



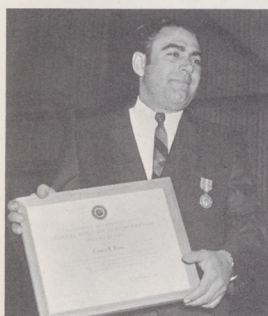
# HORIZONS

Read:  
Anchorage ARTC  
Center  
'Behind the Scenes'  
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### For Valor

Two dedicated employees who recently received the FAA Award for Valor, certificates and gold medals from NAFEC Director Jack G. Webb are: (photo at left) Carmen L. Rossi and (at right) Warren G. Sauerheber, being congratulated by Webb (left).

## Two Mechanics Honored at NAFEC

ATLANTIC CITY—Two NAFEC aircraft mechanics who risked their lives to put out a fire in a parked airplane recently received the agency's Award for Valor.

Warren G. Sauerheber and Carmen L. Rossi received gold medals and certificates from Center Director Jack G. Webb.

The mechanics were honored for displaying "extraordinary courage and competence without concern for their personal safety" when the engine of an experimental plane exploded and burst into flames after one of its propellers struck the ground during an engine run-up.

The two mechanics, who were in a nearby hangar, heard the explosion and rushed forward with extinguishers to put out the blaze.

Their prompt action is credited with saving the plane and preventing possible injury to members of its crew.

Sauerheber, 48, is a retired Navy chief petty officer and has worked nine years at the center. He served aboard carriers in the Pacific during World War II. At one time, he was stationed for six years at Atlantic City Naval Air Station, present site of the center.

Rossi, 34, served four years with the Air Force as a mechanic and later worked for Pan American

Airways at Kennedy Airport, N. Y. He came to NAFEC in 1966.



### Talking Business

Taking a "busman's holiday" during a stop on a recent air carrier familiarization flight, Carolyn Holland of the Denver Center visits with Controller Richard Humphrey at the Grand Junction, Colo., Tower. Mrs. Holland was recently moved up from a flight data aid position to her new job as air traffic control specialist in Denver.



### Program Beneficiaries

Delores Metzger, a junior accountant in the Alaskan Region, is one of the beneficiaries of a continuing training program in the Region's Accounting Division. Also a beneficiary, because he is assured of an adequate supply of qualified personnel, is the man who launched the program—Allen D. Fullerton, chief of the division.

(Continued on page 7)

## Need for User Charges Cited by Administrator

WASHINGTON—Citing user charges as essential if civil aviation is to accommodate more air travelers safely, FAA Administrator John H. Shaffer called on the industry to join in support of new revenue measures for the improvement and expansion of the airways.

"The quota system is not a solution," said Shaffer. "We will throttle traffic at high density airports only because we must. The artificial suppression of growth makes no sense in the long run."

The Administrator spoke before several hundred members and guests of the Washington Aero Club, gathered at the Washington Hotel May 27 for the sixth annual Aviation Mechanic Safety Awards program.

Shaffer officiated at the awards ceremonies, presenting engraved plaques and cash awards to the national winners, Warren G. Rogers,

TWA, of Kansas City, Mo., and Melvin W. Longlet, 3M Company, of St. Paul, Minn. The winners and their families were flown to the Nation's Capital for a two-day visit, climaxed by the awards program.

In his prepared text, the Administrator praised the "exceptional people who operate, repair and control today's aircraft," suggesting that if these high qualities are to be matched by the rest of aviation steps must be taken immediately to "upgrade those segments of the industry where excellence is lagging or sufficiency is lacking."

Pointing out that such efforts are being made "within the limits of the resources available," Shaffer noted that requests for proposals have been issued for 100 new instrument landing systems (ILS) for delivery to airports throughout the United States.

### More ILSs Needed

"The ILS," he said, "is based on technologies of the forties. Yet we are nudging 1970 and we still need several hundred more of these systems. That may be a tribute to ILS technology, but it is also an indictment of the pace at which the public and the industry have responded to aviation's needs."

Mr. Shaffer referred to aviation's safety record, calling air transportation the "safest way to travel," and commended the people and organizations represented in the awards

(Continued on page 7)

## New Command Set For Gen. Maxwell

WASHINGTON — Maj. Gen. Jewell C. Maxwell, Director of Supersonic Transport Development for FAA, will become Commander of the Armament Development and Test Center, Eglin AFB, Fla.

His successor as Director of SST Development has not been chosen as yet.

General Maxwell, who will take over his new duties in August, has been SST Director since October 1965. Under his direction, the program has progressed from preliminary design status to its present prototype construction readiness stage.

On loan to the FAA from the Air Force, General Maxwell has held key research and development positions since 1949. He was Commander of the Air Force Western Test Range at Vandenberg AFB, Calif., prior to his SST assignment. Other important assignments included tours as Chief of Staff, Air Force Systems Command, and Chief of the Bomber Aircraft Division at Wright-Patterson AFB, Ohio.

## Training Program in Alaska Helps Accounting Division

ANCHORAGE — A self-help training program instituted three years ago has given the Alaskan Region a higher percentage of qualified accounting personnel than any other region.

The Region's approach to the problem of obtaining suitable personnel in this specialized category has paid off handsomely. Ten of the Region's 40-member accounting work force are now qualified as professional accountants. Four have passed the professional accountant proficiency exams, and with the necessary experience—three years on the job—will become fully-qualified accountants. Ten others are currently enrolled in night school and correspondence courses.

"We now have a sufficient number of personnel 'waiting in the wings' to assure us of a steady supply of trained manpower," said Allen D. Fullerton, Chief of the Accounting Division.

Fullerton points out that it was not always this way. Three years ago, when the Alaska training program was launched, the division had only four professional accountants and was lacking in both professional and technician accounting strength. Because of Alaska's isolated location, FAA had to compete with other Federal agencies and with rapidly-growing private indus-

try to attract qualified personnel.

To convert employees with limited experience and education into fully-qualified professionals, Fullerton instituted a broad new program, stressing training and education.

"We called the attention of all of our employees to the many courses available through correspondence and night classes offered in Anchorage by the University of Alaska and the Community College, and urged them to avail themselves of these opportunities," Fullerton said. "On the job, we developed a team concept and instituted cross training to make the work more interesting. Our professional personnel were given active training roles."

