.

A year later, Wilbur thrilled over a million New Yorkers with their first sight of an airplane when he flew up the Hudson River from Governor's Island to Grant's Tomb.

There followed an era of wonderful achievements. Barnacled admirals stirred when a young civilian pilot, Eugene Ely, flew an airplane off the deck of a cruiser at Hampton Roads, Va., on Nov. 14, 1910. Two months later he performed the more difficult feat of landing on a wooden platform built over the afterdeck of the U.S.S. Pennsylvania. Glenn Curtiss made news flying down the Hudson River from Albany to New York to win a prize of $10,000 offered by the *New York World*. At Boston Harbor in September 1910, a huge crowd watched British and American fliers compete for prizes totalling almost $100,000. England's Grahame-White won the speed race with a flight around Boston Light. Later, he took his airplane to Washington and astonished the populace by landing and taking off from a street alongside the White House.

The big aviation event of 1910 was an international air meet at Belmont Park, Long Island, where an American flier, John B. Moisant, won the elapsed-time race between Belmont and the Statute of Liberty, a round trip of 33 miles, in 35 minutes, 21 seconds.

Miss Harriet Quimby, who learned to fly at Hempstead, Long Island, became the first woman to fly solo across the English Channel on April 16, 1912. Her exploits heralded a great future for women in aviation, but she was killed less than three months later in Boston when the plane she was flying hit a sudden gust of wind and nosed over into Dorchester Bay.

Aviation continued to hit the headlines in the decade before World War I. Walter Brookins was the first aviator to fly to a height of one mile, attaining an altitude of 6,165 feet in a Wright biplane at Atlantic City. The Burgess and Curtiss Company of Marblehead, Mass., became the first licensed aircraft manufacturer (licensed by the Wright Co.) in the U.S. Calbraith P. Rodgers, in a Burgess-Wright biplane, made the first transcontinental flight from New York to Pasadena, Calif. The 3,300 mile trip required 49 days to complete. Lt. H. H. Arnold became the nation's first movie stunt man in the pioneer air movie, "The Military Air Scout," photographed at Nassau Boulevard, N. Y.

2

3

1 Glenn H. Curtiss taking off on his famous Albany-NYC flight. 2 Curtiss Model "B", 1908. 3 Wright Brothers with their 1904 airplane. 4 Amelia Earhart and Paul Mantz. 5 Wright's Model "C". 6 New York to Pasadena in 49 days and 19 crashes with C. P. Rodgers.

6

10

7

9

11

7 First scheduled airmail between Washington and New York. 8 Harriet Quimby was the first woman to solo across the English Channel. 9 Langley Airdrome, circa 1900. 10 "Lucky Lindy" prepares for an over-water flight. 11 Eugene Ely, in 1910 take-off.

In Europe, passenger-carrying airliners sprung up immediately after the war. America got off to a slower start. In August 1919, a company called Aero Limited was organized to fly vacationers and summer commuters from New York to Atlantic City. It soon transferred its headquarters to Miami to ferry prohibition-thirsty Americans to various oases in the Bahamas.

The beginnings of air parcel post were demonstrated by Harry M. Jones in a Wright biplane. He flew from Boston to New York carrying a cargo of baked beans for governors along the way. The Government's first permanent airmail route, Washington to New York, was inaugurated by Army pilots. The cost in lives became phenomenal when the route was extended over the storm-plagued Alleghenies, earning the route the title of "graveyard run."

World War I stilled the thrills of civilian accomplishments, but behind the drama of dogfights and dawn patrols, aviation learned many new lessons. True, war heroes found themselves abruptly unemployed at the end of the war. The greatest flying danger, according to one American pilot, was the "risk of starving to death." Yet these heroes-turned-barnstormers brought aviation into every town and hamlet in the country. They thrilled the hearts and scared the devil out of nearly every American.

In 1921 Billy Mitchell, Assistant Chief of the Army Air Service in Washington, demonstrated the effectiveness of aerial bombing by sinking the "unsinkable" captured German dreadnought Ostfriesland anchored 75 miles off the mouth of the Chesapeake Bay. "We must put planes on battleships," announced Rear Admiral William A. Moffett, the new Chief of Naval Aviation, "and get aircraft carriers quickly." Within eight months he got his first carrier, the U.S.S. Langley, which was commissioned at Norfolk, Va., and remained in service until sunk by the Japanese early in World War II.

The Kelly Bill passed by Congress in February 1925 authorized the Postmaster General to contract for air mail service. In October 1925, the Post Office asked for bids on eight small feeder routes. Contract Air Mail Route Number One, between New York and Boston, went to Colonial Air Transport, which was directed by a dynamic 26-year-old Yale graduate, Juan Terry Trippe, who bought two Fokker trimotors capable of carrying six passengers in addition to the mail. Today Juan Trippe guides the destiny of Pan American World Airways.

In 1926 the New York philanthropist, Daniel Guggenheim, established the $2.5 million Daniel Guggenheim Fund for the Promotion of Aeronautics. It extended a program of aviation education across the country with generous grants that enabled several universities to build experimental wind tunnels and spurred scientific progress in other areas.

In 1927, Charles A. Lindbergh's flight from New York to Paris gave a new surge to aviation. In a single year after his historic flight, applications for pilot licenses in the U.S. jumped from 1,800 to 5,500. In 1928 the nation's airline operators doubled their mileage, trebled their mail load, and quadrupled the number of passengers they carried in 1927. The rapid growth of private and commercial aviation—literally exploding after World War II—is familiar.

Today, as America readies itself for an era of commercial air transportation exceeding the speed of sound, while rockets aim for the moon, the Eastern region still, by sheer numbers, remains the cradle of aviation. In calendar year 1965 it tallied almost a million more aircraft operations than any other FAA region. Its 67 airport traffic control towers reported nearly 6.2 million itinerant operations during the year, which was 26 per cent of all takeoffs and landings made in the U.S. In aircraft operations it was almost half a million ahead of any other region, with more than 9.2 million, 25 per cent of the country's total. Aviation, coming of age, is loathe to leave "the hand that rocked the cradle."

from Maine to Kentucky . .

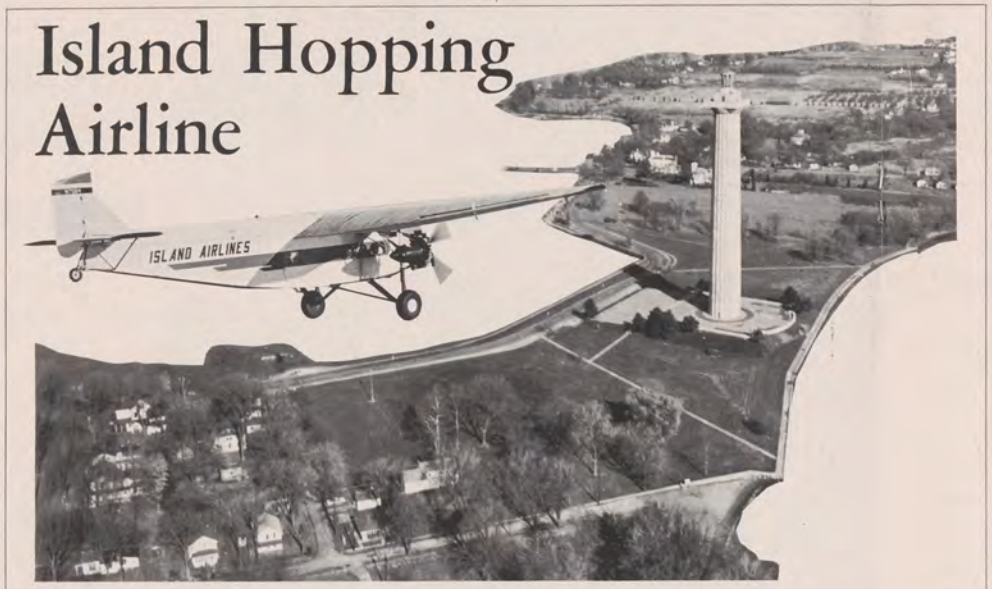
a cross section of people in the Eastern Region

From the Atlantic coastline in Maine southwestward to the hills of Kentucky, the Eastern Region's 7,500 people play a major role serving the nation's airways. These dedicated civil servants work in offices, in flight service stations, in towers, in airway facilities sectors, at GADOs, in FIDOs, in ARTTCs and in area offices.

