FAA HORIZONS

Read: 'MAC—Air Safety's Stethoscope' Pages 4-5

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Seals Appeal

A copy of "FAA Horizons" and a giant 1969 Christmas Seal are held by Miss Patricia Nixon to encourage DOT employees to use seals on Yuletide envelopes and packages. Contributions for the seals help finance voluntary work against tuberculosis and other respiratory diseases and air pollution.

25 Schools Join in Work-Study Plan

By Cliff Cernick

WASHINGTON—Twenty-five junior colleges and technical schools across the nation are participating in a two-year, agency-sponsored experimental aviation technology education project which shows promise of providing the FAA and the aviation industry with a major new source of manpower. Each of the continental regions is taking part in the unique new work-study program which, for the first time, links classroom curricula to FAA's specific manpower needs.

The new program brings the agency into close cooperation with the nation's educational institutions and the aviation industry in the interest of a common objective: guiding young people with special aptitudes toward meaningful careers in the mushrooming world of aviation.

As many as 600 technically-oriented, aviation-minded young people may become available for agency jobs by the time the test program is completed in the fall of 1972. Approximately 70 per cent of the students completing the program are expected to qualify for jobs in air traffic. Another 20 per cent will become eligible for work in airway facilities and about 10 per cent in flight standards.

In addition to helping the agency develop a planned recruitment reservoir, the experimental project is expected to provide a substantial number of qualified minority-group employees, since several of the schools participating have substantial minority enrollments and some are attended primarily by students from minority groups.

The course of studies at schools participating in the program is tailored to specific agency and aviation industry job requirements. On-the-job training supplements classroom work to qualify students in the 18-to-20 age group for their first steps on the FAA career ladder, and for opportunities in private industry.

Students completing the air traffic curriculum must pass Civil Serv-

(Continued on Page 7)

'On Target' at Green River

Former FAA controller Joseph DeJoie works with a Green River College student assigned to the Seattle Center in connection with the schools work-study program—part of a nationwide program inaugurated by the FAA.

DOT Honors Presented To 7 Agency Employees

WASHINGTON — Seven FAA employees were among the 21 Department of Transportation employees honored recently at the DOT's second annual Awards Day program.

Secretary John A. Volpe presented the Award for Valor to ATC specialist Dale Jones of Moses Lake, Wash. and NAFEC aircraft mechanics Carmen Rossi and Warren Sauerheber.

The Award for Meritorious Achievement went to Earl Anderson, Acting Associate Administrator for Personnel and Training; James Campbell, Chief of the Flight Instructor Refresher Unit at the FAA Academy; Henry New-

(Continued on Page 7)

Murray Snyder

Murray Snyder, Assistant Administrator for Public Affairs, passed away Nov. 2 at Georgetown University Hospital in Washington. Mr. Snyder was a former Assistant Secretary of Defense and White House Assistant Press Secretary. He had been with the FAA since May of this year.

Technical Education Project Successful in Seattle Area

AUBURN, Wash.—Seattle Area facility chiefs who were lukewarm about the new aviation technology education program when it was first announced are now its most enthusiastic advocates.

Following an analysis of the performance of students during the on-the-job portion of aviation program at Green River Community College, one facility chief commented: "Students assigned to me progressed very rapidly." Another facility chief commented: "I'd hire this student right now as a GS-7." Still another supervisor stated: "We got a full day's work—every day—out of every one of them. GS-3s were doing GS-5 work."

Only two of the 25 students in the Seattle Area program were reported to have done "average" work during the past summer. All the rest were rated much higher.

Sixteen students from Green River Community College were enrolled in the program.

Joseph J. DeJoie, aviation instructor who coordinated the program at GRCC, believes firmly the program will provide a prime source of future FAA personnel. DeJoie recently resigned from the FAA after 13 years as a controller to teach at the college.

Sixteen GRCC students were employed by the agency last summer at various facilities in the Northwest. All have had a year in the school's aviation program and are now pursuing their final year of study. Eight of the 16 worked at the Seattle Center. Following three weeks of classroom orientation, the students began on-the-job training. A similar schedule was provided for GRCC students as-

(Continued on Page 7)

Aviation Leaders At Honolulu Meet Hear Thomas

HONOLULU — Transportation progress is threatened by such problems as inadequate airport facilities, noise, pollution and hijacking, Deputy Administrator D. D. Thomas told directors of civil aviation from Asia and the South Pacific at their recent informal conference here.

Representatives of 19 Asian and Pacific nations and the U.S. heard Thomas urge expansion of aviation's potentials toward realization of the "promise of the Pacific."

"By joining together to deal with mutual problems and opportunities, we shorten the lines of communications and the distances that separate us," Thomas told the conference, which was attended also by representatives of the International Civil Aviation Organization and International Air Transport Association.

Besides Thomas, the U.S. was represented by Charles Cary, Assistant Administrator for Interna-

(Continued on Page 7)

East Meets West

Civil aviation directors from Asian and South Pacific countries met recently in Honolulu—the first time on U.S. soil since they began meeting annually seven years ago. Pacific Region Director Phillip Swatek (right), was chairman of the conference which brought together delegates from 19 Asian and Pacific nations. Others are (left to right): A. M. Raffael, United Kingdom; D. D. Thomas, FAA Deputy Administrator and Nguyen-Dinh-Lan, Vietnam.

1969 Safety Award Program Is Announced by Agency

WASHINGTON — With cash prizes at an all-time high, the seventh annual National Aviation Mechanics Safety Awards Program has been launched by the FAA.

Mechanics who developed new air safety ideas during 1969 will compete for more than $10,000 in prizes, including vacation trips for themselves and their families, which have been donated by industry as part of a continuing effort to focus public attention on the critical role played by aviation mechanics in preserving America's outstanding air safety rceord.

Entries will be judged in three categories. The first includes improvements to airframes, engines, or components which lead to increased reliability. The second category covers maintenance or inspection procedures which increase air safety. The third category applies to the aviation mechanic who has consistently demonstrated an unusually high professionalism.

Nominations, submitted by the mechanic himself, or by anyone else on his behalf, must be made before the deadline date of Dec. 31, 1969. Entry forms are now available at all FAA facilities.

Two national grand prize winners, selected from among 16 regional finalists, will be chosen by the Flight Safety Foundation of Arlington, Va. They will be flown to Washington with their families for the awards ceremonies next spring. One winner will represent the air carriers, and the other general (non-airline) aviation.

In Washington, the air carrier winner will be the guest of the Lockheed-California Company, which also will present him with $500. Also, the national air carrier winner will receive $300 from the Ziff-Davis Publications Aviation Division, $200 from the Air Transport Association of America, a $50 U.S. savings bond from the Professional Aviation Mechanics Association, and a chauffeur-driven limousine for part of his Washington visit donated by the Champion Spark Plug Company.

Champion will be the Washington host for the general aviation winner and his family. At the awards ceremonies, he will receive $300 from the Ziff-Davis Publications Aviation Division, $300 from the National Business Aircraft Association, a $50 U.S. savings bond from the Professional Aviation Mechanics Association and a three-day trip for himself and his wife to any destination within 1500 miles of their residence, given by the Cessna Aircraft Corporation. If the winner happens to be an employee of a Cessna dealer, he will receive in addition $300 worth of Cessna stock.

Both national winners also will receive a handsome bronze plaque commemorating their selection.