In short order, the program bore fruit. Delores Metzger bridged the gap to professional status by expanding her accounting skills through a night school course. Carole Savell, who had a college degree, qualified through experience. Both were able to move up the ladder in the division.

The four others who recently passed Civil Service competitive professional exams and will attain full professional status after fulfilling experience requirements are: Julia Alfonso, Margaret Brannon, Charles Burnette, Jr., and Aldean Prather.

# A Very Special Telecon

Hard-working Western Region secretaries had their own special day recently.

On National Secretary's Day this year, six secretaries to top management out West swapped places with their bosses to handle the daily Telecon (telephone conference) between Regional Headquarters and the five areas.

As Regional Director Arvin O. Basnight and Deputy Lee Warren stood gallantly aside, their respective secretaries—JoAnn Rogalla and Elaine Carter—opened the Telecon by giving the Regional Office report.

The two headquarters secretaries then called on their counterparts in the five areas for local reports. From Denver, instead of the voice of W. A. Stephens, Area Manager, the dulcet tones of secretary Kathy King gave the report.

From Los Angeles, Lillian Snowden's voice-with-a-smile gave the report usually transmitted by Area Manager John H. Hilton. Then Salt Lake City reported via Geniel Bridges, secretary to Vaughn Clayton. Next came the report from the San Francisco Area, with the competent voice of Mary M. Wetmore substituting for Area Manager Hervey Aldridge.

Seattle secretary Margaret Ike gave the final Telecon report on business matters in her area, as manager Robert O. Blanchard sat close by in case help might be needed. It wasn't, and the Telecon ended with everyone well satisfied with the way it was handled by the skilled secretaries.

The girls were pleased to represent all the Western Region secretaries in the extra special honor of handling the Telecon for a day. Their temporarily superseded bosses admitted their secretaries did a fine job and gained a better understanding of area-region relationships.



"Hello, I'm Margaret Ike with your local Telecon report from Seattle . . ."



"This is JoAnn Rogalla, and on my right is Elaine Carter, secretaries in the Los Angeles Regional Office. We're ready for today's telephone conference with the areas . . ."



"Your Telecon report from Denver is coming to you today from Kathy King, secretary . . ."



"Here's your Los Angeles Area Telecon secretary, Lillian Snowden reporting . . ."



"Hello, I'm Secretary Mary M. Wetmore with the Telecon report for San Francisco . . ."



"Secretary Geniel Bridges here with the Salt Lake City report . . ."



**Center Seminar Participants**

Attendees at a recent four-day Compliance and Security Investigations Seminar at the Aeronautical Center, Oklahoma City, were (standing, left to right): Thomas P. Colihan, Charles V. Middleton, James J. Killela, Donald Mashburn, Bob Kaster, Clyde Ables, John Graziano, Ernest L. Mayfield, James Morgan, Max Shaffer, Peter S. Arcana, Bill Brickell, N. G. Sanders and Tom Ferguson. (Seated): Carl F. Bailey, Don Riehn, Omalee A. Rainbow, George E. Dane, Carl F. Maisch, Robert J. Cole, Louis V. Sills, Salvatore Maggio and Phillip Gressly.

## C&S Role in FAA Safety Mission Cited at Investigations Seminar

OKLAHOMA CITY—The key role played by Compliance and Security personnel in furthering the agency's air safety mission was described at the recent C&S Investigations Seminar held here.

It was brought out that more than 35 per cent of C&S's total investigative effort involves airman and air carrier enforcement matters in support of medical, legal and Flight Standards program responsibilities.

Other matters stressed at the meet by Carl F. Maisch, Acting Director of Compliance and Security, included the C&S philosophy of fair and objective investigations, the policy against invasion of privacy and the need to assure timely, equitable and uniform resolution of matters involving employee responsibilities and conduct.

"One goal of these seminars is to develop from the diverse investigative backgrounds of our investigators—backgrounds with the FBI, the military, the Civil Service Commission and law enforcement agencies—a uniform, FAA-oriented, professional investigative capability responsive to agency needs," Maisch said.

W. Lloyd Lane, Aeronautical Center Director, spoke at the opening session of the seminar. George E. Dane, Chief, Investigations Division, was seminar moderator, assisted by Donald T. Heiman, Robert J. Cole and Louis V. Sills of his staff.

Hosting the seminar was the

staff of the Aeronautical Center's Compliance and Security Division, headed by John V. Graziano.

The Center's Deputy Director, Richard P. Skully, presented Certificates of Training to C&S employees at the conclusion of the meet. Skully has since become the new Miami Area Manager.

Other participants included John E. Marsh, Chief of the Policy and Evaluation Branch, Office of the General Counsel; Dr. Herbert C. Haynes, the agency's consulting psychiatrist; Dr. Robert H. Delafield, chief of the Aeronautical Center's Medical Qualifications Staff and Dr. Richard B. Butler, the Southern Region's Deputy Flight Surgeon.

Others were Dr. Harry L. Gib-

bons, Chief of the Aeronautical Research Branch at the Center; John S. Beard, the center's Chief of Personnel and Training and John Graziano, Robert Kaster, Jr. and Thomas R. Ferguson, Jr., all of Center's Compliance and Security Division.

Others at the meet included: Oklahoma City, Mrs. Omalee A. Rainbow; Washington, Thomas P. Colihan; Alaskan, Ernest L. Mayfield; Central, James R. Morgan and Don Mashburn; Southwest, Max E. Shaffer and Norwin G. Sanders; Western, Charles V. Middleton; Eastern, Salvatore Maggio, James J. Killela and Peter S. Arcana; Southern, William Brickell and Phillip Gressly; and Pacific, Don Riehn.



Photo by A. F. Garvia

### Remembers Old Boss

"After 29 wonderful years in the FAA," veteran controller Vernon T. Erickson has retired in northern Florida. Erickson proudly recalls that Deputy Administrator D. D. Thomas was his boss in 1939 when Thomas was Chief of the Cleveland Center. Erickson was transferred to his last location in Jacksonville during World War II. He is shown (right), receiving his retirement certificate from James Pound, Chief of the Jacksonville Center.

## Fire Crews Alerted Quickly

ROCKFORD, ILL.—When the call came in from occupants of a burning building, the Rockford fire department was already arriving on the scene because Wesley Tipton, a controller at Greater Rockford Airport Tower, had already reported the fire.

Tipton had been looking for an aircraft in the pattern when he saw a sheet of flame erupt from the side of a nearby paint factory. He immediately turned in the alarm.