When not at work this diversified workforce is growing tobacco or raising cattle and horses; skiing,, acting on the community stage, hunting, fishing, making clothes, and serving as town assessor, to name just a few of their outside activities.

1 Where snowdrifts measure in the feet, Daniel C. Randall, Portland, Me., AFS, checks the localizer of the airport's ILS. **2** Petite Gwen Nolan, Cleveland ARTCC coordinator, uses a stick to punch out her telephone numbers on the console. **3** Arthur R. (Sam) Egbert, chief of the Louisville, Ky., Towers checks a hand of tobacco. Egbert grows about 3 acres of tobacco on his farm. **4** Winston E. (Hump) Humphrey, watch supervisor at the Standiford Louisville Tower, proudly displays one of his seven Angus cattle. **5** Mrs. Carolyn Will, secretary to the Louisville chief controller, makes a specialty of designing her own clothes. **6** The man behind the trumpet is Connie J. Hodges Jr. of Eastern Region Headquarters. His wife accompanies him on the 88. **7** Cleveland AFS chief John Hanlon uses a small plane to cover his three state area. **8** Bows and rifles are a form of relaxation for Stephen S. Marks, visual information specialist at the Eastern Region Hq. **9** Portland, Me., CS/T chief James F. Carroll skis after hours on Maine's snowy slopes. **10** EMT Kenneth C. Roman checks the alignment of the Louisville, Ky., radar video map. **11** The Portland, Me., Tower recorders are kept in top shape by Frank Ingerowski. **12** The Region's only woman engineer is attractive Rosalind Halpern of the New York Area Office. **13** Royal P. Saunders, a principal maintenance inspector at the Portland, Me., GADO checks the skis of a light plane. **14** Working at the local controller position at Louisville's Standiford Tower is controller Edward E. Stewart. **15** A Portland, Me., CS/T controller, John P. Menard also serves as the town assessor and building inspector in Old Orchard Beach, Me. **16** Ronald S. Lawler, an operations inspector, works out of the Portland, Me. Cape Cod styled GADO. **17** Ever since Mark Regan (right) bought his son a horse, he has become an avid equine fan. He is the assistant chief of Louisville Towers. **18** In the Louisville TRACON, controller Anthony Howard works the departure control position. **19** Portland, Me., AFS chief Carl S. Anderson and airway facilities technician Donald M. Morin check the angles of the airport's approach lights. **20** Chief of the J. F. Kennedy International Airport Tower, William A. Parenteau turns to the stage to relax. For many years he has been the leading man in many community theater productions.

Island Hopping Airline



Using two old Ford Tri-Motor aircraft, the world's shortest airline, Island Airlines, helps the residents of four small Lake Erie islands transact their daily business. The planes carry all types of cargo and are used regularly as a school bus.

Island Airlines bills itself as the world's shortest airline. Its longest route is nine miles. But it could also call itself the friendliest and most casual. The pilots and the regular passengers know each other by their first names, and the company's three vintage aircraft are part of the community life of four villages. They are used for weddings, funerals, as school buses, moving vans, ambulances, hay wagons, and what have you. As a matter of fact, Island Airlines pilots will, for a small fee, do the grocery shopping and deliver milk.

Island Airlines connects four small islands in Lake Erie with the Ohio mainland. Its home base is Port Clinton, a small peninsula town about halfway between Cleveland and Toledo. For equipment, Island Airlines uses two old Ford Tri-Motors and a Boeing 247 in regular daily scheduled service.

Supervising inspector Ivan (Ike) Hillyard of the Cleveland General Aviation District Office describes Island Airlines, with a touch of fondness in his voice. "It's the darndest operation you ever saw!" One of his big jobs, he says, is to try and interpret Federal Aviation Regulations written with big carriers in mind, but which apply to Island Airlines' three airplanes with its nine-mile route structure. But he is not too concerned. "These fellows know their equipment and their flying. They have a fantastically good safety record."

The company does its biggest business in the summer when it transports thousands of tourists out to beautiful Put-In-Bay or to Middle Bass or North Bass Islands. In the winter, however, the airline becomes the only dependable source of transportation for 200 or more families who live permanently on the four islands.

It is during these winter months that Island Airlines fulfills the combination role of family automobile, taxi, Toonerville Trolley, and general factotum. A Catholic priest uses it to get around on Sundays. Three youngsters who use Island planes to go back and forth to school have only missed two days in the past three years, and island housewives regularly use air service to do the grocery shopping.

This kind of air service has paid off for the company. Last year it handled more than 35,000 passengers, 300,000 pounds of cargo, and 135,000 pounds of mail.

Island has had only one customer complaint. He was a passenger who refused to fly. He walked off the plane after noticing a tombstone strapped to the floor beside his seat.

COLD COUNTRY SURVIVAL COURSE TURNS OUT 23 NEOPHYTE PAUL BUNYANS

Raymond C. Pittman, regional Fire Marshal, drags a freshly cut tree for an emergency signal fire as part of his cold weather survival training at bush campsite.

Alfred K. Young, general aviation operations specialist who believes in self-sufficiency for cold weather survival, emerges from lean-to shelter after night's rest.

Wallace L. Stripling, Airports Division engineering technician, cuts firewood while balanced on snowshoes which were worn all day except in tramped shelter areas.

Alfred K. Young, general aviation operations specialist in the Alaskan Regional Office, feels that, "The wide variety of terrain and temperatures over vast uninhabited areas points to the need for FAA employees being self-sufficient in their travels throughout Alaska."

A man of his convictions, Young started survival training for FAAers stationed in the cold north. Training was divided into classroom and lab for the 23 survival students who signed up.

Following three one-hour lecture periods with military instructors at Elmendorf AFB covering such basic survival information as food, clothing, shelter, equipment and frostbite treatment and four hours of conference discussions, students took to the hills for two and one-half days of outdoor camping in a remote area.

Outdoor training was held at Skwentna in rugged bush country 60 miles north of Anchorage. Small groups, no larger than five, were airlifted to a nearby air strip where they donned snowshoes and trekked to a clearing a mile away. There they built shelters, felled trees for firewood, set animal snares and subsisted on a Spartan diet.

Those who survived, and they all did, graduated from Young's Cold Weather Survival Course harder and wiser.

EMERGENCY PLANNING TEST IN GEORGIA

During Office of Emergency Planning test of new resources management program Georgia official George Thurmond briefs, from left, L. J. Mercure of the Atlanta GADO; Georgia's Adjutant General, Maj. Gen. George J. Hearn; and Defense Readiness Officer Edward F. Tamas on nuclear weapons effects.

