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Oakland Center AT/AF Co-Host Open House

The air traffic and airway facilities personnel at Oakland Center recently co-hosted a two-day open house for the public on May 18-19.

The success of the event was attributed to the cooperative effort of Air Traffic and Airway Facilities Open House Committee members and volunteers. Approximately 1,500 people -- mostly local residents -- were treated to a tour of the facility. The tour included briefings about the varied job functions of Air Traffic and Airway Facilities personnel and the role of the FAA in managing the nation's airway system. The visitors were given the opportunity to observe controllers and technicians in the performance of their duties and see the Host computer and other systems in operation.

On the afternoon of the last day of the open house, an FAA family picnic was held on the facility grounds. The



event was sponsored by the local employee organization "Oak-Air." Over 170 people attended the festivities

and enjoyed food, soft drinks and children's activities.

1991 WEL Program Underway

FAA's one-day orientation session for the 12 new members in the Women's Executive Leadership Program (WEL) class of 1991 was highlighted last month by remarks from FAA Deputy Administrator Barry Harris. After short opening comments, Harris held an open discussion with the participants about critical issues facing the agency, training and improving work force diversity.

A four-member panel of last year's WEL graduates then shared their experiences in the program.

Panel members Sherry Colman-

Taylor, ACN-110; Katherine Jones, Memphis Airway Facilities Sector Field Office; Debra Plymate, ATR-100; and Stephany Watson, ALG-310, focused on what had worked for them and what hadn't during their year in the program and answered questions from the group.

A second panel of Senior Executive Service members -- Irene Barnett, APR-1; Carolyn Blum, ALG-1; Kay Frances Dolan, APN-1; and Ruth Leverenz, ABU-2 -- talked about coming up through the organization to their present positions and provided

advice on career development.

At session's end, the WEL group returned to Lancaster, Pa., where they continued their Office of Personnel

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News in Brief

Goal within Reach. The FAA is well on its way to meeting a DOT goal to achieve 90 percent employee participation in the direct payroll deposit-electronic funds transfer program by this September 30. As of March 31, the FAA's overall participation was 85.7 percent.

Several agency organizations have exceeded the 90 percent goal or are on the brink of breaking it. They include:

- Alaskan Region, 93.2%
- Aeronautical Center, 89%
- FAA Technical Center, 87.1%
- Northwest Mountain Region, 88.4%
- Southern Region, 88.4%
- Southwest Region, 87.9%
- Washington Headquarters, 91.5%
- Western-Pacific Region, 88%

FAAers are urged to use direct deposit and electronic funds transfer because it saves the federal government money and offers benefits to employees. It eliminates the cost of printing, mailing and processing U.S. Treasury checks. Employees benefit because of its timeliness and security.

Under direct deposit and electronic funds transfer, an enrollee's money is available at the opening of business each payday and deposits are always made on time whether or not an employee is on travel, sick leave or vacation. There is also faster service in reissuing or replacing a salary payment.

Quality Quest. Bill Cotliar, manager, FAA Quality Field Office, Logistics Service, has recently been reappointed as an examiner for the Malcolm Baldrige National Quality Award.

Cotliar, who has served on the panel before, was named by the director of the National Institute of Standards and Technology, the award management organization.

The award created in 1987 is the highest level of national recognition for quality that a U.S. company can receive.

Reservist Leave Bank Program. The FAA and Department of Transportation (DOT) have issued interim policy guidelines to implement the Reservist Leave Bank Program. Employees wishing to donate annual leave must submit a completed form SF-71, Leave Application, to their Time and Attendance (T&A) clerk prior to July 13, 1991.

T&A clerks will transmit these donations directly to the Payroll Branch. Eligible employees may only contribute accrued annual leave for this program, and the minimum amount of annual leave that may be donated is one hour.

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Passenger Fees "Substantial Boost" for Airports

A new way airports can raise extra money to boost aviation capacity is expected to spur airline competition and help meet the growing demands of aviation in the future. The new fees are called passenger facility charges, and the FAA has issued regulations allowing airports to charge these small additional fees to finance airport-related projects.

Passenger facility charges are fees of up to \$3 that could be collected by an airport from departing passengers and those making connecting flights. No more than four separate fees could be collected from one passenger on a round trip.