Shortly after spotting the fire, he

and Controllers Donald Stoike, Robert Simon and Ronald Rubin saw a man run from the blaze with his clothes afire. The tower alerted the police department and an ambulance was promptly rushed to the scene.

When the excitement subsided, a fire department official called to commend the FAAers. Because of their alertness, the official stated, injuries to occupants and damage to the building had been kept to a minimum.

## Agency Youth Worker Is Outstanding in VOE

FORT WORTH—Some 3,000 "stay-in-school" students in the Lone Star State work part-time in private industry and in government agencies as part of the national Vocational Office Education (VOE) program.

An outstanding participant in the program is Myrna Blackwood, 17, a Halton High School senior, who devotes her afternoons to working for the FAA regional headquarters' Management Analysis Division. Myrna has just been elected vice-president of VOE's western region, which encompasses several states contiguous to Texas.

In her leisure-time activity office, Myrna will further the role of the five-year-old VOE program and

counsel other participating students.

Prior to accepting the national office at a convention in Kansas City, she was an officer of her Texas VOE chapter.

Myrna also is an accomplished musician. She plays the piano, sings and writes lyrics. She is a talented folk and gospel song writer and singer, and recently turned down an offer to join a gospel singing group in Nashville.

The VOE program encourages students to remain in school. The VOE staff obtains part-time jobs on the basis of "stay-in-school but learn by doing." Prerequisites for the positions include a year of typing and other skills that prepare students for productive careers.



### Student Employee

Checking directives from Washington Headquarters in her part-time job with the FAA Management Analysis Division in Fort Worth is 17-year-old Myrna Blackwood, a senior at Halton High School. Employed under the Vocational Office Education (VOE) program, Myrna was recently elected vice-president of the VOE's western region.

## Civic Service Brings Award

CLEVELAND—For the most outstanding contribution to the general public and the local community through efforts not directly related to his job, Florian Miras of the Area Office was recently honored at the annual Federal Awards Banquet here.

One of six Federal employees receiving Community Service Awards and the lone FAAer among agencies represented, Miras' services were performed on his own initiative during off-duty hours. The award is sponsored by the Cleveland Growth Association and the city's Federal Executive Board.

Miras' activities included membership on the school board (vice president), Zoning Board of Appeals (chairman), the Village Planning Commission, the Village Police Relief and Pension Board, the Brooklyn Heights Mens' Service Club (past president), the Brooklyn Heights Park Board and the Little League Baseball Commission.

A native of Cleveland, Miras has been with the FAA since October 1965. Before that, he was Deputy Controller at the Navy Finance Center in Cleveland. Presently he is Administrative Officer in the Area Office Budget Branch.



### Bids 'Aloha'

A "kamaaina"—old-timer—to far-flung Pacific Ocean islands is Captain Waller C. Moore, U.S.N., Pacific Region Deputy Director since 1966. A native of Portsmouth, Va., he will retire in mid-June after 30 years with the Navy. He plans to return to the mainland.



# BEHIND THE SCENES

## At FAA's Newest Center in Anchorage

*(EDITOR'S NOTE: Following dedication of the new Anchorage Center in August, FAA Horizons will carry a detailed account of its impact on air traffic control in the 49th state and the role played by air traffic personnel at the center. The article in this issue is intended to give readers a glimpse of the work done by little-known personnel "behind the scenes" at the new center—electronics engineers and technicians, maintenance liaison officers, industrial equipment repairmen and others.)*

Anchorage's new center is set against a backdrop of snowcapped Chugach Mountains and forests in which moose still roam; the \$3,500,000 Anchorage Center occupies an 11-acre site on Elmendorf Air Force Base.

It is responsible for providing the safe and efficient flow of air traffic over an area about a fifth the size of the contiguous United States.

The gleaming new structure reflects the rapid strides made in both electronic technology and architecture since the first Anchorage ARTCC was commissioned on Sept. 15, 1943 as part of a wartime

speedup program. That center was the first to be commissioned outside the 48 states—Alaska then was still a U. S. Territory.

Air traffic personnel employed at the new center under the supervision of Center Chief Edmund Shields and his assistant, Jack Williams, include 112 controllers, 12 crew chiefs and 5 watch supervisors.

"Commissioning of the new Anchorage Center is the result of the work of many employees representing many divisions of the Alaskan Region," said U. M. Culver, project manager. "Each step of the development over the past two years was planned and controlled by a steering committee composed of engineers, architects, air traffic specialists and procurement specialists—20 in all."

Culver, who is Assistant Chief of the Airway Facilities Division, was chairman of the steering committee.

Construction engineers and electronics installation personnel brought together a complex of hundreds of thousands of wires and other components in providing the new "300" switching system which

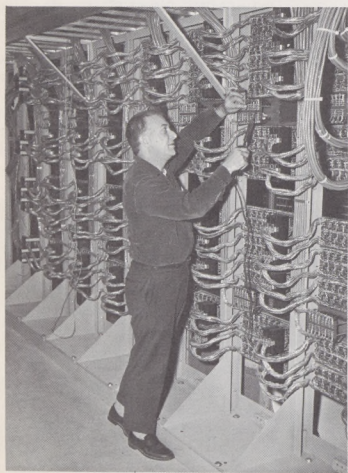
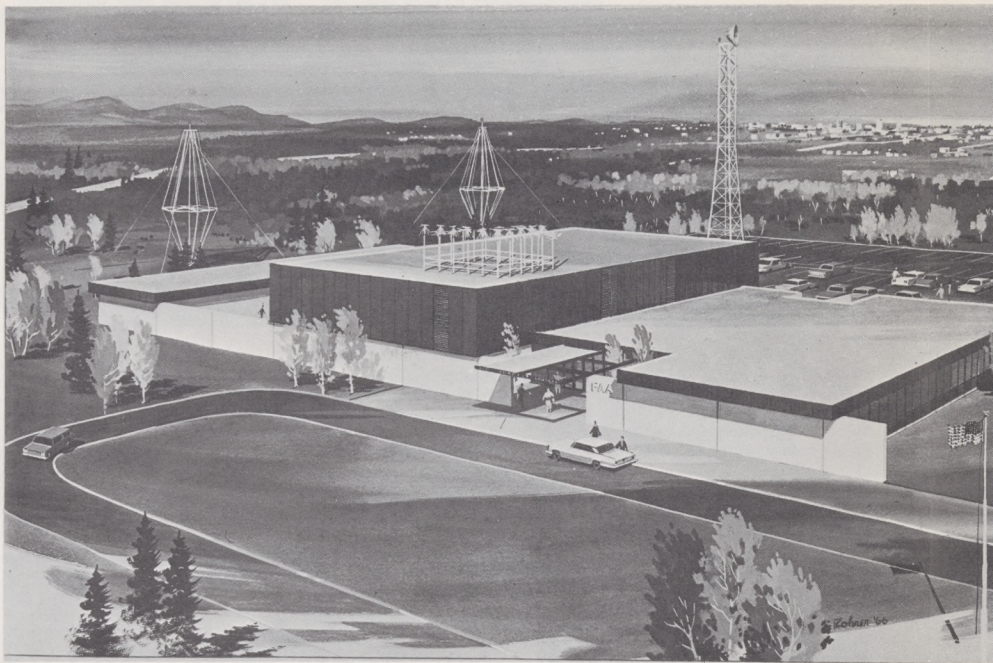
makes possible round-the-clock telephone service to the center's 37 consoles.