Each of 16 regional finalists, representing both air carrier and general aviation categories, will receive from the Snap-On Tool Corporation a $300 certificate for Snap-On Tools of his choice and a roll cab, tool chest, and hand tote box. There are a number of other prizes at the regional level, varying among individual regions. Included among these are $100 donations each from Trans World Airlines, Ozark Airlines, the International Association of Machinists and Van Enterprises.

At the state level, mechanics will compete for prizes donated by various business firms, including the National Aviation Underwriters ($100), the American Insurance Company ($100) and varying amounts from state aeronautical commissions.

ATP Licensing Revised by FAA

WASHINGTON — Aeronautical experience requirements for airline transport pilot (ATP) certificates have been changed by increasing minimum flight time requirements. More credit is given, however, for flight time logged by co-pilots and flight engineers in air carrier operations.

Specifically, the new rules, which take effect Nov. 22, cover the following changes:

- Increase the minimum flight time requirement from 1,200 to 1,500 hours.
- Allow commercial pilot certificate-holders to credit all flight time logged as second-in-command in airline operations toward an ATP certificate. Previously, such credit was limited to 50 per cent of the flight time logged.
- Allow persons with a commercial pilot certificate limited credit toward an ATP certificate for flight engineer flight time in transport planes operating in air carrier service in which flight engineers are required, provided they participate in an FAA approved airline pilot training program.
- Delete the "currency-of-experience" requirements that flight time needed to qualify for an ATP certificate be acquired within the eight years prior to application for such certificate. Also deleted is the requirement that the flight time include five hours within the 60 days prior to application.

For Accomplishment

Congratulations for completing a "Fundamentals of Management Engineering" course are extended by Arvin Basnight (second from left), Western Region Director, to (holding certificates, from left): Gordon Edwards, David Millar and Cal Cubberley. Looking on are course supervisors Lloyd Smith (left) and Walter Moon.

Leading Roles in EEO

Equal Employment Opportunity specialists and personnel concerned with the agency's EEO effort who recently met at Headquarters included (front row): Gwendolyn E. Riley, PN-200; Mrs. Deweylene D. Fields Western Region; Ruby Joe Rachal, Central; Robert Parkam, Eastern; and Robert E. Starr, Southwest. (Second row): Alonza Bean, Western; William Wynn, Southern; Joseph J. D'Angelo, Jr., Southwest; Willie C. Christian, Southwest; McLendon Wilson, Southwest; Nathaniel Mosby, Southern; and Clark D. Sharpe, Eastern. (Back row): Earl L. Ginyard, Eastern; Leo F. Powell, Washington Headquarters; Winchester Davis, Central; Herman T. Wells, Eastern; Herbert Scurlock, Eastern; Desmond Edwards, Alaskan; and Alexander Johnson, Central.

Active EEO Recruiting Efforts Planned

WASHINGTON—To develop overall plans for an aggressive Equal Employment Opportunity recruiting effort, 18 newly-assigned EEO specialists met recently at Headquarters.

Plans to recruit greater numbers of minority group members and women into the FAA work force were formulated at the conference, conducted under the theme, "The Name of the Game is Results."

EEO recruiting at colleges with heavy minority enrollment was emphasized as a key step toward EEO goals. Recruiting in minority communities and in other Federal agencies with large numbers of underutilized minority employees also was stressed.

The primary role of the new EEO personnel specialists was reaffirmed during conference discussion and in individual study groups.

Recommendations resulting from the EEO Conference are being furnished to directors of regions and centers. The recommendations include plans for better utilization of minority group members and women through the provision of greater opportunities for training and advancement.

SSP from Governor

It isn't every day an FAA employee gets his Sustained Superior Performance award from the governor, but that honor recently came to Darele Kennedy (left), of the Ceredo, W. Va., Airway Facilities Sector. Governor Arch Moore of West Virginia (center), made the presentation during a surprise visit. Sector Chief Glen Hughes looks on.

Award for Mechanics

The first FAA award of its kind—the Aviation Mechanic School Graduate of the Year Award—was recently presented to John Kurtz (right), Pittsburgh Institute of Aeronautics graduate, by Richard Farrell, Assistant Manager, Cleveland Area Office. The new agency award, to be conferred annually on the outstanding student in each FAA-approved aviation mechanic school in the Eastern region, was initiated by John Mears of the Eastern Region Flight Standards Division and Charles Schaffer, FAA representative at the Allegheny County Airport in Pittsburgh.

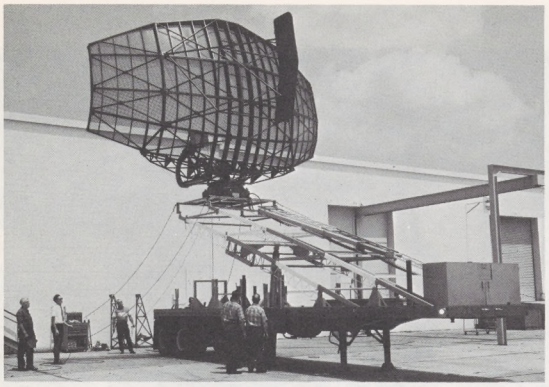
Women's Advisory Committee Meets

WASHINGTON—The FAA's 32-member Women's Advisory Committee on Aviation held its 12th meeting Oct. 27-29 at FAA Headquarters. The committee convenes twice a year to provide recommendations to the FAA Administrator for improving U.S. aviation facilities and services.

Attention at the meeting focused on V/STOL technology and intermodal transportation, and also on the problem of midair and near-midair collisions. The committee was briefed by James F. Rudolph, Chairman of FAA's Near Midair Collision Study Group, as well as by William M. Flener, Director of the Air Traffic Service, who discussed proposed rule making and other actions designed to reduce collision potential. Other subjects covered included medical research and accident investigation.

The committee is composed of outstanding women pilots who also are eminent representatives of the aviation community or business, education, medical, or civic interests. Chairman of the group is Mrs. Lauretta Foy, a veteran flight instructor from Southern California. Mrs. Foy is chief pilot at Southland Helicopters of Van Nuys.

The committee, organized in 1964, has recommended a number of specific programs to FAA to foster the development of civil aviation and improve flight safety. These have included the agency's Gold Seal program to encourage flight instructors to increase their proficiency, a change in the format of aeronautical charts used by pilots in the cockpit for convenient handling, revisions to air traffic control procedures, and the inauguration of FAA's airport beautification awards program.



Radar On the Go

Slowly, steadily a portable support for a long-range radar unfolds from the bed of a 40-foot trailer, demonstrating the ease and speed with which radar service can be provided under both emergency and non-emergency conditions. Mobile trailer development was spearheaded by Ralph Stolhand (left), project engineer with the Engineering and Production Branch at the FAA Depot. Other branch employees in photo from left include Ray Humphreys and Vero Justice.

Portable Radar Now in Use

OKLAHOMA CITY—One radar unit—coming up!

Providing temporary radar coverage whenever it's needed is now as feasible and as rapid as the above phrase implies.

Engineers and technicians at Oklahoma City have developed a portable radar that can be transported to virtually any site in two 40-foot trailers. On a routine, non-emergency basis, the radar can be set up in less than a day for use as a temporary backup while the permanent radar facility is being rehabilitated. The radar can also be placed into service quickly in the event of a storm, fire or other emergency which knocks out the permanent radar.