Sacramento Tower Assists United In Life-Saving Airborne Crisis

FAA assistance to those it serves is demonstrated daily in routine situations and in emergencies.

This thought was expressed recently in a grateful "thank you" from United Air Lines, Sacramento, Calif.

During a United Air Lines flight in the Sacramento area, an infant on board stopped breathing. Because the airline's own radio frequencies were tied up, the captain was unable to contact his Sacramento office to request emergency assistance on arrival. Instead, he called the Sacramento Tower which promptly notified the Fire Department.

"The efficiency with which this situation was handled by FAA certainly contributed to the infant's survival," said S. P. Parker, United Air Lines Customer Services Manager. "It is extremely heartening to know that when the 'chips are down', we have such able people who so willingly assist us."

The pilot, Capt. Jack E. Leffler, commented: "Sometimes we tend to take these services for granted. I don't, and want to take this opportunity to thank all of you. It's people like you who make my job easier and most rewarding."

BLIZZARD BRINGS LONG HOURS AND SPARTAN DIETS FOR EASTERN FAAers

The blizzard of 1966, which dumped as much as 100 inches of snow in certain areas of upstate New York, created havoc with the working schedule at a number of the Eastern Region's field facilities. Many relief personnel were unable to make their way to work through huge drifts that made roads impassable. Those on duty had to stay on the job long hours until they could be relieved.

At Elmira Tower, controllers Paul Kline and Ronald Kintz worked for 28 hours without relief, subsisting on candy bars until someone got through to them with some hamburgers. Meanwhile, at the Elmira FSS, N.Y., Robert Davis, Ronald Ogden and Howard Cushman were marooned for 18 hours, eating the lunches they had foresight enough to bring, plus emergency rations.

At Griffiss RAPCON, Rome, N. Y., where the snowfall measured 41 inches, James Chase and William Phillips worked 35 hours, William Adai 34, Robert MacNamara 28, and Robert Merkel 20. Food was supplied to them by the Air Force.

Richard Parker and Stanley Matejek of the Syracuse, N. Y., CS/T watched 51 inches of snow swept into mountainous drifts as they kept going for 37 continuous hours. The facility's emergency kitchen kept them supplied with soups and canned goods.

For Dick McSweetie, Dick Benoit and Carl DiStasio of Rochester, N. Y., CS/T the storm meant 48 hours without a break and no food the first day except boullion cubes and coffee. On the second day they were provided sandwiches from the airport cafeteria.

Sam Dougherty and Ray Mentzer of the Altoona, Pa., FSS looked out on 15 foot drifts while they waited 32 hours for relief. For them, however, there was no enforced diet, since a cafeteria in the building was in full operation throughout their lonely vigil.

Further south, at the Washington ARTCC located in Leesburg, Va., chief Joe Wilson's dedicated controllers were also plagued by that area's heaviest snowfall in 44 years. Eightly-three of them worked from one to three extra shifts.

Keeping certain facilities in service also presented its problems and saw many personnel resort to unusual modes of transportation to make their appointed rounds.

Technician William McLaughlin of the Salisbury, Md., AFS called on the Delaware National Guard to get to the Waterloo, Del., VOR facility to restore service. McLaughlin asked for their help when he found it impossible to traverse the last two miles to the facility. Help came in the form of a ponderous M-42 tank. McLaughlin and his two M-42 chauffeurs then thundered across snow-terraced fields to the site, where after an hour's work the mission was completed.

Two Lancaster, Pa., Tower controllers, William Boyer and Elwood Fritz Jr., worked a 48-hour stretch before being relieved. During that period, Fritz participated in three helicopter rescue and mercy missions as Boyer directed and coordinated the flights from the tower. The missions included the rescue of 21 Boy Scouts marooned at their camp by the heavy snow, picking up an expectant mother and delivering her to the hospital, and airlifting milk and bread supplies to several communities completely cut off from the outside world.

A similar situation confronting Binghamton, N. Y., AFS-109 chief Frank Krasinski and Navaid Unit chief Fred Schuk was resolved in even more unusual fashion. After spending four hours in a jeep trying to reach the Binghamton VOR-TAC, they became bogged down one mile from the site. Using snowshoes, they succeeded in getting within 150 feet of the facility before the snowshoes proved useless in the powdery drifts. Schuk, an outdoor man, suggested that by lying flat on the snow to distribute their weight over a large surface they could roll the remaining distance. This worked perfectly, but they looked like abominable snowmen when they finally made it. But they were able to restore the facility to service long before snow removal equipment cleared the way.

BEST BOSS

Dublin, Va., Jaycees honored Airway Facilities Sector chief James R. Rowland as the "Best Boss of the Year."

Ring Twice—If a Service Man Answers, Hang up the Phone

W. Harold Plunkett, flight service specialist, FSS, Terre Haute, Ind., says "It had to happen." A pilot dropped by the FSS recently and requested a thorough briefing prior to an extensive cross country flight. Plunkett provided all the data and suggested that the pilot call him prior to departure to check on the weather. The pilot agreed, but when Plunkett gave him the FSS local telephone number he remarked, "I have called this number before and every time I do some service station answers . . . so I hang up!"

FOAM AND FOG METHODS ARE BEST FOR GASOLINE FIRES

The latest approved methods of fighting large gasoline fires using both foam and fog were demonstrated recently at the National Aviation Facilities Experimental Center to a group of Atlantic City area firemen.

The demonstration was part of a three-day course which has been presented every two years since 1954 at NAFEC for local fire departments. The course was directed by the Center's fire chief, Earl M. Connelly.

Receive B-47 Bombers

Director Jack G. Webb (right) of NAFEC accepts the delivery of two B-47s from Capt. Thomas C. Bridges and Major Richard Campbell who flew them in from Pease AFB, N. H. The bombers will be stripped of equipment and used in safety tests.

AIRLIFT COMES TO THE AID OF WILDCAT SUSIE

Alaskan Region air carrier operations specialist Roy L. Mayfield (left) and Alaska Airlines Capt. Clarke C. Cole worked together as oil companies airlifted nearly three million pounds of equipment to the site.

The huge airlift of oil rigging equipment was flown to the wildcat oil drilling site in **Hercules** airfreighters. Alaska Airlines crews flew 72 roundtrips, from Fairbanks 300 miles to the site in three weeks.

Susie needed help, and Alaska's Airport Division engineers, Flight Standards flight check crew and Fairbanks District Office inspectors gallantly came to her aid.

Susie Unit No. 1 is a wildcat oil drilling site on the Arctic slope where, with the help of FAA airport engineers, the Richfield Oil Company had built Susie Airport. She sports a 6,700 by 140 foot runway of packed snow over tundra and is equipped with runway lights and runway end identifier lights. Flight Standards crews flight checked the radio navigation beacon Richfield had installed at the site, and Fairbanks district office inspectors flew numerous missions with Alaska Airlines crews to lend assistance.

With Susie in operation, the largest airlift of oil drilling equipment in Alaskan history was undertaken by the Atlantic Refining Co. and Humble Oil and Refining Co. Nearly three million pounds were carried in 21 days by a Lockheed *Hercules* airfreighter from Fairbanks, 330 miles north to Susie. Alaska Airlines crews flew a total of 72 round trips with 20 to 25-ton loads.