They installed a forced air heating and ventilation system centrally controlled from a maintenance console. Cooling, pressure and humidity controls also were installed, as was automatic fire sensing equipment which responds to sharp increases in temperature or the presence of smoke in the air circulating system.

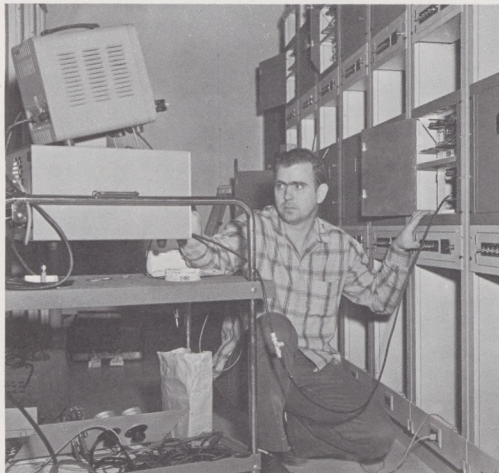
One phase of the ARTCC project remains to be completed. This consists of installing special common digitizer equipment that will bring radar data to the center by landline from the Air Force's long range radar at Murphy Dome near Fairbanks.

When this is completed—the target date is 1973—remaining operations at the Fairbanks Center will be terminated.

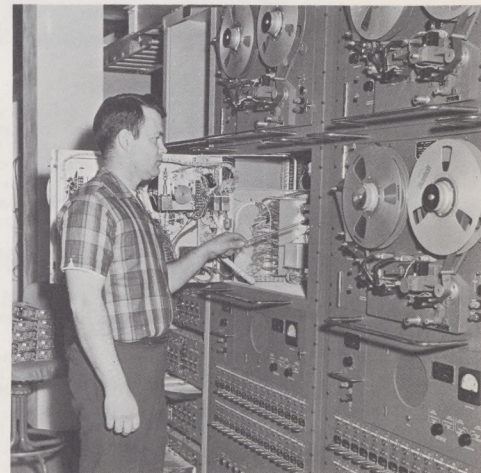
Among those who had key roles in work on the center are George Karabelnikoff, Chief, Plant and Structures Engineering Branch; Ralph Nelson, Chief, Electronics Engineering Branch; John Hayes, electronic design engineer; John Silven, electronic com-



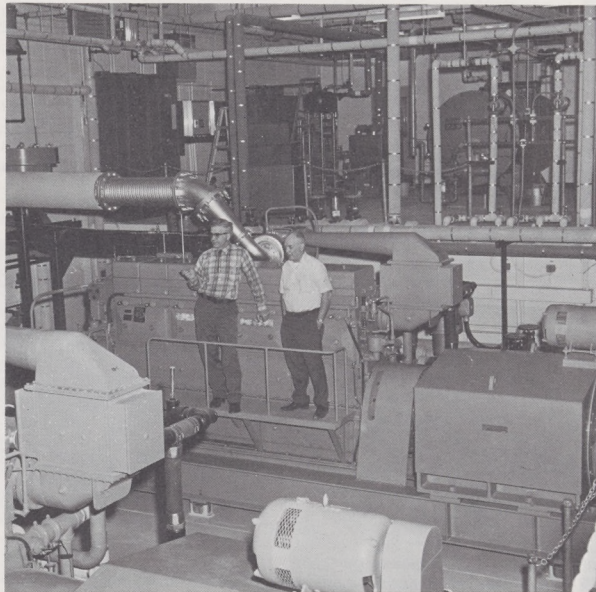
Thick loops of circuits constitute the new center's lifeline. Here, electronics technician Charles Goshorn solders a connection at a radio channel distribution point.



Billie Hughes, electronics technician, checks for proper signals being sent to a distant facility.



Spinning reels that catch the nuances of air traffic control exchanges must be adjusted to fine tolerances. Richard Maytum, an electronics engineer, is keeping tab on this bank of voice recorders.



Center's forced-air heating and cooling system is in background. Standing on the catwalk of one of the center's engine generators are Henry Kiner (left), foreman mechanic, and George Heaton, fixed industrial equipment repairman.



Class in maintenance of the "300" switching system is conducted by Floyd L. Judd, standing, electronics technician, who serves as instructor. "Students" with Judd are C. Lee Pitts, (left), senior electronics technician, Airway Facilities Division, and William R. Miller, project engineer for "300" systems. Miller, with the Systems Research and Development Service in Washington came to Anchorage because this is the only agency-owned "300" system operated by FAA.

munications engineer; Ron Johnson, installation crew chief; Ray Marley, electronic engineer in charge of installation; Leo Obermiller, plant resident engineer; Neil Martens, part-time resident engineer; Robert Hampton, contracting officer; Al Minsch, property manager; Bill Bradshaw, financial and PERT chart specialist; Laura Horn, assistant financial specialist and Shirley St. Peter, committee recording secretary.

ARTCC advisers included Charles Thomas, James Schmidt and Bruno Zamorski.

Electronics engineers on the project included: William A. Horstman, Richard C. Maytum and R. I. Johnson.