Depot Engineer Ralph Stolhand designed the trailer-borne radar, which includes a collapsible, pivoting tower base. Construction and assembly was performed by the Metal Crafts Unit at the FAA Depot. Don Gilleland is the unit chief.

The mobile enroute radar facility, referred to as MERF, will be used in the agency's systematic radar overhaul and refurbishing program which started in 1967.

Since that time, 18 radars have been checked and carefully overhauled, Gilleland said. However, the mobile tower has been used at only one location so far—at Montgomery, Ala., where radar refurbishing work was done recently.

It will be used on future jobs where no interruption in radar service is desired during overhaul.

The engineer in charge of the ARSR pedestal overhaul program is Charles Gage. Technicians who work with him on the program include: Donald Gilleland, Wayne Ledinski, Leroy Stephens, M. C. Capps, George Gideon, Lee Roy Lawson, Arthur Evett, Ed Shotwell, Doyle Brown, Dean Goolsby, Doyle Wilson, Neal Alexander, Eddie Terry, Chester Hubbard, George Simms and Curtis Abernathy.

Winner Tells of N.Y.-London Race

(EDITOR'S NOTE: World publicity was focussed on the recent $12,000 London Daily Mail "Great Transatlantic Air Race" which brought the author of this article a $2,400 runnerup prize. Contestants were required to travel from the top of the Empire State Building to the top of the General Post Office Tower in London. Though Kleiner didn't finish in the fastest time, he was awarded a prize for "The Most Meritorious and Original Effort by a New York State Resident." Here is his account of the race).

By Nick Kleiner
Oceanic Supervisor
New York Center

Many months prior to the Great Air Race, I checked with the Regional Office to insure there was no conflict of interest. They were very gracious and wished me luck.

Figuring my expenses at around $500 for the entry fee and round trip fare to London, I "sold" three co-workers on becoming my partners.

Though everyone else in the race would be using various means of transport not available to the ordinary tourist, such as helicopters and motorcycles, I decided to use ordinary transportation. I knew this would give me one of the slowest times in the race, but hoped to capture one of the lesser prizes.

No Favortism Shown

Ruling out taxicabs as being too expensive for the economy-minded tourist, I used only surface transportation—subways and buses.

The day the race began, I checked out at the Empire State Building 86th floor starting line, carrying my two-suiter and flight bag and walking at a normal pace. Then I left the building, walked up 34th Street to the subway and caught the F train to Kew Gardens.

A woman subway rider glanced at the sign I was wearing and asked me what I was doing. I explained. She smiled and said "At first I thought you were protesting something." At Kew Gardens I boarded the bus to JFK, arriving at the terminal only 51 minutes before flight time.

London Flight

I slept about an hour during the six-hour, 41-minute flight to London. I was rushed through London customs, through I tried to stand in line with other passengers. Most Londoners were well aware of the race and kept telling me to hurry. I was met at the airport by my good friend Addie Johnson, FAA's London representative. More excited than I, he stood holding a stopwatch urging me to hurry.

Although it was the morning rush hour, we made every connection perfectly because of Addie's familiarity with London buses and the underground. Tired and sleepy, I clocked in at the finish line with an overall time of ten hours and 56 minutes.

I accepted my award during a reception at the Royal Gardens Hotel and received the congratulations of His Royal Highness Prince Phillip. I also had a pleasant chat with Prince Michael and dined alongside a number of ladies, lords, admirals and generals.

At the reception, the general manager of the Empire State Building handed me a $2,400 check and a beautiful silver trophy, which was displayed all summer on the observation deck of America's most famous skyscraper.

Winner's Circle

His Royal Highness Prince Phillip (right), congratulates Nicholas A. Kleiner, FAA Oceanic Supervisor in the New York Air Traffic Control Center, on having won a generous cash award and silver trophy in the Great Air Race of 1969. Prince Philip told Kleiner he, too, has ground travel time problems.

Merrill Tower Crew Honored by ATCA

Proud Runners-Up

Employees at Merrill Field Tower in Anchorage show airport manager William Morgan (in plaid shirt) "Facility of the Year" runner-up certificate received from the Air Traffic Control Association. Present were (left to right): Fayette Harder, Jr., Facility Chief; John Arsenault, SATCS; Frank Austin, ATCS, who accepted the award at ATCA Las Vegas convention; Morgan, and Ronald Barnes, SATCS.

ANCHORAGE—Merrill Field Tower has been named the runner-up for the Air Traffic Control Association's "Facility of the Year" Award.

Frank Austin, Merrill Field Tower controller, accepted the award at the recent ATCA convention in Las Vegas.

ATCA's "Facility of the Year" Award went to the Honolulu ARTC Center.

Merrill Field Tower was honored for its outstanding full-range aviation services. Not only did the tower have a 29.2 per cent increase in aircraft operations over 1967, but facility personnel conducted approximately 2,500 hours of training, made a number of presentations to local pilot groups and earned awards for suggestions and superior performance.

The crew consists of: Facility Chief Fayette Harder, Jr.; Supervisory Air Traffic Control Specialists John C. Arsenault and Ronald B. Barnes; and Air Traffic Control Specialists Frank Austin, John P. Collier, William E. Cook, Robert T. Davis, Thomas K. Eubank, Charles W. Irwin, Donald Nash, Melvin L. South, and Myles P. Wagner.

Honor Kotzebue Employee

ELMENDORF AFB, Alas.—Warren R. Thompson, air traffic control specialist at Kotzebue, recently was awarded the Daedalian Alaska Search and Rescue Trophy here.

The citation, signed by Col. Clarence H. Mills, USAF, Flight Captain, Polar Flight 10, Order of Daedalians, read: "Warren R. Thompson, Kotzebue, Alaska, distinguished himself by his outstanding participation in actual search missions in a most inhospitable area—the Arctic.

"His knowledge of weather, terrain, and survival techniques in the Arctic enable him to assist the Rescue Coordination Center, locate aircraft wreckage, recover survivors, and freely give invaluable assistance in terms of successfully completed missions. By his outstanding professional knowledge and devotion to duty, Mr. Thompson has brought credit upon himself, the Kotzebue Civil Air Patrol, the Federal Aviation Administration and the Alaskan Air Command."

Thompson holds a commercial pilot's license. He was employed by FAA in July 1952 and has been stationed at Kotzebue as an ATCS since November 1952. He is married and has six children.

Daedalus, in Greek legend, was the skillful artist and inventor who built a labyrinth in which he and his son, Icarus, were imprisoned. They escaped by means of wings that Daedalus made.