DOT Secretary Sam Skinner said passenger facility charges represent "a major step" in the effort to increase airport capacity. Under the program, airports could collect more than \$1 billion a year to help meet the growth in air traffic expected in the next decade.

Skinner also said that allowing airports to collect passenger facility charges will give a "substantial boost" to airline competition for these two reasons:

- Additional airport capacity will allow increased airline access to airports.
- A legislative prohibition on exclusive long-term lease arrangements with one airline in airport facilities built with passenger facility charge revenues will reduce barriers to entry for air carriers wishing to provide new service at an airport.

These fees are expected to increase dramatically the ability of airport authorities to fund improvement projects.

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Western-Pacific Intercom

Public Affairs Officer/Editor.....	Elly Brekke
Regional Administrator.....	Carl Schellenberg
Associate Editor.....	Fred O'Donnell

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Management orientation.

Participants in FAA's WEL class for 1991 are Sylvia Corcoran and Barbara Dettmer, Great Lakes Region; Patricia Druce, FAA Technical Center; Joann Ford and Denise Lyle, Southern Region; Alethia Futtrell, Aeronautical Center; Jerri Hainley and Heather Kemble, New England Region; Mary Medley, Central Region; Sylvia Meyer, Northwest Mountain Region; Gloria Speer, Eastern Region; and Sophia Tang, Western-Pacific Region.

News from Santa Monica Tower

Congratulations to the following personnel at Santa Monica Tower who recently received Letters of Appreciation from Tower Manager Ted Walters:

Dana Chandler -- Dana was lauded for his briefing to 20 children and two teachers from the Ofman Learning Center in Los Angeles. Teacher Jill Bernstein wrote a letter to Ted Walters praising Dana for his visit with the students. "One of things I appreciated about his talk was the way he encouraged questions," the teacher wrote. "Please give him our thanks for spending time with us!"

Lisa McNamara -- Kudos went to

Lisa for her air traffic control briefing to 15 Brownie scouts and five adult chaperones. The troop leader wrote a note to Ted Walters, thanking Lisa who "showed us around the control room and did a fine job of explaining it all to us. The girls learned a lot and were really excited."

Raymond Mulvihill -- Raymond was singled out for his professional actions in helping to avert a mishap. Tower Manager Walters conveyed to Raymond that his vigilance and awareness in preventing a gear-up landing reflect the caliber of his daily activities. "Thank you for being alert and helping to avert what could have developed into a serious accident," Ted wrote.

David Hartung -- David was congratulated for the briefing he presented to a troop of Boy Scouts. The chairman of the troop, Mary Perl, wrote a letter thanking Dave Hartung for "taking time out for two groups of Boy Scouts." She added that she appreciated the opportunity to "disturb your daily routine. The controllers on duty (Ray Mulvihill, Lisa Manara and Hugh Kelly) were more than helpful."

Hugh Kelly -- Hugh earned a Letter of Appreciation for providing an air traffic control briefing for 15 aeronautical students from Northrop University. In addition to a letter of thanks from Professor Joan Dean, Manager Walters conveyed his appreciation "for the manner in which you conducted the briefing and the time you spent explaining the various aspects of our profession."

David Hartung and Raymond Mulvihill -- The two controllers were thanked for briefing 20 children and four teachers about air traffic control. Manager Walters relayed his appreciation stating, "Public relations efforts of this type help the community better understand the mission of the FAA, and especially why and how air traffic control is an integral part of the agency."

Diversity: Focusing on Asian Pacific Americans

FAA Administrator James Busey continues to emphasize the agency's drive for a more culturally diverse work force.

In a speech at Headquarters to mark Asian Pacific American Heritage Month, Busey again said the FAA lags behind the national average in the number of women and minorities in the agency's work force.

He singled out Asian Pacific Americans. Currently, Asian Pacific Americans make up 1.9 percent of the total FAA work force, he said, compared to an estimated 2.9 percent representation in the civilian labor force.

On the plus side, Busey pointed out, Asian Pacific Americans account for 7.3 percent of the FAA's professional jobs series -- such as engineers and scientists.

"This speaks eloquently of an honored place that education has always had in the value system of Asian Pacific Americans," Busey said.

However, the Administrator added, "Impressive as this is, virtually all of the Asian Pacific Americans in the professional series are male, so more still needs to be done for Asian Pacific American women.