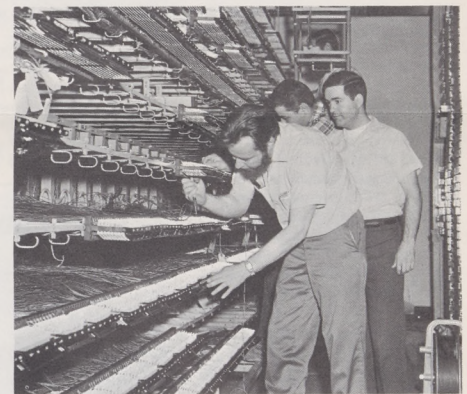
Electronics technicians included Charles J. Goshorn, Anker W. Hanson, Joseph J. Corrigan, Richard C. Edwards, B. D. Hughes, John A. Ferguson, Harry L. Buxton, R. I. Johnson, Forrest V. Warwick, Jack W. Lawson, Clarence G. Weber, William N. Motley, Thomas J. Evans, Dennis R. Simantel, Neil L. Fisher, Jack T. Welsh, James W. Smith, William A. Smith, Edwin V. Dowling, John W. Alf, Marcel L. Warin, Harvey K. Rogers, Ralph A. Frederickson, and Earl C. Foster.

Also playing major "behind-the-scenes" roles in the new center is David L. Stroebel, Airway Facilities Sector Chief at the facility, his secretary, Mrs. George T. Stephen, and five maintenance liaison officers who provide a line of official and technical communication between maintenance and air traffic personnel: Joseph H. Brooks, James R. Carew, Norman B. Dial, Jack V. Huffman and Cecil L. Jackson.

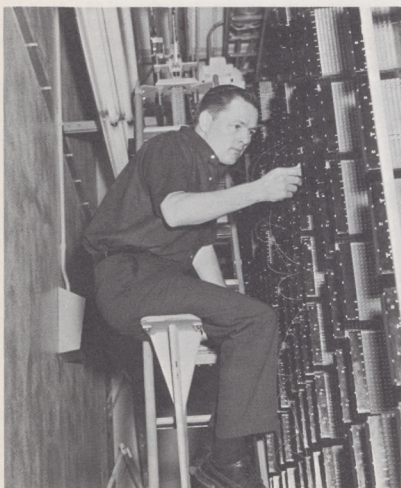
Others include Technician Supervisor C. Lee Pitts and the following electronics technicians: Ernest T. Argleben, Robert M. Guinn, Loren D. Heyne, Silas Shannon, Jr., Glen L. Sisson, Dean M. Vance, Don J. Waltee, John A. Wetteland, Frank Zschiegner, Kenneth D. Hill, Frederick W. Johnson, Robert B. Johnson, Alex J. Kravits, Raymond D. Moma and Cleo H. Sims.

Also on Stroebel's staff are the following fixed industrial equipment repairmen headed by Foreman Henry Keiner: Wendell R. Burns, Ben H. Cowart, Max H. Cutshall, George M. Heaton and B. J. Walden.

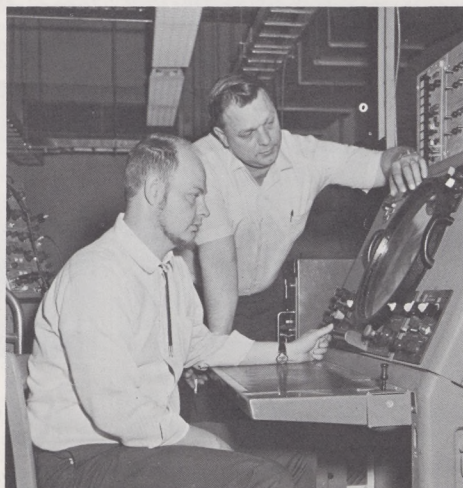
Stroebel also supervises four hard-working janitors: Darold D. Jenkins, Charles A. Lampley, Virgil E. Roscoe and Jack Blatchford.



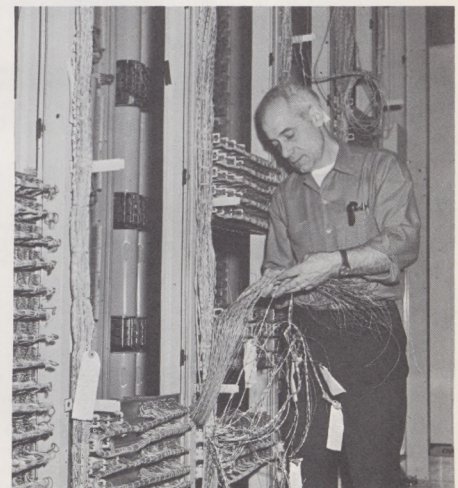
No guessing here—electronics engineer Clarence Weber (foreground), promptly makes a change in one of the 137 circuits that feed into the new Anchorage center as Harvey Rogers, electronics technician, looks on.



More than 300,000 separate connections had to be made in the installation of the center's "300" switching system being checked by Ralph Frederickson, electronics technician.



Before equipment could be put into service it had to be carefully aligned, checked and evaluated. Here electronics engineers William Horstman (left), and Ronald Johnson are checking out a radar display.



This maze of wires resembling an unwieldy clump of spaghetti will be neatly back in place after electronics technician Forrest Warwick locates the circuit he's looking for.



### Busy Break

During coffee break at recent Fairbanks conference aimed at improving job opportunities for minorities, Mrs. Patricia Mayo (left), Alaskan Region Equal Opportunity Officer, discusses program with Geoffrey Larmine, Alaska manager for British Petroleum (one of the major developers of North Slope oil deposits); Mrs. Laurel Bland and Mrs. Joseph Rudd, conference participants.

## Equal Rights Program Action Plan Explained

ANCHORAGE—A converted riverboat which once plied the Yukon River was the scene of a recent Alaskan conference to improve job opportunities for Alaska's minority groups.

Sponsored by the Human Rights Commission of the State of Alaska, the two-day conference held in Fairbanks featured one panel discussion moderated by Mrs. Patricia Mayo, Equal Opportunity Officer of the Alaskan Region.

Two hundred conferees representing private industry, local, state and federal agencies, the unions and educators attended.

Mrs. Mayo's panel covered discussions on fair employment and explored federal, state and municipal laws and regulations dealing with equal employment opportunities and how these requirements should be used to foster affirmative action.

### Compliance Explained

Her panel zeroed in on the subject of compliance in awarding and fulfilling federal contracts.

"This program is based on an affirmative action approach which requires employers to develop individual result-oriented written plans to correct conditions under which minorities have been discriminated against because of their race, color, religion, sex or national origin," she said.

