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Engen Says Farewell

By John G. Leyden

Administrator Engen may be a "short timer," as far as FAA is concerned, but he doesn't have a short timer's attitude.

"There are still a lot of things I have to get done," he told FAA WORLD soon after announcing his resignation on March 13. "I'll be working until the minute I walk out the door."

Engen is especially concerned that the transition to a new administrator go as smoothly as possible in order to minimize the impact on FAA and its employees and also to ensure the uninterrupted progress of on-going programs. As he stated in his resignation letter to President Reagan, his July departure date will "allow an orderly succession to take place."

"What we've got to remember in the interim is that we don't want to slow down," he says. "I'm not going to slow my pace of work or relax my standards, and I want the whole agency to come with me on this. We've got to keep stroking it."

Engen admits to having mixed feelings about leaving FAA. "There is never a good time to resign," he says. Still, he feels that FAA has built a solid record of achievement over the past three years and he can leave with no major regrets.

"I set a lot of goals when I came in as Administrator and we have achieved many of them," he says. "In those cases where we haven't, we've set in motion the means or procedures that will achieve those objectives."

In the safety area, Engen can point to a range of new programs that have helped FAA deal with the challenges posed by airline deregulation and the overall growth of air traffic. These include the in-depth inspection programs, a significant increase in the number of FAA safety inspectors and air traffic controllers, a firm but fair enforcement policy and the beginning of a "Back to Basics" pilot education program.

This increased emphasis on surveillance, enforcement and education has helped to shape the steadily improving aviation safety record. As a result, En-

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(Mr. Leyden is the Manager of the Public and Employee Communications Division in the Office of Public Affairs.)

Administrator Engen frequently acts as pilot on his trips in FAA aircraft.

Feeling Fit

CATCHING A FEW Zs

Job performance is often contingent on feeling rested and refreshed at work. In most cases, that means getting a good night's sleep.

But that's easier said than done for some people. Any number of stress and emotional factors can affect sleep patterns—bereavement or joy, getting a new home or job, or passing a milestone like that big "Four Oh" birthday.

Long-term sleep disturbances can arise from poor daily habits. The worst offenders are smoking and drinking alcohol or caffeine within four hours of bedtime. Daytime naps also can make falling asleep difficult. Sleeping pills are not recommended.

To Combat Sleeplessness

A regular daily schedule is the best guarantee of natural, comfortable sleep. This means rising at the same time every day. Resist that urge to be a slug-a-bed. If you feel, you haven't had enough sleep, get up anyway and compensate by going to bed earlier that night.

Keep the bedroom cool. The ideal sleeping temperature is 64–66 degrees. Use the bedroom only for sleep. All of the room's associations should be pleasurable ones unconnected to work or any other such activity.

Wait until you are sleepy to go to bed. If sleep does not come within 15 to 20 minutes, get out of bed and try reading or something else to make you drowsy.

If hunger pains keep you awake, eat

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FAA Training Spans Global Horizons

In the course of 30 years, over 7,500 international participants from 130 countries have attended training classes at the FAA Academy. The international program has created more than effective education. Cultural gaps have been bridged and friendships formed through the mutual interest in safety in civil aviation.

A new horizon was spanned in the signing of a technical agreement with the Civil Aviation Authority of China (CAAC) in 1986. Two CAAC groups from the Peoples Republic of China will visit Oklahoma City this summer to view the FAA Academy's technical programs and facilities at the Mike Monroney Aeronautical Center.

No longer in the planning stage, but entering its second year with the international program, is another new concept: that of giving FAA Academy orientations to groups of high-ranking aviation decision-makers from Latin America, Europe and the Middle East.

Also, the FAA Academy's administrative responsibilities for international students are no longer local. As of this year, the Academy administratively supports international students attending FAA-sponsored training anywhere in the United States—at the Boeing plant in Seattle, at Embry-Riddle University in Florida or at MIT in Boston, for example, as well as at FAA facilities.

At the FAA Academy, sentiments of the FAA experience were best expressed by an international participant at a class graduation ceremony.

"We see this academy as an international forum of learning, a meeting place where people cross national barriers, both physical and mental, in striving to achieve a common objective—a more sound aviation system, one of the most pressing technical challenges of our day—and thereby not only learn and develop new skills but promote internationalism and better understanding at our own levels as well."

All participants are aviation professionals. Operators of airports are keen on attending such courses as International Airport Management offered annually by the FAA Academy. The courses are listed and advertised by such entities as the International Civil Aviation Organization (ICAO).

Aviation professionals from the four corners of the earth attend lectures at the FAA Academy and the Transportation Safety Institute, striving to improve their managerial and technical skills and the aviation systems in their own countries.

Alford (Al) Mitchell, manager of the International Liaison and Student Services staff at the FAA Academy, explained how the global route reaches the Aeronautical Center.

"Most international airports are government owned. Therefore, some of the governments pay for employees' transportation. Also, they can receive aid from organizations like ICAO. Travel money for international participation is not affected by our budget," he said.

Kwan-Man-Choi, senior planning officer of the Hong Kong Airport, told how he was able to attend the Airport Management Course.