HORIZONS

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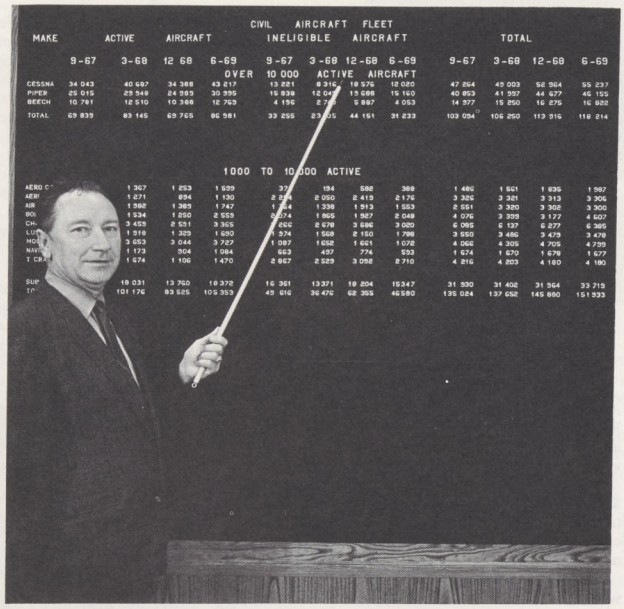
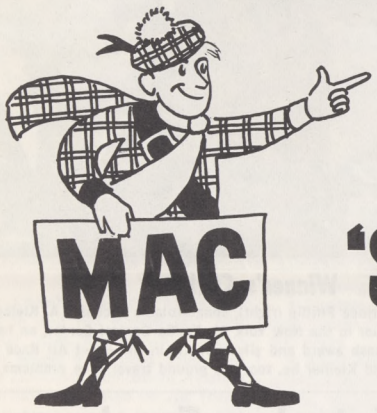
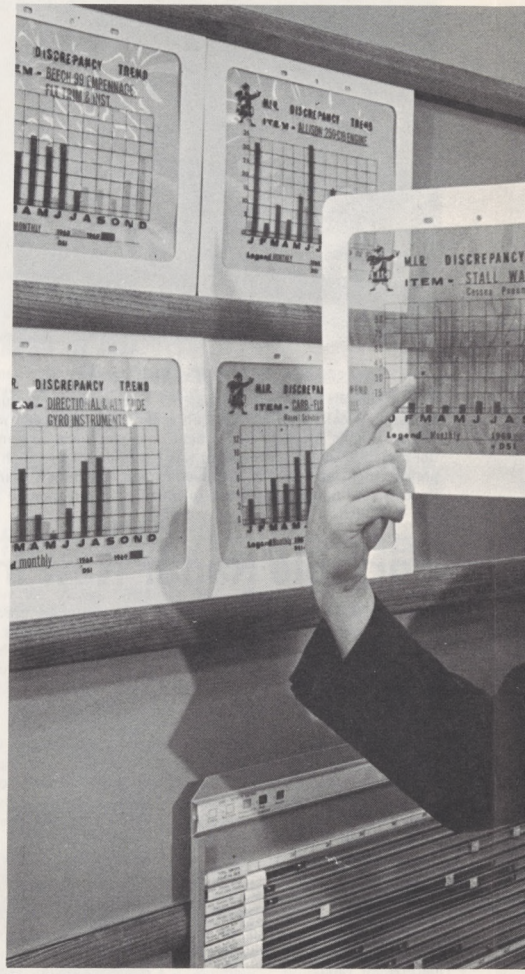


Earl Edwards, Chief of the FAA Maintenance Analysis Center at Oklahoma City, points out row of ineligible aircraft among the three biggest general aviation manufacturers on the status board. To his left, figures show that as of last June the active (eligible) Cessnas total 43,217; Pipers, 30,955 and Beech, 10,781. Manufacturers with 1,000 to 10,000 active planes are listed separately from the "big three."



Air Safety's 'Stethoscope'



Trend charts held by Buddy Adamson are used to isolate and monitor flect a sudden influx of reports precipitated by a more detailed Directe trolling region or by a manufacturer.

A central source of mechanical reliability information on the U.S. civil aviation fleet . . . an advance warning system that can help prevent accidents . . . a way of applying automation and data processing to the business of making flying safer—that's the agency's Maintenance Analysis Center at Oklahoma City.

The center is a focal point for the assembly, overall review and diagnosis of data relating to the operational malfunctioning of aircraft.

There is a level of maintenance below which no aircraft can be considered reliable. Because lives are at stake, this essential maintenance level can never be compromised. FAA's role is to precisely define this level—a concept referred to as "definable essential maintenance"—in the interest of flight safety through aircraft reliability.

This responsibility comes under the Maintenance Branch of the Flight Standards Technical Division. This branch develops standards and procedures to insure aircraft safety. Effective maintenance is one of the keys. Another key is detecting potential sources of trouble—preventing accidents before they happen.

The branch also is responsible for developing written, oral and practical tests for the mechanics who keep civil aircraft flying. Certification guides and manuals to aid individuals studying to become certificated mechanics also are developed by branch personnel.

General aviation inspection aids and advisory circulars describing methods, techniques and practices for inspection, repair and alteration of civil aircraft are prepared by the branch.

All of these responsibilities are related directly or indirectly to the work of the Maintenance Analysis Center, one of the key functions of the Maintenance Branch.

The branch is an outgrowth of the agency's efforts to enlarge the capabilities of its inspectors. This was necessary because, following World War II, aviation grew so rapidly that it was not possible to obtain the required number of maintenance and operations inspectors. Provision of a maintenance data file in a central location gave the agency's inspectors vital support in carrying out their duties.

MAC gets the bulk of its data on general aviation aircraft from GADO field inspectors and from operators and owners of aircraft. Air carrier field inspectors supply data on air carrier aircraft, allowing the center to keep a continuous check on them in the interest of aviation safety. Malfunctions and defects in aircraft components are speedily brought to the attention of the center. Critical, "serious" items—those requiring immediate action—are relayed to MAC by telephone. These "alerts" are combined with MAC computer printout data and forwarded immediately to the appropriate FAA region. The region then takes necessary action to correct the faulty maintenance condition or to alert individuals to potential trouble spots.

Other types of identifiable trends affecting air safety are reported collectively to field inspectors through a monthly technical publication, "Flight Standards Maintenance Trends." When a particular trend continues to be reported, a special report on regional trends is prepared for the region responsible for certifying the design, manufacture and maintainability of the part or product.

Another important aspect of the maintenance analysis program is the directed safety investigation. This begins with a questionnaire used by field inspectors to collect detailed information on specific problems. It ends with comprehensive reports on analysis of these problems issued by the center for the use of regional offices.

Aircraft accidents get priority attention from the MAC. The center's work in this regard stems from the agency's responsibility for participating in accident investigations, as spelled out by the Congress in the Federal Aviation Act of 1958. In carrying out this responsibility, the agency is empowered to investigate airmen, commercial operators, air carriers and its own employees, facilities and procedures. Such investigations insure that there have been no violations of FAA regulations, that FAA facilities did not fail or that the airworthiness of FAA-certificated aircraft or the competence of FAA personnel is not in question.

When an air carrier accident occurs, MAC immediately makes available background information on the aircraft involved. It also provides detailed maintenance data on the air carrier. This comprehensive "package" is made available to agency management personnel who have a need to know as much as possible about the operational and maintenance environment of the aircraft involved.

Through its maintenance data files, MAC now keeps a close watch over 242 different makes of aircraft, totaling more than 116,000 aircraft in active service. This includes the 2,300 aircraft operated by 78 air carriers—including 32 scheduled airlines. The great mass of aircraft with which MAC is concerned is within the general aviation fleet and includes everything—executive jets, light single- and twin-engine aircraft, gliders, helicopters and homebuilts.

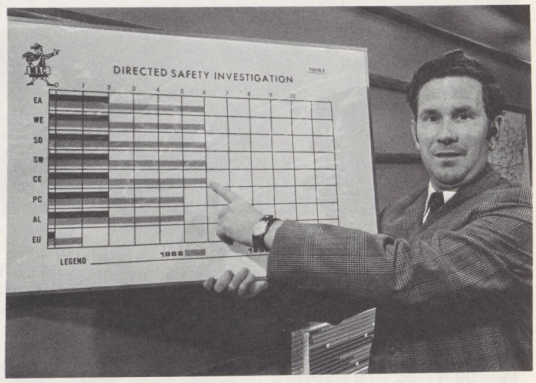
Keeping these planes flying safely is MAC's key concern. Personnel of the center are constantly searching out and reporting trends from the maintenance data file. And MAC is constantly developing new computer programs and evaluation techniques to help pinpoint aircraft maintenance problems at the earliest possible moment.