Pilot Runs Out of Gasoline; Lands on Colorado Highway

"I just ran out of fuel. Got any ideas?"

That's a neat little eye-opener recently tossed at controller Paul C. Eubanks in the Pueblo, Colo., Combined Station/Tower.

Eubanks, fully up to the situation and without batting an eye, neatly tossed off his reply by reminding the pilot of the fuelless Cessna 172 several miles away that there was a highway south of the airport.

A DC-3 departing Pueblo heard the pilot-controller transmissions and, in the best tradition of "I am my brother's keeper," buzzed the highway, lights flashing, to clear the road of motorists.

Did Eubank rescue little Cessna and save her from the accident statistics? Of course—all in a day's work. The pilot landed safely and was towed the last four miles to the airport.

PREDICTION: AIRLINE ACTIVITY SHOULD DOUBLE IN A FIVE YEAR PERIOD

United States domestic and international airlines will carry nearly 160 million passengers and fly almost 113 billion revenue passenger-miles by fiscal year 1971, according to the FAA's latest five-year aviation forecasts released rerently. The forecasts were prepared for use in planning FAA's Five-Year Program.

This predicted airline activity is almost twice that of fiscal year 1965, when United States air carriers flew 95 million passengers and 63 billion revenue passenger-miles.

Other areas in civil aviation also show significant growth trends. The total United States airline fleet is expected to increase from its January 1965 level of about 2,100 aircraft to about 2,400 in 1971, with jets tripling from 564 planes to 1,690. Among the jets, two and three-engine types will increase from an inventory of 108 to nearly 950. Local service carriers will generally convert to turbine equipment by 1971, in contract to local service operations today, which are primarily with piston-powered planes.

General aviation active aircraft will increase from 88,742 as of January 1965 to 123,400 by 1971. Most of the increase will be in the large single-engine aircraft, which will grow from 45,777 aircraft to an estimated 69,700. Multi-engine aircraft will increase from 10,644 in 1965 to 18,800 in 1971, and turbine-powered general aviation aircraft from 306 to 1,850. General aviation will log 22.8 million flight hours in FY 1971, in contrast to the 16.2 million in 1965.

Total civil aircraft production is expected to increase from 11,050 in FY 1965 to about 13,900 in 1971.

Landings and takeoffs at airports with FAA traffic control service will increase from 35.6 million in fiscal year 1965 to approximately 57 million in 1971, a 60 per cent gain.

Aircraft flying under instrument flight rules (IFR) will increase from 12.2 million to 19.3 million in the five-year period, a 58 per cent gain.

Workload at FAA flight service stations and combined station/towers will increase 40 per cent by 1971. This includes aircraft radio contacts, flight plans, pilot briefings and flight condition messages.

Aviation fuel consumption will double from 3.9 billion gallons in FY 1965 to 7.9 billion gallons in FY 1971. The 3.1 billion gallons of jet fuel consumed in 1965—79 per cent of total aviation fuel consumption—will jump to 7.3 billion gallons by 1971—or 93 per cent of the total fuel consumed by U. S. domestic civil aviation.

Consumption of aviation gasoline for piston-type aircraft will decline from 824 million gallons in 1965 to 490 million gallons in 1969, but will rise to 520 million gallons in 1971.

Two Agency Engineers Receive Temporary Foreign Assignments

Two FAA engineers from the San Francisco area volunteered for temporary foreign assignments.

Richard L. Turnbull is on a six-month special assignment in southeast Asia as a supervisory civil engineer working with the military in constructing air traffic control towers in Vietnam. John N. Bonsall went to New Zealand on a 90-day tour. He will be working with New Zealand government officials as a supervisory electronic engineer supervising installation of a TACAN.

LOCKHEED BURBANK TOWER BURNS; RETURNS TO AIR WITHIN 20 MINUTES

Eight FAA men will never forget Feb. 13, 1966—the day the Lockheed Air Terminal Tower at Burbank, Calif., burned. They were the men on duty that day.

Until 3:25 p.m., it was much like any other day—clear and sunny, with the brisk traffic that characterizes all airports in the Greater Los Angeles area.

Then, a thin whisp of smoke began snaking out of one of the ventilators serving the tower. Thomas W. Davis, one of the controllers, emptied a fire extinguisher into the ventilator, but the smoke grew thicker and blacker.

About the same time, in the TRACON room located beneath the tower cab, the first streamers of smoke were noticed.

"The place is on fire!" one of the men shouted.

From the main terminal below, where the fire broke out in a restaurant kitchen, heavy black fumes began funneling straight upward into the tower. John D. Fraser, acting watch supervisor, ordered everybody out. By this time the only way to escape was down the four-story ladder on the outside of the tower structure.

The eight FAA employees had hardly reached the ground when searing sheets of flame and thick gusts of smoke began to envelop the tower and TRACON room. Despite the efforts of the fire department, the tower structure and virtually everything within was quickly reduced to a blackened jumble of soggy ashes, twisted pipes and leaning girders.

For FAA, the big job was to get service restored and do it quickly and efficiently.

Working from the Western Region Communications Center, Director Joseph H. Tippets marshalled all the necessary resources.

Air traffic control was restored within 20 minutes. Initially, tower personnel used transmitters and a mobile power plant in an aircraft loaned by an airmotive firm. The emergency tower was housed in a plane just a few hundred yards from the blaze.

As firemen battled the blaze, controllers kept traffic moving as usual.

Later, in a series of progressive moves, improved service was provided, using automobile mobile units and then from a small shed near the intersection of the runways.

Within 24 hours a MATS C-124 airlifted a new portable tower from Oklahoma City. The new mobile tower is now in full operation, with approach control being provided from the Los Angeles Center, using Los Angeles Tower's airport surveillance radar.

"This is another example of quick action on the part of all Agency personnel to restore service in an emergency," Tippets said. "The Western Region deeply appreciates the quick and decisive response from Washington, the Aeronautical Center, the Region and the Los Angeles area. We also are grateful for the combined efforts and cooperation of Headquarters USAF in Washington and Tinker Air Force Base. They facilitated the delivery of the portable tower."

Tippets and John H. Hilton, Los Angeles area manager, also had words of praise for the efficient and professional manner in which all personnel of Burbank Tower reacted to the emergency and for the eight men on duty at the time: John D. Fraser, acting watch supervisor; Darrell L. Young, Kenneth B. Dickinson, John D. Hill, Thomas W. Davis, Earle Y. Koyama, Gerald L. Reinitz and John D. Martin.

Controllers Walter G. Doyle and Thomas W. Davis improvise as the Lockheed Burbank Tower burns. Within 24 hours a mobile tower was flown to the site to replace the tower.

GOVERNOR AND GUEST

During his recent Pacific tour, Alan L. Dean, Associate Administrator for Administration, called on Guam's Governor Manuel F. L. Guerrero (right).

TAPED TRADE TALK

Tape recordings of New York arrival and departure procedures to be used by Japan Air Lines in training its international pilots is demonstrated by Pete Bernhard, JFK instructor.

Automatic Light Monitor

How the pattern and intensity of runway lights can be determined by NAFEC's newly automatic range is explained by Duane Quinlan (light coat), photometrics chief at the Center.

FOCUS ON FORT WORTH

David D. Thomas, FAA Deputy Administrator, flanked by Birge D. Alexander, Fort Worth Area Manager (left) and Henry L. Newman, Southwest Region Director, during Thomas' visit to that area to address the American Helicopter Association annual meeting at the Six Flags Inn in Arlington, Tex.