"Four years ago the United Nations invited personnel in Hong Kong aviation to join in two programs," he said. "I wrote a proposal to the United Nations requesting funds for me to visit North American airports and take an FAA course."

Kwan continued, "I wanted to learn more about the management of noise pollution and airport master planning. The teachers of the course were excellent and I found the lectures intellectually stimulating."

An Asian participant in the international program works at an ARTS II display console in an Academy lab.

The airport visits were an eye opening experience for Kwan.

"The Hong Kong airport is on 500 acres and accommodates about 11 million passengers a year. I found there is such a variety of airport facilities in America, and many of them are not involved in international aviation. Also, I was amazed at the expanse of land around American airports."

Kwan would have loved to pack some of that vacant land back to his homeland. What the international students do take back are warm memories of their stay at the Aeronautical Center.

D.P.S. Bhawuk, a mechanical engineer for Royal Nepal Airlines, marveled over the reception he received from employees at the Aeronautical Center.

"What is fascinating to me is that everyone in FAA has a great sense of

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Middle Eastern participants in the program study a manual for test equipment and its application to a breadboarded circuit.

Transportation Safety Institute program manager Burt Chesterfield explains possible propeller malfunctions to Hatem Daih Ghanem, who comes from Amman, Jordan.

Al Mitchell, manager of the International Liaison and Student Services Staff, admires cultural mementos left by foreign students attending the FAA Academy for display to visitors.

Jordanian participants (foreground) ask questions in an accident-investigation class at the Transportation Safety Institute.

The Visitors' Mentor

Most international aviation leaders know Al Mitchell as a man who makes things run smoothly for them when they visit the Mike Monroney Aeronautical Center. Mitchell makes sure Aeronautical Center agencies put their best foot forward to aviation industry students from the rest of the world.

The former manager of the Aeronautical Center's Training Branch thought the job would be interesting and rewarding; it has been that and more. "I thought the function was mainly one of hosting the internationals. I soon found out we are also deeply involved in administrative matters such as coordinating scheduled training, administering per diem, housing and medical care—exactly the same services we provide for our U.S. students," Mitchell said.

Some things are the same, but others are quite different.

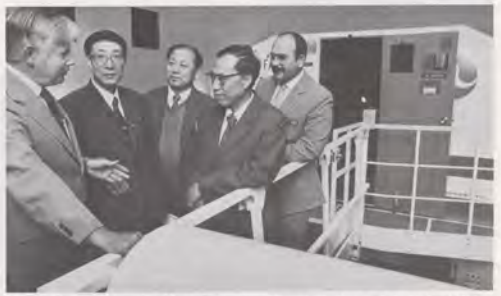
Political and diplomatic considerations are on Mitchell's mind on a daily basis. He has to keep tabs on what is going on in the world and how it might relate to his current international students.

Mitchell feels that FAA's international program is ideally located. "The Oklahoma City Chamber of Commerce established an international visitors council for our students. The Chamber has provided a bridge between internationals and the U.S. in helping students adjust to being away from their homeland," Mitchell said.

Walking in to Mitchell's office, the international flavor of this element of FAA is immediately apparent. Small but striking momentos such as flags and representative arts and crafts from other cultures have been given to the International Office by student groups.

Mitchell knows the history and people behind many of the objects. "Most of those who come here have been selected from the cream of the crops in their country," Mitchell explains. "Later we meet many of them again when they have higher rank and they will look for the item their group left with us."

Mitchell feels strongly that not only are we bridging the gap between the U.S. and other countries at the FAA Academy, but that we are providing a forum for all. ■



FAA Academy Superintendent Morris Filoux provides a personal tour of the academy's Boeing 727 simulator for members of the Civil Aviation Authority of China (left to right) Zhao Baokui, Zhang Zhilliang and Lu Jiayi. At the rear is Joaquin Archilla, manager, headquarters international assistance team.

The Albuquerque ARTCC and hot-air baloons go together since the New Mexico city is a national center for the sport.

Diagnosing a problem in one of the storage elements of the IBM 9020 computer is Lawrence Hall, central computer complex electronics technician.

Pride Follows A.F. Awards

Albuquerque, N.M.

Clerk-stenographer Sharon S. Murray is kept busy preparing the increasing numbers of reports and records for the Albuquerque enroute center's AF Sector.

Being ''Number Two'' can have its advantages—remember the Avis ''We try harder'' commercials?—but most individuals, organizations and sport franchises still would rather be ''Number One.''

That's why Airway Facilities (AF) personnel from the Albuquerque, N.M., ARTCC and Covington, Ky., sectors are walking a bit taller these days. They are ''Number One'' in their respective fields, following their selection as the national winners of AF's coveted ''Sector of the Year'' awards for the 1986 fiscal year. Albuquerque was picked in the enroute center category and Covington in the general National Airspace System (NAS) category.

For Albuquerque, responsible for 89 reportable facilities, this is the second trip to the winner's circle in the last six years and reflects the sector's continuing high level of performance. Covington's record was equally impressive, and sector personnel further distinguished themselves by quickly restoring normal operations at Greater Cincinnati Airport following a tornado in March 1986.