In this manner, MAC is fulfilling its support role to field inspectors, regional specialists and headquarters planners. At the same time it is making an important daily contribution to the agency's basic mission: air safety.

d monitor possible problems and sometimes show a problem increasing. They also re-
d Directed Safety Investigation. The charts also depict corrective action taken by a con-

For freer exchange of information, a roundtable is used in the Maintenance Analysis Center. Robert Burke (foreground), prepares a report to streamline maintenance data processing while David Andrews updates an air carrier identifier board.

Input to MAC centralized maintenance data file is received from all over the world. Glyn Parsons (left), and Tim Sheehan discuss locations from which data is received. Alaska is a source of many maintenance problem reports in their early stages due to severe operating conditions.



Even distribution of Directed Safety Investigations is assured by chart displayed by Tommy Allison. The investigations are carried out to collect detailed evidence concerning a specific air safety problem.

Mrs. Tommy Plott selects an air carrier operation specification from MAC's technical library, which provides supporting data used in analysis of maintenance problems.

2 CAMI Artists Become Members Of Select Group

OKLAHOMA CITY—CAMI medical illustrators Betty Gatliff and Bill Flores were honored recently by election to active membership in the Association of Medical Illustrators at the organization's 24th annual meeting.

Drawn from a highly specialized profession, the Association's membership, though small, is international. Currently, the membership consists of 243 medical illustrators from England, France, Scotland, Thailand, Canada, Mexico and the United States. Qualifications for membership include an academic background in science and art and a full-time medical art practice of eight years. Each applicant submits a dozen medical art samples in various media, and then is interviewed by the board of governors at the annual meeting. This year, 19 new members were elected from among 48 applicants.

While most members are employed by medical schools, pharmaceutical companies, hospitals or medical publishers, 11 members are in Government service. They work for the Veterans Administration, National Institute of Health, Armed Forces Institute of Pathology, Walter Reed Hospital, National Aeronautics and Space Administration and the FAA.

The two veteran FAA employees are the only AMI members in the Department of Transportation. Each has worked eight years for CAMI and each has been active in the Art Directors' Club of Oklahoma City and the Oklahoma City Art Guild.

31st Executive School Class

Top FAA managers attending Executive School met for a graduation picture before returning from Charlottesville, Va., to their respective regions and centers nationwide included: Front Row, (left to right): Perry Winemiller, Hans Sperber, Ed Harn, Fig Figley, Sam Hawkins, Jim Antonellis, Charlie Thomas, Granny Marshall, Jerry Pettibone, Nels Shapter and Jay McCausland. Middle Row: Don Willis, Hal Eggers, Joe Sellick, Milt Meisner, Bill Howard Norm Amundsen, Des Gibson, Tom Jaenicke, Ed Bromley, Jack Kennedy and Hal Williamson. Back Row: Vic Onachilla (staff), Bob Brown, Jim Ritchey, Fred Tanigawa, John Doerflinger, Mort Gluck, Matt Strahm, Mark Weaver, Chris Barrett, Jim Yohe, George Selberg (staff) and John Slover (staff).

Executive School Marks Milestone

CHARLOTTESVILLE, Va.—A decade of training FAA employees for top management was marked Oct. 3 when the 31st FAA Executive School class graduated, following an intensive two week course in management objectives and personal management effectiveness.

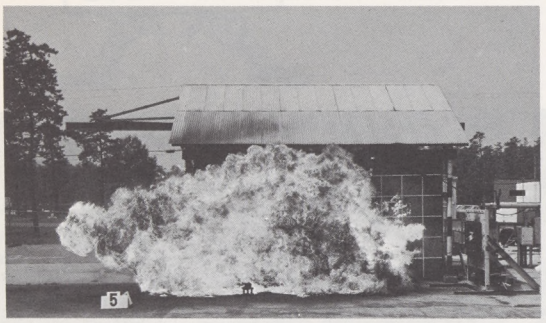
The school is directed by Victor J. Onachilla. It receives policy guidance from both the Associate Administrator for Personnel and Training and the Office of Training.

Started in 1959, when Lt. Gen. E. R. (Pete) Quesada was FAA Administrator, the Executive School's first class of 24 managers met at the Aeronautical Center. At the start of the fourth class, the Executive School moved to the University of Virginia. In the past ten years, 902 top FAA managers have been graduated.

Originally, the Executive School was designed to make managers more aware of manpower and resources and how to use them. Today's courses, ordinarily enrolling 32 students, still teach management objectives; however, a stronger emphasis is now being placed on inter-personal relationships on the job. The entire second week explores these relationships.

Supervisors report that Executive School graduates' job performance improved about 88 per cent in many key areas. One graduate reported achieving savings of $90,000 by making a cost study of electronic equipment.

Among guest speakers were Administrator John H. Shaffer; Deputy Administrator D. D. Thomas; J. Meisel, Deputy Director, Office of Management Systems and Earl Anderson, Acting Associate Administrator for Personnel and Training.



Fireball

A flaming holocaust erupts over several flare pots after emulsified fuel vaporizes when shot through the screen at right. Tests underway at NAFEC under the direction of Project Manager Ralph Russell, measure flammability of different airplane fuels thickened by a special additive.

2 Trainees at Arctic FSS 'Drafted' for Disney Movie

By W. P. Daniels

POINT BARROW, Alas.—In a search for disappearing native skills and customs to bolster the authenticity of a new Walt Disney film, Hollywood director Gunther Von Fritsch tagged as "naturals" two FAA ATCS trainees at the Point Barrow FSS—William E. Neakok and Daniel R. Truesdell.

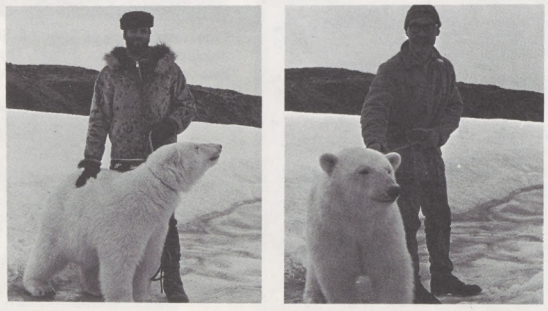
Neakok, an Eskimo born in Barrow, is a skilled Arctic hunter, trapper and whaler. The studio hired him as a technical advisor, interpreter and coordinator. After serving in the army, Neakok worked several years as a helicopter mechanic in San Francisco. But the lure of the Arctic brought him back to Point Barrow with his wife Alice, a Navajo Indian from Arizona who often joins him on hunting expeditions.

Truesdell, the other Barrow ATCS trainee, won a major role in the film as a "great white hunter, fur trader and bush pilot." Though Truesdell is not a native, he is a resident of Point Barrow and is married to a local Eskimo girl. After high school in Colorado and a hitch in the Navy, he heeded the urge to go north to Alaska to sample the "spell of the Yukon." He worked on the Dewline, hunting, trapping, trading and mushing dog teams and came to Barrow FSS in March of 1968.