Wisconsin Hosts State Airport Planning Conference

"We have just begun our search for better ways and means of relating airport development to community social and economic needs and to total urban environment," Cole Morrow, FAA Airports Service Director, recently told a group of state planners meeting in Madison, Wisc., for a one-day State Airport System Planning Conference.

The meeting, co-sponsored by Wisconsin and Michigan with FAA assistance, discussed the importance of coordinating airport planning with comprehensive state planning.

A forthcoming FAA Advisory Circular, "Developing the State Airport Plan," which will provide guidance and general methods for developing a statewide airport planning program as part of comprehensive state planning, was also discussed by Morrow.

Representatives from Illinois, Iowa, Montana, South Dakota, Missouri, Nebraska and Minnesota, as well as FAA field and Washington officials who attended the conference, also heard of Wisconsin's and Michigan's airport planning successes which emphasized coordinated land use planning and minimized conflict among state agencies.

By working with the state's Department of Resource Development, the Wisconsin Aeronautics Commission made use of the department's survey techniques and computer analysis and data processing to forecast economy and population needs on a statewide basis.

The Michigan Department of Aeronautics worked with the state Office of Economic Expansion to apply analytical techniques in developing a statewide airport plan and an effective process for planning.

FAA field airports personnel, in turn, provide guidance to state planning agencies on land use and transportation programs. Airport planning is coordinated with metropolitan planning, open-space planning, rapid transit and urban renewal.

Federal assistance programs, in addition to the Federal-aid-to-Airport Program, which aid in comprehensive planning and development, are Housing and Urban Development's (HUD) Urban Planning Assistance Program, the Open-Space Land Program and the Public Facilities Loan Program.

FLIGHT RECORDER RULE SETS MINIMUM PERFORMANCE AND PROTECTS DATA

New requirements designed to improve the ability of aircraft flight recorders to withstand crashes are now in effect.

The new FAA rules established for the first time installation and location requirements that would better protect the recorder's vital flight data. New, stricter performance standards will also improve the accuracy of the flight recorder data.

Air carriers and commercial operators have been required to have flight recorders on all aircraft operated above 25,000 feet since 1957, and since 1960 on all turbine-powered aircraft, regardless of altitude. Flight recorders provide data on the aircraft's heading, altitude, airspeed, vertical acceleration (G forces) and time. The data, recorded in intervals of seconds and fractions of seconds, plays a significant part in accident investigation.

Until now, there have been no specific rules covering installation, other than general guidelines. As a result, recorders have been frequently installed in locations which have not always provided the best protection from crash impact forces, fire or water.

The new rules, which must be complied with by Dec. 15, 1967, will require the installation of flight recorders as far back in the airplane as practicable to minimize the probability of container rupture from crash impact and damage to the record by fire.

Operators will be required to conduct accuracy tests to show the correlation between flight recorder readings and readings of the first pilot's instruments. The correlation data would have to be kept by the operator in the event it would be needed later for investigative purposes.

A revised FAA Technical Standard Order (TSO) outlining minimum performance standards for flight recorders is included in the new rules. The TSO covers the recorder's ability to withstand extreme temperature, humidity, atmospheric pressures and vibration, in addition to withstanding effects of water, fire and impact forces.

Water tests call for immersing the recorder in sea water for 36 hours. Tests for impact shocks are based on 1,000 G-force peak accelerations, and tests for penetration resistance to impact shear forces call for dropping a 500-pound steel bar on the recorder from a height of 10 feet. Tests for static crush resistance call for applying a force of 5,000 pounds continuously for five minutes to each of the critical container sides, in turn. Fire resistance tests require exposing the recorder to flames of 1,100 degrees C., in which at least half of the outside area of the case is enveloped for 15 or 30 minutes, depending on the type of recorder involved.

Recorder containers would be colored either bright orange or bright yellow under the new rules, to facilitate finding the recorder at an accident site.

SWITCHBOARD SERVICE SPANS 59 YEARS

Lillian Watson came to Alaska on the heels of the Klondike gold rush and became one of the early "Hello Girls" in the town of Iditarod. She married a steamboat man who later became a CAA budget officer. Mrs. Watson became a switchboard operator. Recently she celebrated her 59th year at the board.

WESTERN REGION PLANS NEW HEADQUARTERS

The modern mirror-like structure is a scale model of the new Western Region Headquarters building on which preliminary planning is now being completed. The structure is planned for the Lawndale area in southern Los Angeles.

GUIDING LIGHT

CE's Edward L. Johnston, August J. Schmidt and Thomas C. O'Conner install rooftop beacon to guide pilots.

KING IS NAMED DIRECTOR; CANNON, MORGAN, FLENER ARE NEW DEPUTIES

Donald S. King

Donald S. King has been named Director of FAA's Installation and Materiel Service in Washington, and William E. Morgan Jr., Robert J. Cannon and William M. Flener have been named to fill three other key Washington and field deputy positions.

King replaces Richard B. Leng, who recently resigned to return to private industry. Morgan is the new Deputy Director of FAA's Air Traffic Service, replacing Clifford P. Burton, who retired recently to accept a post as Executive Director of the Air Traffic Control Association. Cannon is the new Deputy Director of the National Aviation Facilities Experimental Center at Atlantic City. Flener is the new Deputy Director in the Southern Region.

King, who formerly served as Deputy Director of the I&M Service (1963-1965), returns to Washington after serving 11 months as Deputy Director of the Agency's 12-state Central Region. He began 33 years of government service with the Public Roads Administration in 1933 and transferred to the former Civil Aeronautics Administration in 1940, working in Washington, D. C., Atlanta, and Seattle until 1947, when he transferred to the Department of the Army, Office of Military Government, for overseas duty. He returned to the CAA in 1950. Posts he held included chief, Airways Systems Planning Staff; chief, Systems Engineering Division; chief, Systems Staff Division, Bureau of Facilities and Materiel. He served as Deputy and Acting Director of the Aviation Facilities Service, and from July 1962 until March 1963, King served as Acting Director, Installation and Materiel Service.

In January 1964, King received the FAA's Meritorious Service Award for his outstanding work in the establishment of the I&M Service while effectively continuing the operations of an existing organization, the former Aviation Facilities Service.

A civil engineer, King is also a licensed private pilot.

Morgan is a 20-year CAA/FAA veteran who started as an assistant air traffic controller at Fort Worth, and later became an air traffic control instructor at the Academy in Oklahoma City. Following four years as a planning specialist in the Fort Worth Regional Office, he transferred in 1961 to the Atlanta Regional Office as chief of the Operations Branch, Air Traffic Division. In 1962 he became assistant chief of the Air Traffic Division. When the area offices were formed, Morgan became manager of the Memphis Area Office.

Morgan is an Air Force pilot who served both in World War II and the Korean conflict.

Cannon, an electrical and electronics engineer for 25 years, has been with the Agency since 1959, serving as assistant chief of the Systems Maintenance Division in Atlanta and later as chief of the Plans and Programs Branch, Airway Facilities Division. While assigned to NAFEC from 1962-64, Cannon was detailed to Boston, where he was chief of the Boston Experimentation Branch testing ways of adapting computers to air traffic control. From 1959 to 1962 he worked as an airway and electronics engineer and supervisory electronics engineer in FAA Headquarters.