She pointed out that all contracts over \$10,000 paid for entirely or partly by federal funds must contain an equal opportunity clause. Contractors and subcontractors with contracts of \$50,000 or more and with 50 or more employees

must develop and keep current a written affirmative action compliance program for each of their offices, plants or construction sites.

"By changing employment patterns that existed in the past and by eliminating discrimination in all employment practices, we can achieve the results we're after," Mrs. Mayo said.

Assisting Mrs. Mayo at the conference were Desmond Edwards, recently appointed to the position of Equal Employment Opportunity Specialist for the Alaskan Region, and Marion Figley, Assistant Manager of the Fairbanks Area.



### A Good Guy

A white cowboy hat autographed by his most recent Operation Raincheck class is presented to H. Miles Payne (right), San Antonio Tower crew chief by Jack J. Jobe, Tower Chief. Payne instructed 13 classes, graduating 224 IFR pilots.

## 224 Southwest IFR Pilots Take Raincheck Course

SAN ANTONIO—To update airmanship of pilots qualified to fly under Instrument Flight Rules (IFR), the San Antonio Tower recently completed the last in this year's series of 13 terminal Operation Raincheck classes.

The course was designed to help IFR pilots gain a better understanding of the FAA system by actually observing agency employees handling traffic flying under Instrument Flight Rules.

Coordinated by Tower Chief Jack J. Jobe, all classes were instructed by H. Miles Payne, a crew

chief. Payne graduated 224 IFR-rated pilots when the series terminated this spring.

At the final class in the series, Jobe presented Payne with a "good guy" white western hat bearing autographs on its brim from every member of the class.

Originally, the course was designed to be taught in air route traffic control centers. The terminal location later proved highly satisfactory and the results indicate suitability of this location for possible future Operation Raincheck classes.

## Shaffer Cites Vital Role of Airports

By John Leyden

DETROIT—"Are airports suffering from an inferiority complex?" asked FAA Administrator John H. Shaffer in a recent speech at an Air Transportation for Metropolitan Detroit planning meeting. He answered the question with a definite, "yes!"

Shaffer told the audience that airports are not always popular in the communities they serve.

"Built close in," he pointed out, "they are opposed by their neighbors for reasons of noise and congestion, regardless of who was there first. Remotely situated, airports are blamed for upsetting the ecology of the region or condemned for being hopelessly out of reach."

Shaffer pointed out that adequate airport facilities are absolutely essential to the growth of a community and noted that airports which haven't kept pace with the progress of aircraft are liabilities to the communities they are intended to serve.

The Administrator noted that several cities, including Houston, Kansas City, Miami and Dallas-Ft. Worth are building new airports to handle the growing volume of commercial air traffic. However, he added that "by and large the expansion of established airports is probably the most practical approach to the future."

"Improvements that are broadly planned, well-ordered and implemented in a timely manner will assure a community that its airport capacity keeps ahead of demand," he said.

Shaffer praised a \$69 million improvement program underway at Detroit Metropolitan Airport.

Shaffer said there is a good probability for action by this session of the Congress on a user charge package to provide additional revenues needed for capital improvements in the airways-airport system. However, he noted that the primary responsibility for airport development and improvements remains at the local level and with the kind of civic initiative demonstrated in Detroit.

"This will still be true," he continued, "regardless of what is voted

or not voted in Washington."

Shaffer noted that "Many cities will prosper or falter in the future as a result of the way they deal with today's aviation challenge. Air transportation, accordingly, must be a central factor not only in airport planning, but in city planning. Integration of the airport with the community it serves, and integration of air travel with other modes of public and private transportation, are twin objectives deserving the best efforts of us all."



### Dignitary from China

Technical aspects of China Air Lines' proposed trans-Pacific service were discussed by the director of the Chinese Civil Aeronautics Administration, General Y. T. Mao in a recent meeting with Administrator John H. Shaffer (left), and Charles O. Cary (right), Assistant Administrator, Office of International Aviation Affairs.

## State Airport System Plan Covered in New Publication

WASHINGTON—A new publication that establishes guidelines for preparing a state airport system plan has been published by the FAA and the National Association of State Aviation Officials.

Titled "Planning the State Airport System," the guide was prepared by a joint committee of FAA and NASAO.

The 15-chapter guide—the first of its kind ever published—offers step-by-step instructions for preparing a state airport system plan. The planning process is broken down into four general phases: establishing objectives and criteria; data collection, including an inventory of existing aeronautical facilities; forecasting aeronautical activity and system requirements; and development of a system plan.

The guide identifies various sources for aviation statistics and forecasts and socio-economic data normally used for airport system planning purposes.

Among the objectives of a state airport plan listed in the guide are:

- Provide for the orderly and timely development of a system of airports adequate to meet the aeronautical and air transportation needs of the state and the nation.
  - Provide a framework for airport development programs consistent with short, intermediate and long-range needs.
  - Provide a basis for coordination of airport plans, with the planning by state, metropolitan and urban agencies in the areas of transportation, land use, economic development and resource utilization, and for coordination with airport system plans in adjoining states and with the agency's National Airport Plan.
- FAA members of the committee were Salvatore G. Lardiere, Philip J. Steece, John R. Goodwin and Walter A. Barbo, all of FAA's Airports Service, and Ernest R. Wilkins of the Air Traffic Service.

## Volumes Planned For FAR Parts

WASHINGTON—Federal Aviation Regulations will be reissued in a volume system, rather than by separate parts as is done now.

Starting around mid-July, each FAR Part will be designated a portion of a volume. There will be 11 volumes in all.

Distribution of the volumes will be by the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402, who will set the price for each volume.

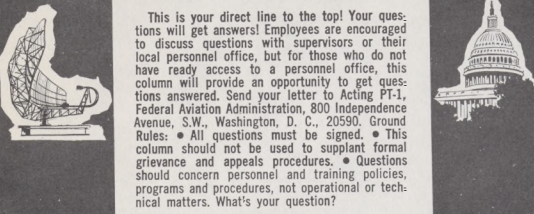
Implementation of the new volume system will require approximately 12 months.