Truesdell currently is at the FAA Academy to round out his ATCS training. He walked off the movie set after his last "take," shaved off a ten-month-old beard, sheared his shaggy locks, and boarded the plane for Oklahoma City.

"The beard and hair were the worst part of being an actor," he said. "It was really getting to me."

The Disney crew was lavish in praise of the two FAAers. Said Production Director William Redlin: "These two boys were a real asset and helped us over some very rough spots. FAA can be proud of them." Director of Photography Hank Schloss said of Truesdell, "This guy is cool. He comes on strong—like he never knew a camera was on him."



Disney 'Stars'

Two air traffic control specialist trainees at Barrow, Alas. plus several imported cub polar bears from Holland participated recently in filming of a new motion picture, "Snowbear." Daniel (Danny) R. Truesdell (left), played a bush pilot in the Walt Disney Studios film, while ATCS trainee William E. (Billy) Neakok, was technical advisor, interpreter and coordinator.

New ILS System Is Commissioned

SANTA ANA, Calif.—The first of 110 (full and partial) instrument landing systems (ILS) ordered by the FAA earlier this year was commissioned at the Orange County Airport here, Oct. 23.

The low-cost, solid-state, "turnkey" (contractor-installed) equipment was contracted from Airborne Instrument Laboratories, a Division of Cutler-Hammer Inc. of Farmingdale, N. Y.

The ILS consists of a localizer transmitter, a glide slope transmitter, and two marker beacons. The localizer provides the pilot with an approach path aligning his aircraft with the runway centerline, and the glide slope directs the pilot's descent to the runway.

REPORTS and PAPERS

(Unless otherwise noted, the source for each of the following reports and papers is TAD-484.3)

Development of a Prototype Turbine Engine Inlet Device for Protection Against Bird Ingestion, Horeff, Thomas G. World Conference on Bird Hazards to Aircraft, Kingston, Ont., Canada, Sept. 5, 1969. Source: DS-44

Status of Civil VTOL and STOL Developments, Barriage, Joan B. USAF V/STOL Technology and Planning Conference, Las Vegas, Sept. 23-25, 1969. Source: DS-22.

Evaluation of Tall-Tower Lighting, Johnson, Charles T. Final Report No. NA-69-38 (RD-68-53), prepared for SRDS. NAFEC, Atlantic City, June 1969.

System Shakedown Tests (C20N) NAS En Route Stage A Model 1 Functional Package A (Flight Data Processing), Boschert, Gilbert P. Final Report No. NA-69-13, prepared for NASPO. NAFEC, Atlantic City, August 1969.

SEAL System Integration, Lovell, J. A. and B. Gold. SRDS contract Final Report No. RD-69-6, prepared by AIL, Div. of Cutler-Hammer, Deer Park, Long Island, N. Y., June 1969.

Improved Radiating Element for Use in a Glide Path Image-Type Array, Elia, Armondo D. SRDS contract Report No. RD-69-28, prepared by Scanwell Laboratories, Inc., Springfield, Va., March 1969.

900 Watt VASI Power Supply, Doehler, C. C. SRDS contract Report No. RD-69-16, prepared by Hevi-Duty Electric Div., Sola Basic Industries, Goldsboro, N. C., March 1969.

Role of Electronic Aids in Increasing Airport Capacity, Sheftel, David J. Electronics and Aerospace Systems Conference (EASCON '69), I.E.E.E., Washington, D. C., Oct. 27-29, 1969. Source: RD-52.

Experimentation and Analysis of Siting Criteria, Spingler, George F. Final Report No. NA-69-36 (RD-69-43) prepared for SRDS. NAFEC, Atlantic City, September 1969.

Test and Evaluation of Decrab Display System, Pursel, Robert H. Final Report No. NA-69-6 (RD-69-11) prepared for SRDS. NAFEC, Atlantic City, April 1969.

Development of a Turbine Engine Inlet Device for Protection Against Bird Ingestion, Metcalf, J. M. Final Report No. DS-69-9 prepared by Vought Aeronautics Div., LTV Aerospace Corporation, Dallas, July 1969.

Offshore Airport Planning. Final report No. RD-69-41 for SRDS prepared by The Ralph M. Parsons Co., Los Angeles, Aug. 1969.

Evaluation of Construction Methods for Offshore Airports. Final Report No. RD-69-42 prepared for SRDS by The Ralph M. Parsons Co., Los Angeles, Aug. 1969.

Attitude Director Indicator System for FAA All Weather Landing System, SRDS contract Report No. RD-69-25, prepared by Kaiser Aerospace and Electronics Corp., Palo Alto, Calif., June 1969.

ILS Localizer System, Fine, Frederick. Final Report No. RD-69-14, Vol. I, "Low Cost Localizer," and Vol. II, "Localizer Pre-Utilization Checker," prepared for SRDS by Scanwell Laboratories, Inc., Springfield, Va., Feb. 1969.

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?

Question: At present I am a GS-9, step 1 as of Dec. 15, 1968 and am scheduled to be promoted to GS-10 effective Dec. 14, 1969. It appears that I should receive an in-grade increase first. Then, since the salary adjustment on promotion must equal at least two within-grade steps, the subsequent promotion would be to a GS-10, step two. Am I correct?

Answer: Yes, you are correct about the result of your promotion. Your timing, however, is incorrect. You will be eligible for a step increase but not a promotion on Dec. 14. The waiting period for the step increase is 52 weeks but the Whitten Amendment requires one full year in grade to be eligible for promotion. Thus, on Dec. 14 you will be eligible for GS-9, step 2, provided your supervisor certifies that you are working at an acceptable level of competence. Then, at the beginning of the pay period after a full-year in grade (in this case, Dec. 28), your promotion action could be effective. The two-step equivalent rule on promotion would place you in GS-10, step 2. The result would be the same if you had been concurrently eligible for a step increase and a promotion as you described. Paragraph 6 of Pay Under the Classification Act System (3550.1A) states: "When an employee becomes entitled to two pay benefits on the same date, the changes will be processed in the order which will give the employee the maximum salary benefit."

Question: For a number of years we worked a rotating watch at our facility as follows: 2300-0700, 0700-1500 and 1500-2300. When the Sunday premium pay law went into effect, our daily schedule was changed to: 0000-0800, 0800-1600 and 1600-2400. This change appears to have been made to avoid Sunday premium pay on the watch which began at 2300 on Sunday. I would like to know if this change was legal?

Answer: Yes. Management has the authority and the responsibility to adjust watch schedules.

Question: In the July 22, 1969 "Direct Line," a question refers to quick turnaround watches: "Is it proper for all employees in a facility to work a different shift each workday?" Your answer stated that the law provides that employees should be scheduled to work the same hours of the day each day of the basic workweek. Where can I find the law you mention? (Several other similar questions were received.)

Answer: The law is cited as 5 U.S. Code 6101. It is also contained in agency directive 3600.3, *Workweeks and Hours of Duty*. In particular, paragraph 12 of 3600.3 provides the legal criteria and supplementary agency rules to be used in authorizing tours of duty. A regional or center director may authorize exceptions to these rules when he determines that the agency would be seriously handicapped in carrying out its functions or that costs would be substantially increased. This authority may be redelegated in writing to facility chiefs.

Question: What is the status of the FSS Modernization Plan?

Answer: Elements of the FSS Modernization Plan (quarters renovation, equipment improvements, etc.) will be carried out to the extent budgetary resources permit. Those portions of the plan which involve changes in the hours of operation and system reconfiguration (the Level I, II, III, IV Plan) will not be implemented at least through July 1971.