Before joining FAA, Cannon worked for the Continental Electronics Manufacturing Co. in Dallas, the Air Force at Westover AFB, Mass., and the U.S. Army in Germany.

Flener began his 23 years of service with the FAA as an air traffic controller in 1943. He became chief of the Air Route Traffic Control Center in Great Falls Mont., in 1957 and advanced to assistant chief, Operations Branch, Air Traffic Division, in Los Angeles in 1960.

After a year's study in the Air Force's War College in 1963-64, Flener became staff assistant, Evaluation Branch in the Airports Service, Washington, D.C. He went to Atlanta as chief of the Airports Division in the Southern Region in August 1965.

Flener, who was the Agency's nominee for the Arthur S. Flemming Award (for outstanding Government Service) in 1962, has a commercial pilot's license with instrument rating.

William E. Morgan Jr.

Robert J. Cannon

William M. Flener

Two National Winners Named for 3rd Annual Aviation Mechanics Safety Award

The two national winners selected in the third annual FAA Aviation Mechanics Safety Awards Program were Alfred L. James in General Aviation and Harold Priest in the Air Carrier category. They were picked from 17 regional winners.

James, with Alaska Helicopters, Inc., Anchorage International Airport, was recognized for his ideas on winterizing and improving the Bell 476-2 helicopter so that it could be safely operated along the Arctic Coast.

Priest, of West Coast Airlines, Seattle, won recognition with one of seven safety ideas processed by his employer. His winning idea was a device to prevent moisture from entering and freezing in the fuel trimmer actuator case of the Rolls-Royce Dart engine.

American Aviation Publications annually furnishes both the regional and national awards for winners in the program.

Stella Weyandt proudly displays her favorite Greek pastries—Kourambedes. It's her mother's recipe.

As a child, Stella Weyandt used to love to watch her mother prepare *Kourambedes*—a pastry that is one of a variety of Greek desserts usually made for special occasions. Today, her own little girl, Dimi, shares the same delight and also has become a *Kourambedes* expert.

Stella, secretary of the Administrator's Executive Secretary, John R. Kennedy, has been at the FAA since the Agency was formed in 1958. She accompanied her former boss, General Elwood Quesada, from the White House when he was appointed the first FAA Administrator. Stella had been his secretary when he served President Eisenhower as Special Assistant for Aviation.

Stella Weyandt passes along her favorite recipe to the Agency's gourmets who may want to try it.

KOURAMBEDES

2¼ cups flour
1 cup upsalted butter (2 quarters)
1 tablespoon granulated sugar
1 teaspoon baking powder
2 egg yolks
2 lbs. confectioners sugar
drop of vanilla
¼ cup coarsely chopped blanched almonds (optional)

Bring butter to room temperature. Then cream butter (beat until white), adding egg yolks. Add sugar, baking powder, vanilla (and 1 jigger of brandy if desired) while still mixing. Add flour and continue mixing. When thoroughly mixed, add almonds, if desired. Then roll into small one-inch balls or into other shapes and bake on ungreased cookie sheets in 350 degree oven for about 20 minutes or until golden. Remove from baking sheets with spatula and place on paper toweling. While still warm, sift confectioners sugar very generously over pastry. When cool, place in fluted baking cups, ready to serve.

Marooned Motorists Find Shelter in Equipment Shed on Francis Peak Road

FAA's equipment sheds, located at the lower levels of roads leading to mountain-top radar sites in the Western Region, continue to serve as emergency shelters for marooned hikers, skiers, and others caught in the vicinity as a result of storms and accidents.

Recently, the equipment shed on the road to the Francis Peak radar site in the Salt Lake City area sheltered two men stranded in the area in freezing weather.

The pair had driven up the road toward the site and were about a mile from the shed when they tried to turn around. The rear wheels of the car skidded over the snowbank at the edge of the road and they were unable to budge the vehicle.

Awaiting help, the pair stayed in the car and kept the engine running to keep warm until their gas supply was exhausted. Then, despite darkness and subfreezing cold, they located the equipment shed, where they spent the night.

The next morning Harold W. Wright, FAA heavy equipment operator, found the two stranded men in the shed.

Wright immediately called radar site personnel, who notified the Salt Lake City ARTCC. The Center contacted the men's families and ended searches for the missing pair. Wright helped the two men haul the automobile out of the snowbank with a tractor and provided enough gas to get them to the nearest town.

Alaskan Air Carriers Are Briefed on Agency Programs by Flight Standards

Air carrier maintenance supervisors representing the major airline companies operating in Alaska gathered in the Regional Office in January for a two-day meeting conducted by the Flight Standards Division.

William C. Reynolds, air carrier maintenance specialist, organized the program, which included discussions on FAA Regulatory Procedure, Accident and Enforcement, Violations and Warning Notices, Reliability Programs and Maintenance Inspection Requirements.

James McCarthy, air carrier maintenance inspector from the Washington Headquarters, assisted Reynolds in organizing and presenting the program.

McCarthy, who is a reliability group leader, assists Flight Standards District Offices in developing reliability programs which air carriers use in the maintenance programs.

Alfred DuFault of Northern Consolidated Airlines (left) is briefed by William C. Reynolds and James McCarthy.

your health

SLEEP, SLEep, Sleep, sleezzzzzzzz, You toss and turn, can't get to sleep, worries plague you, you stare dejectedly at the ceiling at 3 a.m. and finally face the early morning with all the pep and enthusiasm of a wet dish cloth.

Join the club. It happens to all of us sometimes. Relax. The rest will do you good. Unless your insomnia is deepset, chances are that you will get enough sleep after you drop off.

If you have a pet remedy for sleeplessness, use it. Charles Dickens could sleep only in a bed that faced north. Try it, or something more obvious such as making yourself as comfortable as possible before retiring, having the right bedroom temperature, wearing comfortable nightgear or sleeping in the altogether if you prefer. Get a comfortable mattress, fitted sheets that don't wrinkle, and light blankets rather than heavy ones. Take a walk or mild exercise to tire you enough to relax before turning in.

See your doctor if insomnia becomes a real health problem.

-and safety

OH, MY ACHING BACK! Just be glad you're not a dachshund. They are traditionally the world's worst backache sufferers.

There is no simple solution to back injuries. The best way is to avoid them.

Material handling causes 25 per cent of all injuries, and three out of four of them are back sprains, strains and other injuries caused by improper lifting. Whether it's in the home workshop, lifting that heavy typewriter for your fragile secretary or working with heavy objects on the job, simple precautions will help your back carry the load.

Make a preliminary lift to get the feel of it. Set your feet solidly with one foot slightly ahead of the other. Crouch as close to the load as possible with legs bent at about a 90 degree angle at the knee. Keep the back as straight as possible, not vertical and not arched. The leg muscles should be tense, ready to work, while the back muscles are locked. Lift the object by straightening the legs and at the same time swinging the back to a vertical position. Use your head and save your back.

11 ELMIRA CONTROLLERS GET SPECIAL ACT AWARDS

Outstanding air traffic service provided by the Elmira (N.Y.) Tower during the First Nationwide Civil Air Patrol Flying Encampment at Elmira won the Special Act Award for all the tower's controllers. William E. Cullinan, Boston Area assistant manager, and Sidney L. Poe, Air Traffic chief, made the presentations in ceremonies attended by local dignitaries at the Chemung County Airport.