"In addition, we need to recruit more

Asian Pacific Americans of both genders for our mainstream occupations, such as air traffic, airway facilities and aviation inspection."

Busey said the May 29 event in the lobby was "an occasion of celebration for a community of peoples and their success.

"It is also a reminder that we cannot be satisfied so long as other culturally diverse groups and women in FAA lag behind.

"Let us not forget that the blessings of opportunity that so many of us enjoy must be extended to all," Busey said.



Near Perfect Score Woman Shatters Academy Records

A Minnesota woman has shattered two FAA Academy records. Lisa Gayle Mattson, 23, of Kenyon, graduated from the air traffic controller screen program on May 23 with a 99.47 grade point average.

The previous high overall score was 97.78, set in 1987. In noting the new record at graduation ceremonies in Oklahoma City for some 115 new apprentice controllers, FAA Academy Superintendent Bart Bartanowicz said, "As far as I'm concerned, this is like getting a perfect score on the Scholastic Aptitude Test."

It was the highest score in 10 years. Mattson also received the first-ever perfect score on the practical problems portion of the course examination.

The written test was "aced" by a student last year. Some 2,300 students enter the air traffic screen annually.

Mattson was an FAA Cooperative Education Program (COOP) student. The COOP program allows college students to alternate work assignments with college studies in order to preview their careers in a realistic work setting. She shared credit for her achievement with her COOP instructors in Minneapolis, her FAA Academy instructors and her fellow

"PFC"s" from page 2

The final rule, published in the May 29 *Federal Register*, gives airports the flexibility to tailor passenger facility charge programs to their own needs. Funds from these fees must be used to improve capacity, safety or security of the air transportation system; promote competition; reduce noise; or expand passenger facilities.

Passenger charges were authorized by Congress in the Aviation Safety and Capacity Expansion Act of 1990.

students.

"I think it was a team effort -- classmates, instructors and COOP program people," Mattson said.

Mattson is no stranger to academic achievement. She recently received a bachelor of science degree in aviation-flight operations from St. Cloud State University, graduating magna cum laude.

Before going to work at the Minneapolis Tower, Mattson will continue at the FAA Academy for airport terminal follow-on training.

Mattson gets to share another first, as one of the first students to train on FAA's \$10 million tower cab simulator lab, which became operational recently.

Looking forward to her apprenticeship in Minneapolis, Mattson likes the idea of being stationed just 40 miles from home.

"We're a family of farmers," says Mattson, "and I'll be helping out on the farm when I can."

In Lieu of Holiday

Employees on a compressed work schedule should be aware of when to take their "in lieu of holiday" if a holiday occurs on their regular day off (RDO).

In accordance with *Notice WP N 3600.33, Alternate Hours of Work*, and FAA Order 3550.10, paragraphs 87 and 88, if a holiday falls on an employee's first RDO in the administrative workweek, the following workday is his/her in lieu of holiday. However, if the holiday falls on the second or third RDO, the preceding workday will be the in lieu of holiday. For example, employees who have Sunday as their first RDO in the administrative workweek and Thursday, July 4, as their second RDO, are required to take Wednesday, July 3, as their in lieu of holiday. There is no exception to this rule.

Contact Daisy Hyatt of the Accounting Division at 213/297-1062 or FTS 984-1062 if you have any questions.

CFC Campaign Sets Goals

The Federal Executive Board, chaired by Bill Anderson of the West Los Angeles Veterans Affairs Medical Center, announced that Louise Oliver of General Services Administration has been selected to serve as the 1991-92 Combined Federal Campaign (CFC) Chair.

Oliver succeeds Lt. Gen. Donald L. Cromer, U.S. Air Force Space Division, who chaired the recent campaign which raised \$4,234,000 -- the largest amount ever contributed to the local CFC.

The incoming CFC Chair has served as the Vice-Chair in previous years. Thirty-nine major departments and military commands have appointed a total of 61 Cabinet Representatives. The Cabinet meets monthly, and held their first meeting in March at the John Tracy Clinic. The Clinic is an educational center for pre-school deaf

children and their parents and is one of the 950 agencies eligible for designated contributions from federal employees.

Emphasis will be on increasing participation, which is low in comparison with other major metropolitan areas. The average gift increased last year from \$81 to \$97, which is one of the highest in the country. Also, emphasis will be placed on the use of payroll deductions rather than cash gifts. The average payroll deduction gift is \$119, compared to \$20 for cash contributions.