''It's a tremendously uplifting experience,'' says Covington Sector Manager Dave Bullock.'' Morale around here is super-high. We work hard; we try hard; and we've been close every year. It makes you want to try all the harder to repeat next year.''

Albuquerque Sector Manager Roger Lindelow says his 89-person crew is equally proud of its award. ''It's recognition at the national level, and it lets everyone know they are a little bit special,'' he said.

Moreover, the fact that this is the second time around for Albuquerque has not dulled the achievement, he noted. ''If anything, it enhances it.''

Among its many responsibilities, the sector has taken the lead in the RCL (Radar Communications Link) implementation, which currently is replacing radar microwave links (RMLs) nationwide. The new higher-capability RCL system will be able to transmit voice and data communications, as well as radar information.

Harry D. Cumley, communications electronics technician, checks the performance of the multi-channel recorders at the Albuquerque Center.

Monitoring one of the ARTCC's new radar communications links (RCL) is Karla M. Kluesner, the center's interfacility data processing engineer.

John E. Pope, supervisory engineering technician (left), and David L. Risinger, engineering technician, perform a Joint Acceptance Inspection on the power distribution for the Tandem System.

The Covington Sector scored an impressive 44 percent out of a possible 50 percent in the critical facility-performance area, which was tops in the system. Its 100 employees are responsible for a total of 758 FAA facilities and a substantial non-Federal navigation-aids program.

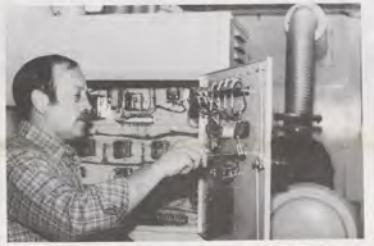
Covington also made a dramatic response to the tornado that swept throug the Greater Cincinnati Airport on March 10, 1986, getting facilities back in operation in two weeks or less instead of the several months anticipated.

Now in its 18th year, the AF Sector of the Year awards program is an effort to recognize a group of FAA employees who, in many respects, are the agency's unsung heroes. Because most of their work is performed in lonely out-of-the-way locations, few people outside the FAA fully understand their vital contributions to aviation safety. ■

Steven B. Stoker, environmental systems engineeer for the Covington, Ky., Airway Facilities Sector, helps set up a temporary control tower, following the disastrous March 10, 1986, tornado that ripped through the area.

Covington, Ky.

Cheryl A. Harris, secretary to the Technical Support Staff at the Covington Sector Office, helps coordinate its various sector field office activities.



Electronics technician Paul Kessler, who works at the Louisville, Ky., Sector Field Office, does periodic maintenance on an engine generator control panel.

Electronics technician Jerry Stiles, Lynch, Ky., SFO long-range radar site, evaluates a common digitizer.

Maintenance mechanic James Barrett checks environmental controls at the Covington Sector's Lexington, Ky., AF Sector Field Office.

Joseph Ulber, electronics technician of the Owensboro, Ky., Detached Staff, evaluated a second-generation TACAN.

Electronics technician Howard Manning, from Covington's Knoxville, Tenn., Sector Field Office, aligns a BRITE scope.

Engen

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gen is leaving office on the heels of one of the best safety records in the history of aviation. In 1986, the major air carriers carried over 400 million passengers on 6.4 million flights and didn't lose a single one; commuter airlines had their best safety record since the National Transportation Safety Board began keeping records for this segment, and general aviation saw its fatal accident rate drop for the fourth year in a row.

The agency also has made significant progress in rebuilding the air traffic control (ATC) system under Engen's leadership. Three years ago (June 30, 1984), the total ATC workforce numbered 13,366 with only 7,588 full performance level controllers. At the end of April 1987, the work force had increased to 15,132, a gain of 13 percent, with the number of FPLs up to 9,565, a jump of 26 percent.

Engen initiatives in this area have included the common screen program at the FAA Academy to identify those students best suited for assignment to en-route centers and busy terminal facilities and the cross-option program to increase the number of radar controllers at critically staffed centers through voluntary reassignments. In addition, controller recruitment now is a year-round activity because of an agreement with the Office of Personnel Management to maintain an open register.

During his tenure, Engen also saw the NAS Plan move off the drawing board and into the field and has taken a number of important management steps—including a "mid course correction"—to keep the overall program effort on track. For example, almost half the Host computer systems now have been delivered to the en route centers, and all will be on site by year's end. Indeed over 70 percent of the approximately 90 NAS Plan projects are under contract and first deliveries have been made in about half of them. By year's end, more than 90 percent of the NAS Plan will be under contract. (See FAA WORLD, May 1987.)

Engen also believes the agency has made substantial progress in another of his high-priority areas—Human Resource Management. "We've made some great strides," he says. "Have we made enough? No! I think we have to keep trying. You never get where you want to go in human relations. You always have to keep upping the ante—try to do more."