### First in Central

An FAA Certificate of Achievement recently was presented to General Mills, Inc., the first Central Region general aviation operator authorized to operate under Category II conditions. The certificate was presented by Thomas E. Ashley (left), Chief of the Minneapolis Area Flight Standards Branch, to General Mills chief pilot, Harry Nystrom (second from left), and W. K. Smith, General Mills vice president. Robert O. Ziegler, Minneapolis Area Manager, is at right. The term Category II refers to a system which allows safe landings under lower weather minimums by properly instrumented aircraft at specially-equipped fields.

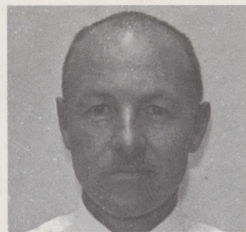
**DIRECT LINE**



This is your direct line to the top! Your questions will get answers! Employees are encouraged to discuss questions with supervisors or their local personnel office, but for those who do not have ready access to a personnel office, this column will provide an opportunity to get questions answered. Send your letter to Acting PT-1, Federal Aviation Administration, 800 Independence Avenue, S.W., Washington, D. C., 20590. Ground Rules: • All questions must be signed. • This column should not be used to supplant formal grievance and appeals procedures. • Questions should concern personnel and training policies, programs and procedures, not operational or technical matters. What's your question?



Robert LeSuer



Ralph Noltemeier

## Time for Jet Course Is Cut in Half by Pilots

By Thom Hook

PERRIN AFB, Tex.—Completing a five-week course in half the normal time to qualify in the Air Force F-102 supersonic jet is now SOP (Standard Operating Procedure) for two Flight Standards Service pilots, Robert LeSuer and Ralph H. Noltemeier.

The two FAA men looked at the planned schedule for ground school, flying time and study, then obtained the Air Force's permission to compress the five-week course to two weeks and three days.

According to LeSuer, Chief of the Aircraft Handling Qualities Section, and Noltemeier, Chief of the Flight Technical Program Staff, the pair passed up the normal half-day program scheduled, with the rest of the day for study, and elected to go at it all day long, leaving studying for evenings.

Assigned to the 4782nd Combat

Training Squadron, the FAAers finished among the top graduates of the class. Besides the academic portion, they completed 15 hours of flying in the supersonic all-weather F-102 jet interceptor, plus nine hours of simulator training.

After an interim period back at Washington Headquarters, Noltemeier and LeSuer will report to Little Rock AFB, Ark., June 9 to train in the B-58. This training will prepare them to perform flight evaluation of the British-French Concorde SST, scheduled before the end of 1969.

The next FAA employees scheduled to take the F-102 course are Earl Chester from the Western Region's Boeing Flight Center FAA office in Seattle, and Eugene A. Van Gundy from FAA European Region headquarters in Brussels, Belgium.

## James L. Bispo Named Manager of Wake Island

WAKE ISLAND—Appointment of James L. Bispo, FAA Pacific Region Budget Officer, as Wake Island Area Manager to succeed George R. LaCaille, has been announced by Phillip M. Swatek, Region Director.

LaCaille leaves the important ocean stopping off point for the Pacific airlift to attend a year's study program at the Air War College, Maxwell AFB, Ala., after which he will be given a new agency assignment.

Bispo will be responsible for administration of the civil affairs of Wake Island and its 2,000 residents.

After receiving a degree in Civil Engineering from Fresno State College in 1958, Bispo joined FAA as a civil engineer trainee. He was

promoted rapidly through a series of engineering positions.

In 1964, under FAA's Administrative Management Development Program, Bispo completed a year of graduate study at Syracuse University and was assigned to the Office of the Budget at Washington Headquarters. Later, he was appointed Assistant Budget Officer for the Pacific Region. In 1967 he became that Region's Budget Officer.

Last year, Bispo was nominated for two national public administration awards—the Arthur S. Flemming Award, which annually honors outstanding young men in the Federal Government, and the William A. Jump Award, given annually for outstanding service in the field of public administration.



Officially on Board

Oath of office is administered by Administrator John H. Shaffer to the agency's new Assistant Administrator for Public Affairs, Murray Snyder (right), as Mrs. Snyder looks on.

## Montana Pilots Pitch in to Aid Safety Program

HELENA, Mont.—Highly-experienced Montana pilots have pitched in to help the agency in a new statewide accident prevention program aimed at giving out-of-state pilots who come to Montana a better understanding of flying conditions peculiar to the state.

The new program was launched by Larry Basham, GADO Accident Prevention Specialist, after he studied general aviation accident records and found that out-of-state pilots were involved in a major proportion of the state's aviation accidents.

To counteract this, Basham recently enlisted the aid of long-time Montana pilots in counselling visiting pilots concerning conditions they can expect to encounter in the state. The new organization is known as "Senior Local Pilots" and is made up largely of pilots with a wide range of flying experience, particularly over mountain terrain. Most of them are FAA pilot examiners.

To let pilots know about the new service, which is free, signs have been posted at all Montana flight service stations and airports.

"We feel that this program of pilot education which puts to use the skills and experience of expert Montana pilots is providing a valuable service to visiting pilots and will help save lives," Basham said.

He said the program took on added significance in view of the findings of a recent survey which showed that pilots who continue VFR flights into IFR weather and those using faulty flying techniques rank high on the list of those involved in Montana accidents.

Basham pointed out that while general requirements for a private pilot certificate call for a specific combination of experience, knowledge and skill, many pilots find themselves flying over terrain—such as Montana's mountainous areas—requiring a greater degree of experience and skill than they possess.

## Administrator

(Continued from page 1)

program for their efforts in behalf of flight safety.

The two national winners, representing the air carrier and general aviation categories, were selected from 15 finalists following a nationwide competition involving aviation mechanics, inspectors and maintenance personnel.

Participating sponsors in the 1968 program were the Air Transport Association, American Aviation Publications, Aviation Distributors and Manufacturers Association, the Beech Aircraft Corporation, the Cessna Aircraft Company, the Champion Spark Plug Company, the National Business Aircraft Association, the National Aviation Trades Association, the Professional Aviation Mechanics Association and the Flight Safety Foundation.

## Training Program

(Continued from page 1)

With a continuing training program, with employees steadily improving their education and skills and moving on to better jobs, morale is high, opportunities are evident, and in one category at least, the Region's personnel problems have been minimized.

QUESTION: When I travel on official Government business and my expenses exceed the reimbursement by the agency, can I claim the difference as a "business expense" for income tax purposes?

ANSWER: Possibly, but to get an official answer you should check with the nearest office of the Internal Revenue Service.