Question: My workweek was Tuesday through Saturday. I was assigned to jury duty on Monday of that week. Am I entitled to compensatory time off for that day of jury duty provided I turn in the fee I received for jury service?

Answer: No. Court leave, and thus any form of pay, may be granted for jury service only during the employee's regularly scheduled tour of duty. In your case, the workweek is Tuesday through Saturday. Monday is a non-workday and the jury service on Monday is outside your established tour of duty. Compensatory time off, one form of payment for overtime work, thus could not be authorized. The Comptroller General has ruled, however, that an employee who performs jury duty on a non-workday is entitled to keep the fee received for such service on that day.

Seattle

(Continued from Page 1)

signed to other FAA facilities—McChord RAPCON, Seattle-Tacoma Tower, Boeing Field Tower and the Klamath Falls Tower. However, jobs and training provided at each location varied.

"During our first week of class at the Seattle Center, students learned to draw a map covering 12,500 statute air miles, from memory," DeJoie said. "It seemed an impossible task to some of them, but they finally learned it by tracing an air route over and over again with a grease pencil. After they memorized one route they began another."

The college is giving greater emphasis to the courses and aviation classrooms will soon occupy the central portion of a new building being constructed on the campus.

Mockups of instrument panels and other educational aids will be made available in the new building to train potential air traffic controllers, DeJoie stated.

Schools

(Continued from Page 1)

ice examinations for air traffic controller work as well as psychological and physical tests. Those completing airway facilities and flight standards curricula must meet entrance requirements for those jobs.

If FAA is hiring at the time students graduate, those who have successfully completed the program will be in a highly desirable, competitive position for agency jobs. Airlines and other aviation industry firms have indicated their interest in hiring graduates of these programs.

The special programs are currently underway at schools in Boston, Miami, Chicago, Ottumwa, Ia., Seattle, Spokane, Pendleton and Portland, Ore., Fremont, Calif. and Los Angeles.

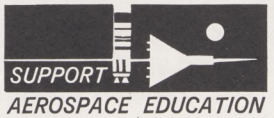
Additional programs are expected to get underway at various times during 1970 at schools in Washington, D.C., Dallas-Ft. Worth, Oakland, Long Beach, Douglas, Ariz., Cleveland, Kansas City, Minneapolis, Houston, San Mateo and San Diego.

Two other schools, still undesignated but situated in New York City and in Atlanta, will join the program after preliminary arrangements have been completed.

(Editor's Note—An article in the Oct. 13 issue of *Horizons*, headed "Another Source for Potential ATC Personnel," left the impression that the program underway at the New England Aeronautical Institute was the first program of its kind. The New England program was one of 17 comprising the nationwide project at that time. The pioneer program was initiated by Miami Dade Junior College.)

Miami students are taking courses in electronics, air traffic management and flight training as well as broad aviation technology subjects. The Miami program, which is typical, trains students for both air traffic and airway facilities occupations. At Miami, a student's first two semesters are devoted to classroom work. Semesters of study are alternated with semesters of on-the-job training. During work phases of his specialized education, the trainee is given the opportunity to "rub shoulders with" FAA journeymen. While working, students receive salaries ranging from GS-3 to GS-5, depending upon their experience. They are graded on both classroom and on-the-job work, with both types of training contributing toward their Associate of Arts degrees, awarded at the successful completion of the second year.

"Even before they graduate, these students get a close look at the FAA, its mission, its employees and its working environment," said Larry Bott of the agency's Manpower and Planning Staff, who coordinates the program. "At the same time the agency has a chance to size up the students and their career potential. Students who decide to join the agency will bring with them training in a specialized field, a knowledge of aviation technology and a broad, general education. Hopefully, this will give them greater flexibility as employees—an important advantage both for the employees' career potential and the agency's expanding manpower needs."



Thomas

(Continued from Page 1)

tional Aviation Affairs and Phillip Swatek, Pacific Region Director. Swatek was unanimously elected conference chairman at the opening session.

Former Vice President Hubert Humphrey was a surprise visitor to the conference and spoke briefly.

Conference coordinating committee chairmen were Thomas Hennessy, program; Joseph Nestor, entertainment; George Miyachi, publicity; Charles Aldrich, transportation; John Cyrocki, finance; John Keyser, protocol; and Donald Long, information and personal services.

Honor

(Continued from Page 1)

man, Southwest Region Director and James Rudolph, Director of the Flight Standards Service.

Jones received the Valor Award for coming to the aid of an elderly man being attacked and physically beaten by an armed assailant.

Rossi and Sauerheber risked their lives to put out a fire directly below the fuel tank of an experimental aircraft in a hangar at NAFEC. Spread of the fire would have threatened the safety of other NAFEC employees and caused extensive damage to agency installations and aircraft.

Citations on the Awards for Meritorious Achievement were as follows:

Earl Anderson: "For service to the Department as Acting Associate Administrator for Personnel and Training during a period of leadership transition and eventful change."

James Campbell: "In recognition of his efforts in conducting Flight Instructor Refresher Clinics which resulted in recognizable improvement in skill and knowledge of flight instructors throughout the aviation community."

Henry Newman: "For his leadership and management of the Department's programs in the Southwest Region and his effectiveness in dealing with the aviation industry, the military and other Governmental organizations."

James Rudolph: "For achievement in the furtherance of aviation safety both nationally and internationally; for setting a standard of excellence in the productivity, efficiency and economy of public service; and for leadership beyond the requirements of his duties."

By Sue Silverman

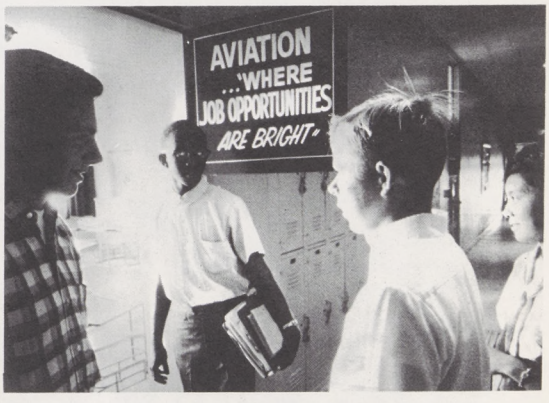
Few subjects have evoked more public discussion than the development of an American supersonic transport. Those who support SST development are in agreement with President Nixon's view that "For 50 years the United States has led the world in air transport. . . . It is essential to build this plane if we are to maintain that leadership." Those who are against SST development have marshalled several arguments generally involving sonic boom and national priorities.

As FAA employees, you should be informed about the SST program: what the airplane will be like, who the contractors will be, how the program will be financed, how the Government's investment will be returned, what the European and Russian competition are doing, how the balance of trade will be affected with (or without) an American SST and what a sonic boom is—and is not.

Two motion pictures currently available cover these matters in a crisp, concise manner. One is an FAA production titled, "Sonic Boom and You." With a running time of 10 minutes, this film explains in easy-to-understand terms how a sonic boom is caused and what happens on the ground when it occurs.