When he first came to FAA in April 1984, Engen recalls, the agency was just about ready to conduct its first employee attitude survey. "I had to decide whether to go ahead with it and my decision was 'yes.' Now we have done the 1986 survey as well and we are committed to doing another in 1988. I should hope it now is a integral part of the way FAA does business."

Engen emphasizes that the surveys are not an end in themselves but only an instrument for measuring progress in human relations and identifying areas where the agency needs to intensify its efforts. As a result of the 1986 survey, for example, he directed FAA managers to focus on improving the balance between resources and work demands, increasing employee involvement in decisions that affect them, improving communications between management and employees, increasing the emphasis on the human resource impact of major system changes and improving selection and development of managers and supervisors.

At Engen's direction, the LORAN-C long-range navigation became an integral part of the NAS Plan. In Nov. 1985, he made the first FAA-approved LORAN-C nonprecision instrument approach.

Administrator Engen turned the tables on FAA amateur photographers during his Feb. 1986 visit to the Alaskan Region. The smiles in the audience showed they didn't mind.

In April and May 1985, Engen traveled to China with top aides to discuss technical exchanges and other aviation matters with his Chinese counterparts. With him in this photo is former Associate Administrator for Policy and International Aviation Donald Segner and Zhang Guo Wei, manager of the Maintenance & Engineering Department of China's General Administration of Civil Aviation, its equivalent of FAA.

Engen also has received high marks for improving relations with employee labor organizations and aviation industry groups through his low-key, reasonable approach to solving mutual problems. Following the announcement of his resignation, the Professional Airways System Specialists (PASS) said:

"His presence will be missed. . . . The Admiral and PASS did not see eye to eye on every issue. We argued, we disagreed, but I believe he respects us as much as we respect him. He tried to live within his limitations and the system, but he also tried to make positive long-lasting contributions."

And John Baker, president of the Aircraft Owners and Pilots Association (AOPA), said, "Don Engen has been an extremely accessible administrator. His extensive aviation background and his personal concern for air transportation gained our lasting respect. We wish him well."

Few people have come to the FAA Administrator's post better prepared. A veteran of 36 years in Naval aviation, who left the service with the rank of Vice Admiral, he spent four years in the private sector and then was appointed by President Reagan as a Member of the National Transportation Safety Board in 1982. He is the first FAA Administrator to have prior service on the Board which is responsible for the investigation of all transportation accidents including those in aviation.

Because of this background, Engen says the job of running FAA really had no surprises. "I was aware of the magnitude of the job and the responsibilities," he adds. "Still, I have found it a very humbling experience. The FAA Administrator must shoulder the ultimate responsibility for aviation safety in the United States and must live with that responsibility 24 hours a day. I think more about that now as I prepare to leave than when I first came in."

Behind every top executive is a secretary who keeps him on time and on track. In Engen's case it's Kathy Rizzardi, who previously served in the same capacity for Administrators John McLucas and J. Lynn Helms.

In addition, he says that his three years at FAA have given him a far deeper appreciation for the "integrity and dedication" of agency employees. "I am tremendously proud of everyone in FAA and grateful for their continuing support," he says.

However, Engen admits he was not fully prepared for the intense and frequently negative media attention that FAA would receive during his three-year tenure.

"I really have been surprise sometimes by the vituperativeness of some of the (news media) questions and the fact that we view the aviation world and our actions quite differently than they do," he says. "It bothers me that FAA, which does its job very well indeed, is frequently challenged and second guessed by the media in a way that distorts the real situation and fails to educate the public."

Still, he says he has met "many fine people" in the media and accepts the fact that government officials must live in a fishbowl. "We are public servants and, as such, we really don't have private lives—at least, Administrators don't. I think we owe it to the public to answer questions no matter how unfair they might seem and try to present our side of the story as honestly as we can."

Looking to the future, Engen opposes the various proposals for reorganizing or restructuring FAA. "This agency was created over a long period of time," he notes. "Our roots go back some 60 years and our duties and responsibilities are well established. People entrust their lives to the rules and regulations and standards we set."

"That ought not to be ripped asunder," he adds. "You can't take part of the agency—say, air traffic control or safety inspections or airports—and excise it from the rest of the organization. You've got to keep that together. So in that respect, I would hope that we don't change the basic role or the mission of the agency."

As for his own future, the still vigorous 62-year old Engen says he won't make any decisions or commitments until after he leaves FAA. "I think I owe that to the President, the agency and myself," he says.

But one thing he is sure about. He will continue working in the best interests of aviation. "I've spent my entire adult life actively involved in aviation and that's not going to change," he emphasizes.

What all that means is that we will be hearing more down the road from Donald D. Engen, private citizen, and everyone at FAA can take comfort in the knowledge that we will have a friend and supporter out there in the real world working on our behalf. ■

Engen's broad smile reflects the pride he feels in the air traffic control system during its 50th anniversary celebration in 1986. Rebuilding the ATC system to its pre-strike capabilities has been one of his top priorities as Administrator.

Being FAA Administrator means you sometimes have to wear funny hats. This photo was taken in July 1984, shortly after Engen took office, on a field trip to Alaska.