Last year, 951 individuals contributed \$600 or more and were awarded the Soaring Eagle Statuette. This program will be repeated this fall due to the tremendous reception.

The Cabinet Representative for the FAA is Accounting Division Manager Frank Cantrell.

TSP Open Season. FAAers have until Wednesday, July 31, to sign up for the Thrift Savings Plan or change the amount of their current contributions to any of the plan's three funds.

The following employees are eligible to participate during the open season:

- Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) employees with continuous service beginning no later than July 1, 1990.

- Employees hired from July 1, 1990, to December 31, 1990.

- Rehired CSRS or FERS employees who were previously eligible to participate.

Rehired employees who are not eligible to participate will become eligible in the second open season after being rehired.

CSRS employees may contribute five percent of their earnings with no government match. FERS employees may contribute 10 percent of their earnings, with a five percent government match, which includes the agency's one percent automatic contribution.

All contributions are tax deferred until they are actually withdrawn from the plan. There are three investment funds under the plan.

News from the



Pipeline

Elections received before July 14 will be effective on July 14, and elections received after that date will be effective on the first full pay period after receipt by AWP-16.

Contact Anita Barnett of AWP-16 at 213/297-1298 or FTS 984-1298 for Thrift Savings Plan Election Form (TSP-1) and the Interfund Transfer Form (TSP-30).

Child Care. The article below is the last in a series developed by Project Home Safe, a Whirlpool Corporation Foundation. If you need information regarding available child care services in your community, or you wish additional reading materials on the following areas, contact AWP-16, FTS 984-1810, or 213/297-1810.

Home Safety Tips for Children in Self-Care

Although many parents fear kidnapping and drugs as the greatest threats to their children's safety, accidents and fire account for far more injuries and deaths among children.

Before your child stays at home alone, you and your child should do a home safety check together. Some things to check:

- All doors and windows can be locked and your child can work the locks.
- A list of emergency numbers is posted near each phone.
- All dangerous items are out of reach of young children, including: poisonous products, poisonous plants, medicines, vitamins, aspirin, laxatives, matches, and flammable materials and products.
- Electrical cords are out of the way where they can't be tripped over.
- No electrical cords have bare wires or broken plugs.
- There is at least one smoke detector on each level of your home, and all smoke detectors have batteries and are working properly.
- Your family has fire escape plans and has practiced fire drills.
- Your child knows the safest place to go if there is a severe weather warning.

Making Rules

You and your child should talk about rules so that your child understands and will follow them.

- Pick up toys and other things on the floor.
- Stay away from matches.
- Use only those electrical appliances a parent has said are okay to use.
- Walk, don't run, in the house.
- Wipe up spills right away.
- Walk to school and home with friends.
- Establish check-in routine upon their arrival at home.
- Avoid deserted areas.
- Not entering the house if the door is open or a window is broken or open.

Activities at Home

Children in self-care need activities to pass the time at home quickly and productively. Many children are expected to start their homework, and some have chores to do. You and your child should talk about any tasks you want him or her to do before you get home. Some activities suggested for self-care children are:

- Working on a special project; i.e. arts/crafts.
- Reading a book.
- Caring for the family pet.

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INTERCOM

A Successful Career is Your Responsibility

Career advancement takes "personal responsibility." It requires ingenuity, continuous effort and lots of follow-up.

That's the view of a National Transportation Safety Board (NTSB) employee who says she became motivated by the numerous career workshops sponsored by FAA's Employee Relations and Career Development Branch, AHR-140.

Phyllis Parker, an NTSB secretary, found the sessions so encouraging she expressed her ideas to AHR-140. "The workshops have given me motivation towards my upward mobility and a better understanding of how to make changes in my current position," she says.

For those who are looking for some step-by-step methods of change, Parker thinks implementation begins with an understanding of excuses that are instrumental in controlling their lives.

Parker shares some of her ideas:

- **Position description (PD).** Acquire and maintain a copy of the vacancy announcement. Study your position description to get a full understanding of your responsibilities to achieve full performance (goal).

Red Cross Blood Drives Cancelled

Over the past several years, the Red Cross has visited the FAA Regional Office twice a year to conduct a blood drive. Recently, they contacted the

Review these items monthly making a list of the items you are completing and how frequently.