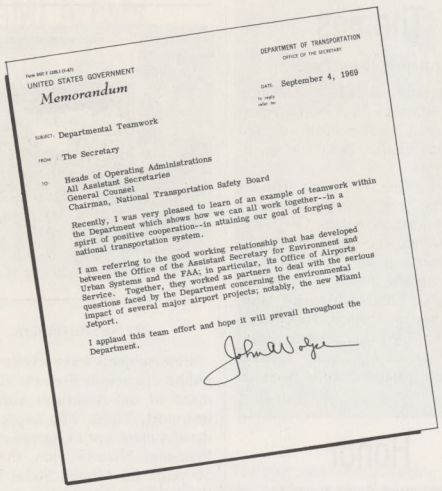
The other film, called "You and Me and the SST," was produced by The Boeing Company and stars Bob Considine, the noted commentator and aviation enthusiast. It runs somewhat over 15 minutes and underscores the social, economic and technological implications of SST development. The Boeing film was produced prior to the President's go-ahead decision, but its facts and presentation are nevertheless timely.

Prints of both films are available from the FAA Film Library in Oklahoma City. Other inquiries should be addressed to the Special Projects Division, PA-30, in Washington.



Future Careerists

These youths are typical of those now participating in a nationwide program aimed at providing the manpower the agency and the aviation industry need to keep pace with rapid growth.



Form DOT F 1320.1 (5-67)
UNITED STATES GOVERNMENT
Memorandum

DEPARTMENT OF TRANSPORTATION
OFFICE OF THE SECRETARY

DATE: September 4, 1969

SUBJECT: Departmental Teamwork

FROM: The Secretary

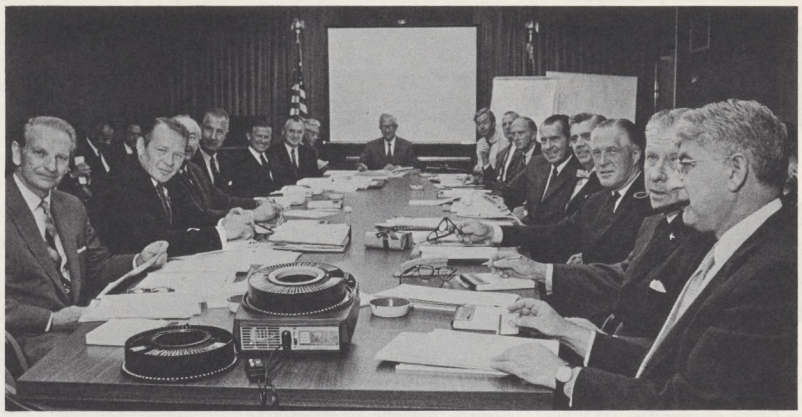
TO: Heads of Operating Administrations
All Assistant Secretaries
General Counsel
Chairman, National Transportation Safety Board

Recently, I was very pleased to learn of an example of teamwork within the Department which shows how we can all work together--in a spirit of positive cooperation--in attaining our goal of forging a national transportation system.

I am referring to the good working relationship that has developed between the Office of the Assistant Secretary for Environment and Urban Systems and the FAA; in particular, its Office of Airports Service. Together, they worked as partners to deal with the serious questions faced by the Department concerning the environmental impact of several major airport projects; notably, the new Miami Jetport.

I applaud this team effort and hope it will prevail throughout the Department.

John A. Volpe



President Nixon meets with his Environmental Quality Council in which Secretary Volpe plays an active and vital role. Assistant Secretary Braman's Environment and Urban Systems Office acts as the Department's point of focus for its part in the Council's activities.

Applying Enlightenment To Transportation Goals

(Editor's Note: *As part of* FAA Horizons' *recent series on modal agencies within the Department of Transportation, the following article discusses the work being accomplished by the Office of Environment and Urban Systems.)*

By J. D. Braman
Assistant Secretary for Environment and Urban Systems

All around our country, transportation developments have become the vital concern of groups and ordinary citizens.

In San Antonio and Memphis, factions are at odds on the issue of parks over highways or highways over parks. In other cities, citizens are divided on the matter of subways versus highways versus keeping old neighborhoods intact. In New Jersey, the debate centers on whether to locate an airport in a vast expanse of land, accessible to New York and its critical need for new airport facilities—but a conservationist's treasure, a wildlife refuge.

Governors, municipal authorities and groups of concerned citizens throughout the nation are seeking solutions to such problems as air pollution, noise, traffic congestion and casualties, abandoned autos, freeway revolts, crowded airports, disrupted neighborhoods and land use without adequate planning for life's intangible and tangible values.

To apply policies, programs and resources of the DOT to public and private efforts to solve these problems, Secretary Volpe created the Office of Environment and Urban Systems.

The primary mission of this office is to provide a bridge between purely transportation objectives and the broader and more fundamental social, economic and environmental goals of the nation and the individual communities making up our 50 states.

In Florida, for example, Secretary Volpe is particularly concerned and has asked us to advise him about the full ecological impact of a proposed international jetport near the Everglades National Park. In New Orleans, he wanted to know whether modern technology and traffic should be allowed to impinge on the historic French Quarter. We advised against the use of Federal funds to build a freeway and the project was halted.

Open Land Shortage

In most cities we no longer have all the open land we need to do all the things that need doing. Something has to give. An established urban park is one of the last pieces of land to be taken for any purpose and we must explore all alternatives and avoid such action wherever possible. One of the jobs of the Office of Environment and Urban Systems is to develop policies, criteria and methodology to insure full consideration of non-quantitative values—for example, the value of a park as a park. Resolving such conflicts during the earliest planning stages of a transportation project is less expensive and less divisive within the community than last-minute confrontations.

In addition to our concern for an improved environment, we have major responsibility for coordinating the resources of the Department to achieve balanced, intermodal urban transportation systems. With the growing demands upon the tax dollar and on land use, transportation improvements must complement, rather than compete with, each other.

In analyzing specific transportation problems, we work closely with teams of specialists, planners, economists, systems analysts and engineers from the secretarial staffs and operating administrations. In this way, programs and funding can be inter-related throughout the planning stages to increase transportation's effectiveness and decrease its costs.

Secretary John A. Volpe (right), confers with J. D. Braman, Assistant Secretary for Environment and Urban Systems, during a recent California trip.

At Secretary Volpe's request, my office serves as prime coordinator on the Model Cities Program, consolidating Departmental positions, channeling working relations with the Department of Housing and Urban Development, and coordinating the commitment of Departmental resources to specific model cities.

Work With Local Governments

We work closely with state and local governments and civic and business groups to check the urban and environmental impact of Federal transportation policies and activities in individual communities. This continuing contact is useful to us in developing new programs for helping the cities, suggesting improvements in on-going programs of our operating administrations and supporting our overall goal of promoting environmental quality in American life.

My staff and I work closely with operating administration officials to support the Secretary in his role on the important new councils established by the President—the Urban Affairs Council and the Environmental Quality Council. Responsibilities which flow from these assignments and which necessitate a teamwork approach on the part of the modal administrations and this office include urban transportation policy, land use and new towns, model cities, minority business enterprises, automotive pollution and transportation of toxic materials. We represent the Department on the Federal Task Force on Alaskan Development and work with a variety of other public and private agencies concerned with urban problems and the environment and transportation's impact.

Secretary Volpe has stated "so many of our national problems these days are centered in our urban areas, and so many of our other problems revolve around the way we treat the world in which we live." The implication of such problems for transportation today and in the future is the daily concern of this office and provides a constant challenge to all of us.

Careful consideration must be given to the environmental impact of transportation systems on the urban environment as well as the rural countryside and areas which are of natural and historic significance.