Feeling Fit

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light, easily digested snacks. The amino acid tryptophan, found in milk and tuna fish, helps some people sleep, but not when consumed alone. Carbohydrates rather than protein helps make one sleepy. Therefore, have cereal with milk or bread with tuna fish.

Techniques To Help You Fall Asleep

Lying in bed, relax the muscles, starting from the head down—i.e., scalp, eyes, facial muscles, and mouth area. Then down the arms to the fingertips, down from the chest through the legs, all the way to the tips of your toes.

Imagine yourself having a good night's sleep. Think what this would be like.

Imagine yourself at the center of a relaxing, pleasant scene, such as sitting at the beach watching the waves, relaxing on a porch swing, or dozing in a rocking chair before a fire.

You should be getting sleepy now. Call us in the morning.

This column was adapted from the Washington Hq. Employee Counseling Service Program newsletter.

Training

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humor—from the clinic to the classroom. It must be a prerequisite to work for FAA," Bhawuk said.

Mitchell's staff goes that extra mile to make the international liaison program a pleasant experience. Students are housed in complexes located near shopping centers and mass transportation. They also participate in a friendship family program coordinated with the Oklahoma City Chamber of Commerce. Families within the community, usually familiar with some of the foreign cultures, volunteer to sponsor fellowships for the international participants.

Bhawuk said, "The host families are special to us. They have made our lives strikingly interesting and memorable. They are also saying to us, 'What would you like to see?' But what is so important about the host families is that they provide you with a social life. Therefore, this makes you feel more secure and you can concentrate better on your studies."

"The participants are learning from each other. They become aware of each other's problems and successes. They build up contacts for the future and that helps the success of aviation," Bhawuk concluded.

Many countries are looking into improving their facilities with modern technology. They learn about that technology at the FAA Academy where they are exposed to state-of-the-art equipment, according to Mitchell.

Representatives from many countries attend courses conducted by the Transportation Safety Institute (TSI) at the Aeronautical Center. They are given a demonstration of an X-ray security screen and work up a scheme for security to be established at the airport using a miniature layout. Then, with the help of an interpreter, a spokesman from each group gives a presentation on his version of a security plan for the model airport.

As part of the presentations, the instructors show a short comedy film. No matter what the culture, all the participants laugh. Instructor Jim Meyers explains the philosophy of the film.

"The film clearly shows a lack of preplanning," he said. "and it gives a good break after an intense brainstorming session."

Afterwards, the international participants go back to business. After all, aviation is not foreign to any of them. ■

A New Beginning for D.C. Airports

By Donna Eaton

The entire area east of the George Washington Memorial Parkway in northern Virginia was just a bare plain as the terminal was being constructed in 1940. Most of where the airport stands was sand and gravel fill in the Potomac River.

On June 7 almost 700 Federal Aviation Administration employees left the agency and joined the new regional authority that now operates Washington National and Dulles International airports. The Metropolitan Washington Airport Authority was created by the Metropolitan Washington Airports Act of 1986 (H.R. 5398). Under the terms of a lease agreement, the Authority will operate the two airports for 50 years and pay the government a total of $150 million for the lease period.

Washington National Airport

On September 27, 1938, President Franklin Roosevelt approved the plan to develop the 750-acre Washington National Airport on Gravelly Point, Va.

Because most of the site was under the waters of the Potomac River, a massive filling operation was necessary, and approximately 20 million cubic yards of sand and gravel were moved onto the site between November 1938 and December 1939.

The first step was the construction of a dike around the area. Four hydraulic dredges then cleared 11 feet of silt from the 200-foot wide runway sites to get down to a stable base with the result that the future runways ended up looking like canals. Next sand and gravel were pumped in to 20 feet above the height of the river and allowed to settle. In the spring of 1940, the dikes were opened, leaving the airport to appear for the first time as dry land.

Initially, the main runway was to be 6,000 feet, but additional dredging produced more filled area and allowed an extension to 6,855 feet. Three shorter runways also were built, one of which has since been closed.

The original terminal building was 115,000 square feet, and critics charged that it offered too much space for travelers. However, within a decade, the building already was inadequate.

Washington National Airport officially opened on June 16, 1941, under the management of the old Civil Aeronautics Administration, a predecessor of today's FAA. Traffic grew rapidly and by the late 1940s, the airport had become a victim of its own success. Congress began planning for a second airport to serve the Nation's Capital.

But for a finger on the terminal, this 1960 photo shows the original design of Washington National Airport. The traffic circle with the flagpole has since been replaced with a short-term parking area.

Dulles International Airport

The break in the metropolitan airport situation came in January 1958 when President Dwight D. Eisenhower announced that a location near Chantilly, Va., had been selected as the future site of Dulles International Airport.

The Dulles complex, which is situated on 10,000 acres, was designed with the future in mind. The main terminal, designed by famed architect Eero Saarinen, was a model of functional simplicity and beauty. Moreover, 11,500-foot parallel north-south runways permitted aircraft to take off and land simultaneously. The mobile lounges, which are still in use today, reduced terminal sprawl and enhanced passenger comfort.