There will be some items you will not be meeting that will require you to step out of your "comfort zone." These items will require you to learn how to communicate effectively with your supervisor in terms of acquiring the necessary assignments needed for full performance and/or the promotion desired.

- **Promotion.** As SF-171s (Application for Federal Employment) are submitted, it is vital to review the knowledge, skills and abilities (KSAs) criteria on the vacancy announcement. It is there that you can get a better understanding of the marketable skills you have.

Learning how to read vacancy announcements is needed to guide you with both the SF-171 and the interview. The information given in the announcement describes what is needed at the full performance level, and it is important that you fully understand it.

- **Work Assignments.** Are your work assignments too few? How much responsibility do you have, and

how much time does it take to complete a task?

Are you here to work eight hours and assist others if necessary, or are certain things asked of you that are not in your position description and you reveal your displeasure? Do you have too much work, and if so, do you delegate some of the responsibilities to others? Are you selfish and insecure about delegating, and do you know why?

Ask yourself these questions, and think of more. The quality, quantity and work responsibility you have will improve once personal responsibility has been accepted.

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Dealing with Loneliness

It's not uncommon for children to feel lonely when they stay home alone. After a classroom full of other children, it's not surprising that an empty house or apartment seems lonely. Also, some children are more sociable than others and find it harder to be by themselves. Here are a few ideas:

- Arrange for your child to be involved in some organized after-school activities.
- Allow your child to have one friend to visit the home.
- Arrange music lessons for your child.
- If your child is mature enough, arrange for a pet.

Sometimes the problem is really boredom rather than loneliness. In this case, you can help your child choose interesting things to do after school.

After-School Snacks

Provide snacks for your child that are both nutritious and substantial enough to relieve hunger until dinner time, such as; applesauce, popcorn, fresh fruit, nuts, vegetable sticks, graham crackers, yogurt, cheese and crackers, dried fruit.

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The contributed leave will be divided equally among all federal employees who were called to active duty in the U.S. Armed Forces during the Persian Gulf War. Under this program, employees may not contribute leave for the use of a specific individual.

Eligible returnees who have returned to civilian service may use the contributed leave immediately, subject to supervisory approval.

FAA and advised they can no longer make this commitment due to their financial status. Therefore, all future blood drives at the Regional Office have been cancelled.

If you wish to donate blood to the Red Cross, please contact Cecelia Walker at 213/445-9928 or contact your local Red Cross office.

Please contact Shirley Henshaw at FTS 984-1153 or commercial 213/297-1153 if you have any questions.



San Jose Flight Standards District Office Honors Employees

Letters of Appreciation and Commendation were recently presented to San Jose Flight Standards District Office (FSDO) personnel. Employees were cited by FSDO Manager Ellsworth "Edge" Ritter.

Congratulations to the following:

- Special Achievement Award: Dennis Day and Don Warren.
- Outstanding Performance Ratings: Dennis Day, John Howard, Terje Kristiansen and Don Warren.
- On-the-Spot Cash Award: Rich Nelson.
- Letters of Appreciation: Gary Blom, Janet Hatch-Franklin, T.R. Proven and Roger Sigg.

Don Warren, right, accepts a Special Achievement Award from FSDO Manager Edge Ritter.



Santa Maria News San Diego TRACON Aids Pilot

by Ken Lock

Santa Maria Tower recently welcomed a new communications system. On May 7, the Joint Acceptance Inspection was performed on a Denro 466 Intergrated Communication Switching System.

This system is the pioneer system for the Western-Pacific Region, and is a condensed version of the larger system presently in use throughout the region.

Concerns with the old equipment prompted Santa Maria Tower management to request a replacement system which was well worth the wait. The Denro 466 is the new generation of equipment and has been on-line for only a year.

Thanks, in large part, go to the Installation Unit of the Regional Establishment Engineering Branch, Airway Facilities Division, represented by Neil Stephenson. Many hours into the early morning were spent removing the old equipment and installing the new.

Thanks also to the Paso Robles Airway Facilities Sector Field Office (AFSFO), Air Traffic Division and the Santa Maria Tower personnel for their extensive aid with the logistical

San Diego Terminal Radar Approach Control (TRACON) was instrumental in an outstanding flight assist on May 13.