QUESTION: Does the agency intend to provide Academy training on the new digital check character generator?

ANSWER: No. Prior to addition of the digital check character generator to the Air Traffic Control System, an analysis was made to determine if training was required. Taking into account the extensive technical background and training previously acquired by our journeyman technicians, the determination was made that it was within the capability of our technicians to maintain this equipment without formal resident training. This decision was further reinforced by the fact that digital check character generators have been maintained satisfactorily in the Jacksonville area for over a year by technicians who have had no formal training on the equipment. In addition, it is estimated that a one-week training course at the FAA Academy on this equipment would cost approximately one-half million dollars. In view of the relatively simple nature of the equipment, such an expenditure was not considered justifiable.

QUESTION: What are the general rules governing payment of cost-of-living allowances (COLA) in non-foreign areas such as Alaska and Hawaii?

ANSWER: Only employees whose salaries are fixed by law (General Schedule in FAA) are eligible for COLA in non-foreign areas. Payment of COLA begins on the date of arrival at the post of duty on regular assignment or transfer. Payments end on the date of departure on transfer to a new post of regular assignment. COLA payments generally continue for all periods of temporary absence from the post of duty on leave or detail, including transit time. However, COLA payment is restricted when an employee is receiving post differential while on detail at a foreign post of duty. The Comptroller General has held that an employee entitled to a cost-of-living allowance is not entitled to temporary quarters and subsistence allowance upon permanent change-of-duty station. This ruling applies to the period in which he is receiving the COLA for his permanent post of duty. In other words, he cannot receive both allowances for the same period of time.

QUESTION: On March 17, Direct Line column discussed on-the-

job attire for air traffic controllers. Even after reading your answer, I am still interested in knowing how regional offices make their determination and to what extent individual supervisors may interpret this policy. Should the regional policy be in writing?

ANSWER: Handbook 7230.1, paragraph 301.3, states agency policy concerning an air traffic controller's appearance while on duty. There is no requirement to make this determination in writing; however, some regions may wish to do so. In making this determination, regional offices have the responsibility to specify, when necessary, certain procedures to achieve the objectives outlined in agency policy. The supervisor, in turn, should resolve any differences in the interpretation of these procedures through the regular chain of command.

QUESTION: Since taking the clerk-typist examination, I received a Special Service Award for my work with FAA under the Youth Opportunity Campaign. Will this award change my rating on the exam?

ANSWER: No. It will, however, be an additional, important piece of information which prospective employers will consider. You should be sure that the application you filed when you took the exam is amended to include information about your award.

QUESTION: The January 6 "Direct Line" contained a question concerning the minimum length of time of rest between duty periods for air traffic controllers. The answer was that ATCS personnel must have an off duty period of at least eight hours between shifts. I do not think you answered the question. He asked about REST; you answered in terms of OFF DUTY TIME.

ANSWER: As stated, ATCS personnel must have an off duty period of at least eight hours between shifts. There is, of course, no way of forcing an employee to sleep or even "rest" during this period. The employee does "rest" from control duties, however, by virtue of the fact that he is not actively engaged in air traffic control work during this off-duty period. It is the employee who must determine how to spend his free time and how far away from work he chooses to live. However, the employee must recognize that such things as commuting time cut down on free time. The employee must also recognize that a short turnaround in a shift schedule often provides him a greater than normal break between shifts. Some employees look forward to these long breaks. If a work situation becomes particularly burdensome, supervisors may modify work schedules consistent with operational needs.



# Dear FAA...

When Children Take Pen in Hand to Write  
To the Agency, the Results are Sometimes Unusual

By David H. Brown

Each year, the FAA is on the receiving end of a number of requests, suggestions and comments from grade school youngsters, and the letters some of them write are most illuminating.

Many recent letters concern the current hijacking problem and here are some solutions provided!

"... you could have a little opening in the ceiling that someone could crawl through and knock him out."

"... you could have a bar when they enter the cockpit and the pilot could press a button, but if the person was not a skyjacker you could have a good and bad button."

"The pilots could put only enough gas in the tank to go wherever they want to go, and if they ran out of gas have an unmarked button open a secret compartment and have a container of gasoline inside. But don't let the public know..."

Several children from a California sixth grade class suggested "electric eyes," trap doors and gun detectors. One added, "Then the co-pilot would have a tranquilizer and then he would shoot the skyjacker."

Another student suggested this blunt approach:

"My suggestion is that inside of cabin where the stewardess is standing one of them should be secret police ladies in disguise who could hit him over the head with a crowbar."

"... when he comes in, you should put a sock with sand hanging from a rope, then drop it on his head."

But hijacking is not, of course, the only topic children write FAA about.

Here are some excerpts from letters written after tower visits by fifth graders from various parts of the United States exactly as they wrote them:

"I liked best the big jet. It sure was big."

"Dear Control Tower: ... I like the kitchen (on the 727). You know, I might work out there sometime." Signed "Nancy Blichman. P.S.—My last name sounds like Blickman."

"I am sorry for taking your time and for being so loud."

"We counted the steps on the way down (from the control tower). There were 82 steps."

"I liked the ride on the airplane. I got a stomach ache but mother said it was from the high altitude. I still liked the ride."

"Thank you for taking your time to take me on the airplane ride. It was fun. I felt safer when you were driving."

"I know it (the tower) must get lonely at times, but that's life."

"I would like information (on being a stewardess) because I am 13 and want to start practicing early. I am 5' 4" and have twenty twenty vision. Plus I meet with other requirements."

"I want to be a pilot when I grow up. I am only 12 now. It takes time. P.S.—Please hurry."

"I hope to be a pilot some day ... your talk inspired me."

But older children have their written moments too.

"I am doing reasurch on airport congestion," wrote a high school student from San Francisco.

One student wrote: "I have the FAA as my term paper topic and would like this information as soon as possible because it is due soon."

A high school guidance counselor merely said: "Please send information."

A high school girl signed her letter, "Sincerely yours."

"I am doing research on airport congestion," one girl wrote to FAA. "Could you please send me information concerning your airline?"

But perhaps one of the more interesting letters was this one:

"My cousin and I are from ----- Junior High and we are studying on the islands in the Pacific Ocean. And we are in need of some written information that we can cut out and make into a notebook. Our 8th grade teacher says if we get an A+ on our notebook and if we normally have a D— which we have the notebook grade will change that D— to a B+. And in order to get on the honor row we can't have a D—."