During the 1960s, Dulles was criticized as being too far from the Washington area for convenient use. Since that time, the Dulles Access Road has been completed and linked to a new interstate, easing the ground transportation problem and enabling the inauguration of a bus and limousine system with a hundred pickup points around the metropolitan area.

The Metropolitan Washington Airports' master plan calls for major upgrades to Dulles. The main terminal ultimately will be enlarged with a continuation of Eero Saarinen's design. Six midfield terminals will also be constructed and serviced by a subway. The purchase of a 900-acre tract adjoining the airport will allow for a parallel north-south fifth runway. Also in the plans are larger baggage areas in the main terminal and improved parking areas.

In the Metropolitan Washington Airports Act of 1986, Congress authorized the airport Authority's board of directors to sell revenue bonds to undertake the many improvement and development projects needed at both airports. It is estimated that the construction projects will cost approximately $700 million.

A secretary in the Office of Public Affairs, Mrs. Eaton was editor of Iowascape, *a publication of the Federal Women's Program.*

Dulles International Airport as it is now with the extended terminal waiting rooms. The mobile lounges will ultimately be replaced by a subway to midfield terminals.

Photo by Dennis Hughes

In 1961, Dulles' runways and the initial automobile parking areas were in place, but the terminal and the air traffic control tower were just under construction.

The Future Look

With the operation of the airports being transferred to the Authority, National and Dulles will be on the same legal grounds as any other airport. The federal government will be out of the business of operating the airports and their operations policy will no longer be a national political issue.

The new Authority will be self-sufficient, not requiring any federal subsidies. It will be eligible for federal grant-in-aid funding from the Airport and Airway Trust Fund, which is funded by aviation taxes.

Construction of new facilities and upgrades of existing facilities will begin in the near future. Revenue bond financing will enable swift completion of capital improvements and relieve the federal government of over $700 million in future costs.

The approximately 700 FAA employees that have been transferred to the new Authority are guaranteed their jobs, pay levels, and benefits for five years as a means of transition, but it is anticipated that they will continue on after the transition period to assist with the operation of the airports. ■

FAAers on 'Wheel of Fortune'

Renee Anderson shows Frank Hatfield (l) and Mike Sobczyk (r) the watch she won as one of the prizes for her appearance on the TV show "Wheel of Fortune."

Games of chance have always had wide appeal and, when coupled with a trip to Hollywood, can be irresistible.

Three FAAers succumbed to the lure last summer when members of the "Wheel of Fortune" television show came to the Washington area to recruit contestants. Along with some 1,500 other hopefuls, Renee Anderson, AHR-160, Mike Sobczyk, APT-200, and Frank Hatfield, ATO-330, took a five-minute, 15-puzzle test. All three survived and the next day went back for an actual simulation of the "Wheel of Fortune" show. Again the FAAers survived and were invited to appear on the program.

Anderson flew out to Los Angeles in March for the taping, and the show aired on April 20. She said she was "a little nervous," but that was overcome by the excitement of having the opportunity to see behind the scenes.

She was surprised, however, at the set where the taping was done. "It was all cardboard and masking tape," she said. "Everything was done manually, nothing was electronic. All the glamour and glitz are strictly for TV."

Anderson had to pay her own way to Hollywood and was given no guarantee that she would appear on the show. "It was a once in a lifetime chance to be famous for 20 minutes so in that way it was worth it," she said.

"It was fun to get a little taste of Hollywood and intriguing to see people you have watched on television in person," she added.

She put in a grueling day, however, spending from 12:30 to 10:30 p.m. sequestered with 16 other people until five shows were taped. "It's not as easy as it looks either," Anderson says. "The wheel you have to spin is very heavy and you have to concentrate on so many things at one time."

Anderson solved the first of the several puzzles presented on the program and along with the spins of the wheel, she amassed $950 to spend on merchandise in the showroom. She chose a $600 entertainment center, a $265 watch for her husband, and took the remaining $85 in a gift certificate.

Both Sobczyk and Hatfield watched Anderson's appearance on the show and agreed that she had done a good job. "She made us all proud," Hatfield says.

Neither felt they had gained any insights into how to win though because, as Sobczyk put it, "I watch the program all the time so there is nothing new." Hatfield calls the game "an electronic version of Hangman which I played all the time when I was a kid."

Sobczyk's taping for "Wheel of Fortune" is scheduled for the first part of July and Hatfield will fly out to Hollywood sometime later this summer.

"I'm out not to embarrass myself" Hatfield says. "I'm going just to have some fun."

"Wheel of Fortune" is watched nightly by some 43 million people throughout the country. It is considered to be the most popular game show on television. ■

It Fly-y-y-y-ys

By Scott Gardiner

I can tell you exactly when I decided to build my own aircraft.

It was the summer of 1971 and I was working as a flight instructor out of Buchanan Field in Concord, CA. That was five years before I signed on with FAA.

One evening, practicing touch and go's with a student, I saw a lime green low-wing, two-place Thorp T-18 home-built aircraft taxi out for its first takeoff on the one-mile long Runway 19R. I knew the plane had been seven years in the making and I probably was almost as excited as the builder.