James P. Menges, John G. Gilbert, Terry G. Nephew, Thomas M. Fenton, Ronald H. Kintz, Paul L. Kline, Kenneth R. Binion, Herbert F. James, Richard A. Kelsey, Harold F. Wolfe, Edward E. Forbes

San Juan Pulls Surprise Shot from Controller Bag

Tom Morris, a controller at the San Juan Air Route Traffic Control Center, is a five handicap golfer who recently made a perfect approach shot—by remote control. He not only landed a remarkable "birdie," but also the official gratitude of the Commanding Officer of the Helicopter Anti-Submarine Squadron Nine, and the congratulations of FAA Administrator William F. McKee.

Morris was on duty at 2 a.m. when he received a call from Bob Ave, tower controller at the San Juan International Airport. Ave said a helicopter pilot from the USS Essex was flying an emergency mission with a critically-ill sailor aboard. Because he was unfamiliar with the San Juan area, he asked for a radar vector to guide him to Rodriquez Hospital at Fort Brooke.

When the 'copter's transponder failed to work and because the aircraft was flying at 1,200 feet in the hills southeast of San Juan and impossible to identify on radar, Ave requested the pilot to give his position every two minutes in relation to radio aids.

Golfer Morris then pulled the surprise club from his bag—a unique solution to the emergency, based on the location of Fort Brooke, which is next to a nine-hole golf course.

Morris, who was Puerto Rico's entry and runner up in the International Harmon Cup Competition, had played the course many times during his nine years in San Juan, and knew that Rodriguez Hospital was but an iron shot from the middle of the course. Confident that the pilot could be talked down to a safe landing on the fairway, Morris asked Ave to put the pilot in direct radio contact with him at the Center, while Ave made arrangements for an ambulance.

Morris learned the 'copter's position and directed the pilot, using various landmarks, to the golf course. When the pilot touched down he reported a red light moving toward him. It was the ambulance Ave had ordered for the stricken sailor.

TAKE HORIZONS HOME for your family to read. Mom and the kids will be impressed with all the "high flying" dad is doing.

FAA STUDIES DISTANCE CODED RUNWAY MARKERS

Tests at the National Aviation Facilities Experimental Center in Atlantic City currently include projects designed to improve air safety procedures and equipment. These include:

- Runway paint markings that are distance-coded to give the pilot an indication of how much runway remains were tested under conditions simulating category 3A (700-foot runway visual range) conditions. Several airline pilots visiting the Center made approaches and take-offs on the simulator using the proposed marking system.
- A special Weather Bureau research office located at the Center recently completed seven months of testing runway visual ranges on a new transmissometer that had a base line half the length of the conventional 500-foot system and is now continuing studies making readings with a standard transmissometer.
- The Center's air traffic simulation laboratory, where air traffic situations at any airport or center can be duplicated on laboratory radar, recently completed a supersonic transport air traffic study for the Oakland ARTCC area.
- Flight checks on a new compact ILS especially designed for helicopters was completed recently, using the single-rotor Sikorsky. A twin-engine helicopter, flying the glide path at steeper angles, will be used in the next phase of the tests.
- De-icing radio antennas experiments are being conducted at two remote communications air-ground sites used by the New York ARTCC to communicate with traffic in Pennsylvania. Both VHF and UHF antennas are now equipped with heaters and are being tested at Phillipsburg and Montoursville, Pa.
- A modified high intensity approach lighting system involving fewer lights has been tested. The system was reduced in length from the standard 3,000 feet to 1,500 feet, and light rows were placed 200 feet apart rather than the conventional 100-foot spacing.

Arctic-Oregon Ham Operators Avoid Needless Search

Amateur radio operators work closely with FAA in many ways, in emergencies and in routine, but important matters.

The Rev. Murray Trelease, a Fairbanks missionary who stopped off at the tiny Alaska village of Grayling recently while on a flight from the Yukon River village of Tanana to Fairbanks, was aided by such a ham.

After landing at Grayling, he decided to remain overnight, instead of flying directly to Fairbanks. He realized that unless he closed his flight plan, an air search would be launched within a few hours.

When Rev. Trelease learned the only communications available was a ham operator, he appealed to the ham operator, Gale E. Van Diest of K17FKR.

Van Diest was able to make contact with another ham operator, Harold Smith of K7STG in Eugene, Ore.

Smith immediately relayed Van Diest's message to FAA's combined station/tower at Eugene. There, Donald Gutman, a controller, transmitted the message cancelling the Alaska flight plan to Fairbanks via San Francisco and Anchorage.

The entire incident, from the time the missionary cancelled his flight plan via ham radio to the time the message was relayed to the Fairbanks Flight Service Station took just 16 minutes, in time to call off a scheduled air search for the "missing" Alaskan aircraft.

Gerald E. Coldeen, chief of the Eugene CS/T, commended both Van Diest and Smith for their assistance to the FAA and the pilot in a situation which, were it not for ham radio, would have resulted in a costly, hazardous, and needless air search.

Harry Dulin Retires

Juneau FAAers honored retiring veteran pilot and maintenance inspector, Harry Dulin, shown here with his wife, Sue. Dulin, of the Juneau FSDO, retired after a 35-year flying career.

tech talk

FAILURES FOILED AT HOUSTON

FAA's Houston Air Route Traffic Control Center is raking in the reliability chips from a new system of 191 solid state transistorized audio amplifiers in its communications system (HORIZONS, May 1965).

Only nine failures were logged in 838,872 unit hours of operation over a six month period. (Unit hours are the number of units multiplied by hours of operation.)

The mean time between failures (MTBF) was 58,000 hours at 90 per cent confidence level, which means FAA is 90 per cent confident of continuing to achieve that MTBF.

A total of 76 solid state power supply units used with the amplifiers logged 333,792 unit hours with four failures, a MTBF of 40,000 hours, and 90 per cent confidence level.

Reliability of the new equipment is approximately 10 times that of the former electron tube-type amplifiers.

All of these impressive statistics are the result of a small development project begun in 1961 which eventually will yield large cumulative savings.

Kudos on the project go to the Systems Research and Development Service which managed the prototype development under the direction of project manager John F. Schroeder, and the Installation and Materiel Service which handled the production end of the cycle under project engineer James N. Cancro.

TACAN FIBERGLASS FACE PLATE LICKS SNOW AND ICE FAILURES

Nine TACANs in the Eastern, Central and Western Regions were winter-tested recently with a new unit developed by the Systems Research and Development Service to lick the snow and ice buildup problem.

TACAN signals feed into a monitor antenna through a fiberglass face plate. Although the TACAN antenna is internally heated, surface snow and ice buildups during severe winter weather conditions were causing outages.