The pilot of a single engine Cessna 150 called Brown Field Tower and advised that he was lost. San Diego TRACON became involved, and after enlisting the assistance of a U.S. Coast Guard helicopter, another Cessna with two flight instructors aboard, began a harrowing one-hour-and-46-minute search and rescue.

Communications with the Cessna were only possible by relay through the other aircraft. Direction finding equipment was unusable due to the terrain and weather conditions.

The lost Cessna was piloted by a student on his first cross country flight. He had no experience with marginal weather conditions or night flying. The aircraft was running low on fuel and had malfunctioning panel lights.

aspects of the system.

Editor's Note: Tower Manager Dennis Beres adds that Paso Robles AFSFO Manager Gary Benson was also helpful in both pre-installation and post-installation support.

At approximately 8 p.m., the assisting aircraft spotted the missing Cessna. The aircraft was located 35 miles east of Brown Field near Interstate 8 in mountainous and rugged terrain. The weather was deteriorating; a broken to overcast ceiling was overhead.

The student pilot agreed to follow the other aircraft toward Brown Field. The TRACON controller recommended Gillespie Airport due to increased lighting in the vicinity of the airport and the fact that Interstate 8 passes very close to the airport. The decision was made to proceed to Gillespie Airport. The California Highway Patrol was advised of the route in case an emergency landing was necessary on the highway.

San Diego TRACON -- specifically controllers Jim Hughes and Sally Kloman, supervisors Dennis Canfield and Larry Wright -- used good judgment, the expertise of other pilots, and some excellent guidance information to turn a potential disaster into a safe landing for the student pilot.

The Cessna landed safely at Gillespie Field after 96 minutes of assistance with minimal fuel remaining.

Western-Pacific Honor Roll

Edwards RAPCON

Edwards RAPCON Manager Jay Maag recently received a letter from the owners of Caracole Soaring in California City, Calif. The letter was written to thank Jay for his assistance with a letter of agreement for a sailplane "Wave Camp" which included participants from Spain, Germany, the Netherlands, New Jersey, Texas and other locations.

"Special thanks to your staff for their courtesy, professionalism and enthusiasm for our specialized style of flight," the owners wrote. "John Hoffman, Bob Junge, Mike Johnston and their helpers were a pleasure to work with."

L.A. Center

The Public Affairs Office extends a hearty "thank-you" to Los Angeles Center Area Manager Charles "Duane" Richard for his valuable assistance following a computer outage at the Center.

Duane was essential in providing timely briefings to the Public Affairs Officer. The information enabled media briefings -- which were conducted during off duty hours through the Regional Communications Center -- to be prompt and accurate. The resulting stories, as printed in newspapers and broadcast on television, were accurate -- thanks in large part to the factual data supplied by Duane.

From the folks in Public Affairs, "Duane, thanks for a job well done and for your teamwork spirit!"

Oakland Center

Oakland Center Manager Chuck Warner received a letter from a pilot thanking the facility for the assistance he received on a flight from Grants Pass, Ore., to Santa Maria, Calif.

The aircraft's engine failed while the pilot was in inclement weather. The Oakland Center controller issued instructions for the pilot to head to Red Bluff Airport. Suggesting alternatives for the pilot to restart the engine, the controller continued to provide radar guidance to the pilot. After three passes over the airport, the pilot managed a safe landing.

The pilot was thankful for "the professional manner in which the controller provided assistance which was life saving." He conveyed his impression that the controller was cool and professional and commended his actions.

Oakland Tower

Chris Overmoe, Assistant Manager at Oakland Tower, received a letter from American Airlines General Manager T. G. Jackson.

The letter was written to express "sincere thanks to you and your staff for the excellent cooperation and friendliness displayed in allowing the highly successful tour of the FAA tower for the group of sixth graders from Golden Gate School."

The letter concluded, "Every effort must be made to support our youth, and I just want you to know that I appreciate your cooperation and willingness to help."

Tucson Tower/TRACON

Tucson Tower/TRACON Manager Patrick O'Sullivan received a letter and two certificates of recognition for Supervisory Controller Walter Clark and Controller Patrick Baggot from the U.S. Customs Aviation Branch.

The letter read in part, "Had it not been for the effort and dedication displayed by these two individuals, this significant law enforcement effort which culminated in the arrest of several suspects would not have been possible. ... Action was carried out in the finest traditions of their profession."

Congratulations and thanks to Walter and Patrick.