The sky was clear and the wind was blowing at two knots, gusting to three, when the homebuilt pilot got his take off clearance from the tower. The plane sped straight down the runway with the landing gear straddling the centerline, rotated and literally leaped into the air. It was a great moment for anyone who loves aviation and a few moments later we heard the pilot break in on the tower frequency to exclaim, "IT FLY-Y-Y-Y-Ys!" I now had a dream.

But nine years went by before I decided to act on that dream and by that time it had undergone revision. You see, I had discovered the thrill and adventure of hot air ballooning and that sparked a new idea. "Why couldn't a person create a homebuilt hot air balloon," I wondered? It wouldn't be an airplane but it would certainly be an aircraft, and the thrill of the inaugural flight would be the same. I decided to give it a try.

Let me emphasize that the decision to take on a homebuilt aircraft project should not be taken lightly. In this case, the big hurdle was expertise. Where do you find people who know how to build a balloon and are willing to take on an apprentice? I finally found a balloon repair station that was willing to help me out. The commute was horrendous but not unbearable.

What we wanted was a four place, family-sized balloon, holding 77,500 cubic feet of hot air. That raised another problem. Where do you find a pattern for a 70-foot high, 50-foot diameter hot air balloon? At this point, Paul Brockman, a wonderful friend with a home computer came to the rescue. It took some serious head scratching and numerous trips to the library to bone up on the geometry we had learned in high school 20 years earlier but—like riding a bicycle—it all came back.

After several months of computer effort, Paul figured we had a program for a pattern that would work. It looked like one banana peel. It was 14 inches wide at the bottom, about 50 inches wide near the middle, and 12 inches wide at the top. It was 65 feet long!

On a long piece of butcher paper we plotted all of the coordinates and cut it out. Our plan called for 48 pieces of fabric cut just like the pattern. These would be sewn together side by side to complete the balloon.

Next, we ordered the fabric. We never scrimped on materials. After all, friends and family would be flying in this thing. We went to the same suppliers the balloon manufacturers use and ordered the same fabrics with the same coatings. Our pattern called for 1,150 yards of material but we figured we would probably make a wrong cut or two and there was always the potential we might someday damage the balloon and we would need material for repairs. Not wanting to worry about matching dye lots in the future, we ordered 1,300 yards.

The material arrived in a truck—13 rolls, each 100 yards long. We talked a high school principal into letting us into the gym on weekends, which was the only place we could think of that was big enough to lay the material out flat and make the cuts. Once the 48 panels of fabric had been cut, it was a simple matter to fold them into piles small enough to allow us to do the sewing in our family room. We piled the scrap material in the corner and got started.

We purchased a used, industrial strength, heavy duty sewing machine from a clothing factory that had been using it to sew blue jeans. The machine has two needles so when fabric is passed through just once you get two seams, side by side. This allowed us to use what is known as a French felled seam.

Sewing duties were split up equitably among family members. I became the seamstress. My two daughters, Rhonda and Tami, took turns sitting opposite me pulling the material through the sewing machine. This kept tension on the material so the seams would not bunch up. My wife, on the other hand, made it quite clear from the beginning that she wanted nothing to do with the sewing—"Don't even ask," I was told—although she agreed to go along on balloon trips when the project was finished and drink champagne at the end of each flight.

At first, it seemed like we were ripping out improper seams more often than we were sewing good ones. Joining two pieces of fabric by sewing the 65 foot seam from top to bottom frequently took more than two hours. But we got better as we went along and were able to cut down the time for joining two fabric pieces to 45 minutes.

Quality was always "Job One." When we found we had made a mistake, we ripped out seams, then restitched them to make it right. When we were getting on each others nerves, we stopped work, usually until the next day, but sometimes for several days. We started in the fall, when daylight savings time ended. By sewing for an hour or two in the evening after work, about three nights per week, and by putting in another five or six hours over weekends, the balloon was completed when daylight savings time returned in the spring. We estimate about 200 hours total construction time.

On a morning in early May 1984, when the clouds prevented the sun from shining on our part of the world, we loaded the balloon and the second-hand basket we had purchased into our van and hauled it down to the public park in Pacific, Wash. It was not the beautiful day I had been dreaming about, but the altimeter setting was high, the winds were calm, and there was no threat of rain. I couldn't wait any longer. Even though the inflation of the balloon went normally, it seemed unbearably time consuming. When that balloon finally lifted gracefully up out of the park, the entire Auburn valley was filled with the screams of a grown man with a big grin on his face at an altitude of 1,500 feet "IT FLY-Y-Y-Y-YS!

We have since flown the balloon in rallies all over the northwest, in such places as Spokane, Walla Walla, Portland, Albany, Boise, Reno, and many more. We even made a small—what I call an ultralight—balloon for the girls with the scrap material. The 13,000 cubic foot gasbag will only lift one small person but it also FLY-Y-Y-Y-YS.

If you ever have the opportunity to join the homebuilt movement, I highly recommend it. Our balloons have made friends for us wherever we have gone and they are the kinds of friends you want to keep. ■

Mr. Gardiner is an Accident Prevention Specialist at the Seattle Flight Standards District Office.