The SRDS-developed unit tested at the nine facilities is a laminated glass face plate sandwiched with heater wires .002 inch in diameter. A thermostat maintains the glass at a temperature of 70 to 90 degrees to melt the snow and ice.

names & faces

1 *Laura Noble (right), secretary to the Deputy Director of SRDS, won the speakers contest at her District of Columbia Toastmistress Club recently. Other D.C. Toastmistresses are: from left, J. Donell Becker, president; Peggy Proffitt, Marilyn Klevit, Evangeline A. Iverson, and Kathleen Gorman.* **2** *It was a black tie affair when J. H. Miller, Agency ATC representative at McChord AFB, chatted with USAF Brig. Gen. John A. Rouse, NORAD Sector Commander at Seattle.* **3** *Billy W. Sullivan of Albuquerque ARTCC displays some of the 2,500 Indian artifacts he has collected.* **4** *A Special Service Award for George W. Bodkin (left), chief of the Aircraft and Avionics Maintenance Section, was presented by George S. Moore, Flight Standard Service Director.* **5** *William Bogel (center) is $417.50 richer for a money saving suggestion on photographing approach lights. FS chief William Crosby (left) made the presentation with Clyde Hudnall, Bedford FIDO chief.* **6** *Darrell M. Nelson (right) was cited by Alaskan Region Director George M. Gary for his handling of "a very serious controversial situation" while he was acting assistant chief of the Air Traffic Division.* **7** *Robert J. Tilman and son Bill show a rare Bighorn Sheep Tilman bagged when he was one of 90 hunters to draw the necessary special permit. Tilman is with Douglas, Ariz., FSS.* **8** *Wake Island AFS chief, Theodore Escobar (right), receives a Safety Commendation Certificate and congratulations from Pacific Region Director Phillip M. Swatek.* **9** *Top honors among Federal agencies supporting the 1965 Community Chest drive in Anchorage went to FAA along with a plaque accepted by Harold F. Consaul, Air Traffic Division, from Campaign Director Dr. B. D. Layman.* **10** *Cleveland area manager Ralph F. Link (second from left) became a Kentucky Colonel recently. Another "Colonel," Greater Cincinnati Tower chief C. Woodrow McKay presented his credentials in ceremonies witnessed by William H. Cramer (left) and Richard A. Farrell.* **11** *Wake Island's employee of the year, Harry Sperling (right) is congratulated by a visitor, Alan L. Dean, FAA's Associate Administrator for Administration. Sperling is now in Jamaica with the UN Food and Agriculture Organization.* **12** *Jack Keehn (left) and Cleveland GADO inspector George Donner check progress of Stitz Playboy. Keehn is building the plane in his garage.* **13** *Boston area manager Robert M. Brown and FAA personnel were commended recently by the Greater Boston Chamber of Commerce. A scroll which attested to their courtesy and efficiency in handling their increasing workload in the face of an upward swing of Boston's economy, stated that, "The Chamber is convinced that the daily work of FAA people . . . has contributed significantly to the improvement of Boston's image with a wide cross section of aviation people."*

personnel pipeline

AN UNACCEPTABLE LEVEL OF COMPETENCE RATING ISN'T THE END

To get an in-grade raise, a supervisor must certify that an employee's work is of an acceptable level of competence (PT 3550.7). When an acceptable level of competence rating is denied, an employee may ask for a reconsideration within the Agency. When a supervisor finds an employee's performance is not of an acceptable level of competence, he must tell the employee, in writing, why he is not performing at an acceptable level, and also tell him of his right to submit a written request for reconsideration within 10 days. The reconsideration procedures insure that: (1) the employee has a right to have a representative of his own choosing in presenting his request for reconsideration; (2) the employee may contest, personally and in writing, the basis for the negative rating; (3) the employee and his representative remain free from restraint, interference, coercion, discrimination or reprisal in connection with his request for reconsideration; (4) the employee and his representative have a reasonable amount of official time to present the request for reconsideration; and (5) he be given a prompt decision in writing by a higher level in the organization, if a higher level exists, which took no part formally or informally in the original decision. If the second look confirms the supervisor's decision, the employee may appeal within 10 days to the Civil Service Commission. These procedures for reconsideration and appeal rights stem from new regulations issued by the Civil Service Commission implementing changes made by the Salary Act of 1965. The FAA is revising its regulations to cover the new provisions.

YOUR ROLE IN EQUAL EMPLOYMENT OPPORTUNITY

Our goals under the equal employment opportunity program are clearly defined. Now the question is what can each of us do to help insure equal employment for all persons, regardless of race, color, religion, sex, or national origin. Following are five positive measures which can contribute to progress in this vital national program.

First Take a truly objective look at our own feelings to eliminate any prejudice which could be an obstacle to minority achievement.

Second Make an affirmative contribution toward the achievements of this national goal, rather than be "passively indifferent," which is as equally damaging to the program as is outright bigotry.

Third Help create a climate of welcome to minority members.

Fourth Recognize the many highly qualified minority employees who can make a real contribution to aviation, if selected on the basis of qualification, regardless of their minority status.

Fifth Promote understanding and cooperation of the program, both within and outside the Agency.

By affirmative action on each of these measures, all of us have an opportunity and an obligation to bring about equal employment opportunity to the nation. *You* can hasten its full realization in FAA.

IMPROVED PUBLIC SERVICE

FAA's productivity increase of five per cent was cited by President Johnson in his budget message to Congress for fiscal year 1967. The President stressed the urgency of this type of management improvement in all field establishments of Federal Government, and he emphasized that *better public service* would be expected in the coming year. The local services of FAA have been highly praised in dozens of letters, particularly since the area office concept was adopted last summer. Our decentralized management and our wide dispersal gives our people greater opportunities for face-to-face contact with our clientele than most agencies enjoy. This gives us greater opportunities for earning praise, but it also makes us more vulnerable to criticism when our services fail to meet desired standards. A businesslike, helpful and effective manner in all our responses to local needs will insure that we enjoy all the advantages and none of the disadvantages of our unique opportunity to serve.

MYTH VERSUS FACT

When Congress passed the incentive awards law it authorized agency heads to grant either monetary or honorary awards to employees who improve Government operations.

It follows that employees who do something extra or something better should be given special recognition through the Agency Recognition and Awards Program.

Employee awards for useful ideas, superior performance and special achievements do not require complicated procedures or extensive paperwork, contrary to common misconceptions. Some of the myths which may have stopped deserving employees from getting their due reward and the facts to refute them are:

Myth: Awards for superior performance or special achievement require lengthy documentation.

Fact: Documentation need only be long enough to identify *how* the performance is superior or to state the benefits of a special achievement. The new Employees Appraisal Record and the Suggestion Form can be used for this purpose.

Myth: Suggestions take a lot of time and paperwork.

Fact: Information on the simple suggestion form is all that is needed. Additional information may be attached.

Myth: Employee suggestions undercut the supervisor.

Fact: Better supervisors use all resources—including the suggestion program—to improve operations and to locate trouble spots and correct them.

Myth: Employee suggestions must be written on standard suggestion forms.

Fact: Suggestions will be accepted verbally, on scratch paper or any other way which brings it to the supervisor's attention.

Myth: Many suggestions are lost or thrown away because all awards are made in Washington.

Fact: Awards may be made by FAA line managers through delegated authority.

These and many other misconceptions may be cleared up by reading Agency Order OA 3450.1A and Handbook PT P3450.2A.

BONDS A BETTER BUY

Savings bonds are competitive with other forms of savings now that the interest rate has been raised to 4.15 per cent from 3.75. The increase applies to all bonds purchased since December 1965.

CROWDED, BUSY CORNER

In the "crowded, busy corner" of the nation, runways are being constructed over existing land and water routes, helipads are reaching new heights. **1** Pan Am's helipad sits high above Manhattan. Only the world's tallest building, the Empire State Building, towers over it in the background. **2** Runways at LaGuardia Airport are being extended over the bay to accommodate jets. **3** At Newark Airport intensive night air traffic is illustrated by this time exposure. **4** Pan Am's pinnacle helipad is clustered between skyscrapers high above Park Avenue. **5** A Greater Buffalo International Airport runway crosses an access road.


MR. C. H. CAMPBELL