Faces & Places

BIG BROTHER: The looming presence of a Lenin bust in the background should pretty much tell you where this group of FAA and State Department employees is posing, or at least let you narrow it down to a particular country. They are in the VIP lounge at the Leningrad airport awaiting a flight during a recent trip to the USSR to discuss international airport security with their Soviet counterparts. From left are Quinten Johnson, FAA Civil Aviation Security; Irene Howie, Chief Counsel's Office; Howard Clark and James Bean, State Department; and Charles Carrington, FAA's European Office.

LUCKY NUMBER: Cheryl K. Bockstahler is congratulated by Administrator Engen as the 15,000th person to graduate from the FAA Academy's basic ATC training course. A former FAA legal secretary, she is the second in her family to pursue an ATC career. Her husband recently retired as a controller on a medical. Looking on are FAA Academy Superintendent Morris Frilloux (left) and Southern Region Air Traffic Division Manager James L. Wright.

DIGGING IN: It's the ceremonial ground breaking for the new Maui tower in Hawaii. Construction of the $4.8 million structure now is underway and should be completed early in 1988. From the left are state airport manager John Sakamoto; Cheryl Peterson, Western-Pacific (AWP) Logistics; Danny Olivas, AWP Airway Facilities; Gordon Scrunton, Murphy Construction; Dick Thatcher, Maui AF Sector Field Office (SFO); Ken Brittain, project superintendent; and Noboru Nakao, Maui SFO.

HANG TEN: Environmental Technician Sam Garcia of the Inyokern, Calif., Airway Facilities Sector Field Office shows why people in his line of work have to stay quick and nimble. What he's up to here (no pun intended) is installing an obstruction light atop one of the new solid-state Direction Finder (DF) antennas. Part of the Lancaster AF Sector, the Inyokern office is responsible for FAA facilities in 2,500 square miles of the Mojave Desert.

A PIECE OF CAKE: No, it's not Norm Hopkins birthday and, no, he doesn't get to eat the whole cake. This cake-cutting ceremony actually marks the official opening of the Riverside, Calif., Automated Flight Service Station, which will serve pilots in southern California. Hopkins is the facility manager and the lady with the knife is FSS supervisor Bev Clark.

Photo by Scott Hipp

Federal Notebook

ANNUITY COMPROMISE PLANNED

An attempt is being made on Capitol Hill to resolve the lump-sum/repealed three-year-recovery-rule controversy in federal retirement. The Senate Budget Committee wants to repeal the lump-sum option in which retirees can take out an amount equal to their contributions, thereby reportedly saving some $712 million in the 1988 budget. House leaders want to keep the rule which was initiated to soften the impact of repealing the three-year period in which annuities were tax-free while retirees recouped their already-taxed contributions.

One compromise proposal would allow retirees to choose either the three-year recovery or the lump-sum option. Another possibility would restore the three-year-rule for a limited time.

DATA PROCESSING CAREERS EMPHASIZED

DOT is one of five federal agencies participating in a pilot program to recruit and train employees who will become specialists in procuring and managing the government's telecommunications and computer systems.

The General Services Administration's new program is designed to strengthen the work force in these areas and is working with the Office of Personnel Management to build a cadre of professionals who will be able to oversee the acquisition and procurement process as well as the management of computer, telephone and other communication systems.

The plan is to define a path for career advancement, establish a certification program for professionals in the field, improve training, revise and update existing job series to reflect technological changes and competition for technical skills, and to emphasize financial awards for achievers.

SAFETY COMMISSION MEMBERS NAMED

President Reagan has named the seven members of the Aviation Safety Commission created by Congress last year to examine the impact of deregulation on safety. The chairman is John Albertine, vice-chairman of Farley Industries.

The members are: S. John Byington, a lawyer and former head of the Consumer Product Safety Commission; Joseph P. Kalt, professor of political economics at Harvard University's John F. Kennedy School of Government; Michael E. Levine, professor of law at the University of Southern California Law Center; Russell W. Meyer, Jr., chairman and CEO of Cessna Aircraft Co.; John E. Robson, Dean of the School of Business Administration, and professor of management at Emory University; and Thomas W. Wathen, President of California Plant Protection, Inc.

PER DIEM CHANGES CONSIDERED

The Office of Management and Budget is considering per diem changes that would raise the rate from $50 to $60 in other than high-cost areas listed in the Federal Travel Regulations. The changes would also raise the mean allowance on the first and last day of travel from one-half to three fourths of the flat allowance.

A new provision would allow agencies to pay the full meal allowance on the first and last day in circumstances where they feel employees continually lose money under the standard rule.

HEALTH PREMIUM RISE SEEN

Increases in medical claims in the past year will likely force rates to rise substantially during the 1988 open season, according to insurance experts.

No figures are available yet, but the high option plans are expected to carry the brunt of the increases because they are so expensive. Health plan managers say that although some plans may offer rate reductions based on their individual situations, most will have no option but to increase rates because cash reserves have been depleted.

Premiums in 1987 jumped an average 14 percent over the previous year's average.

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