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FAA World

Interview with Marty Pozesky

'Meeting the Changing Needs of the NAS and Its Users'

Martin T. "Marty" Pozesky is the FAA's Associate Administrator for System Engineering and Development. He is responsible for improving the National Airspace System (NAS) through comprehensive R&D and capital investment programs.

Since joining the agency in 1971, Pozesky has been at the forefront of many large-scale development programs. His experience covers virtually all the engineering disciplines to be found in a modern aviation system: air traffic control, communications/navigation/surveillance systems, avionics and flight control, as well as aviation weather systems.

In the following interview, Pozesky talks about his organization and the FAA.



Marty Pozesky, FAA's Associate Administrator for System Engineering and Development

Q. Your office is well known for working on the NAS Plan. What are some of its other responsibilities?

POZESKY: Certainly the NAS Plan is the largest program we've ever worked on. It's been compared, in size at least, to the Apollo Moon Program, and we're proud to have had a role in its implementation. It's been a massive

turn to **Pozesky** *on page 6*

A Mentor at Work

Spann Watson—'Ready and in a Rage' To Make EEO Happen

The year 1965 was a watershed for Spann Watson. Leaving the Air Force after 24 years, Watson joined Edward Gibbs in Westbury, New York, where they established a national organization with the purpose of increasing the participation of blacks in all areas of aviation. Dubbed the Negro Airmen International (NAI), the group has set up more than thirty chapters in various cities. Its members represent the many activities aviation encompasses—flying, maintenance, and electronics, for instance. The group gives flight orientation and flight training to minority youths each year, maybe the only organization providing that kind of training.



Speaking to an audience of Hine Junior High School students, Watson gives the youngsters advice from his many years of public service.

Also in 1965, at the beginning of July, Watson reported for duty at the FAA as an equal employment opportunity (EEO) specialist in the Compliance and Security Office, a forerunner of today's Office of Civil Rights. There his activities as a mentor kicked into high gear.

Watson's transition from the military to a civilian job had not been easy. "It seemed I went into every tall building that had a headquarters in New York—airline companies I knew and those I didn't—and none had anything to offer."

Locked into a big mortgage for a new home and with five children to

turn to **Watson** *on page 2*

Watson

from page 1

educate, Watson was shocked to find that as a black man he could not get a job in the civilian aviation field to match his talents. After all, he had a wealth of experience—he had been one of the Tuskegee Airmen, had attained the rank of lieutenant colonel in the U.S. Air Force, had served his country in combat in the 99th Fighter Squadron and the 332d Fighter Group of elite black pilots, and, among all his other achievements, had headed up the SAGE Air Defense Center in Newburgh, New York—so he found the only job offered, an electronics inspector with a salary of merely $3.38 an hour, "unacceptable."

"I am not going to let this continue to happen," became Watson's goal in life as he headed for Washington and the EEO specialist's job he had been promised at the FAA with the help of the Equal Employment Opportunity Committee. His goal didn't change even when he was back in the aviation field in 1967 as an air traffic specialist.

The FAA, just like other government agencies in the 1960s, had few minorities in the work force, and women employees also had limited opportunities available. "Discrimination against minorities and women was the way of life. Private industry paralleled government activities or was worse. The aviation industry was a biased island unto itself," is how Watson describes the conditions of the times.

Some mechanisms to bring about a change in the face of the work force were in place—the President's EEO Committee was operating, for instance, and some EEO orders were in effect. "A stage was set for action," says Watson of the aviation field, and he was "ready and in a rage" to help a change get going.

As an EEO specialist, Watson began contacting a counterpart in each major government department, administration, and many smaller separate offices. He paid special attention to those offices and agencies doing business with the major airlines and the aircraft industry. Working through these established lines of communication and with the help of their EEO or civil rights offices, he flooded federal personnel offices with job applications, mostly matched to an announced aviation-related vacancy. Unlike most job seekers, however, he was not looking for spots for himself but placements for talented minority applicants throughout the government. Private industry was not left out, especially if companies had or were seeking government contracts.

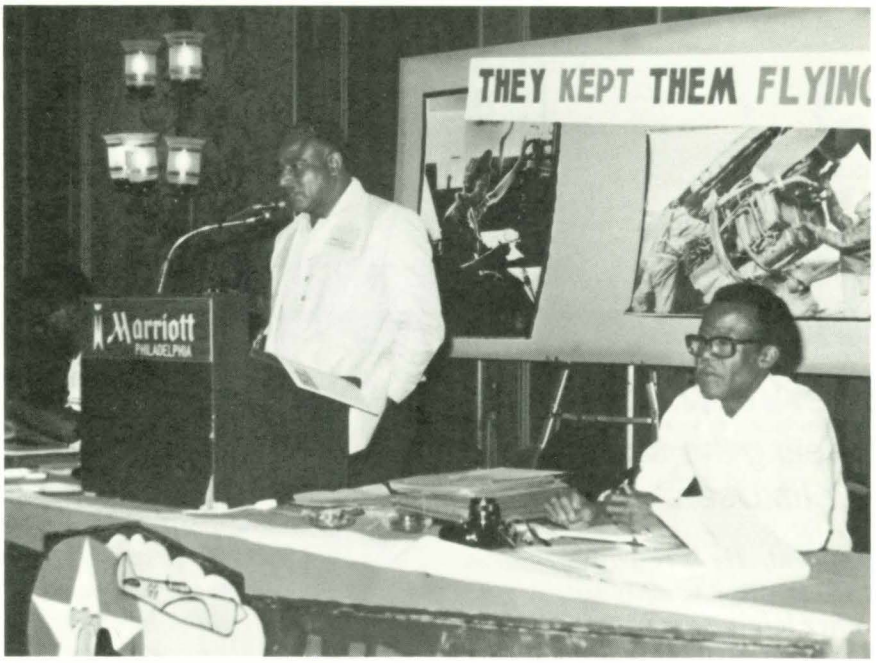
"I tried to get a job for everyone who came," says Watson, and he was usually successful somewhere.

Watson collected completed applications from nationwide sources and sent them to nationwide job vacancies. He developed more and more working employment partners in many government agencies and some companies. He counseled and referred applicants who expressed an interest in airline employment, mostly in response to requests from the major airlines themselves. His method was not to recruit airline personnel but to provide no-cost counseling for those who requested it.

Because of his counseling and referrals, hundreds of minorities and women were hired to be airline pilots, flight attendants, ticket agents, reservationists, mechanics, refuelers, aircraft service personnel, flight attendant interviewers, and airport managers.

Watson's active mentoring promoted cultural diversity in many federal government agencies. A result is an estimated 1,300 changes in employment status—mostly hirings—for minorities and women at the federal level alone.

"The handwriting was on the wall, and I opened my doors for business," he relates. "I wanted to show organizations and people who had done little in the past what could be done



Watson speaks at a 1976 convention of the Tuskegee Airmen, Inc., a national organization for members of Tuskegee-trained military air units. Watson was a founder and president of the organization.

through EEO and how it could be done."

Although directing the most effort towards finding a job for an unemployed minority person, Watson has also helped solve unhappy job situations. Wearing the hat of an EEO

'The handwriting was on the wall, and I opened my doors for business.'

Spann Watson

specialist and later an EEO counselor, he helped deal with after-hiring problems by looking for promotions, transfers, and changes in work status; hearing complaints; and confronting difficult supervisors.

At one point Watson participated in compiling a roster of more than 300 minority professionals available for employment in different disciplines. The roster included many qualified for FAA and aviation industry work.

Watson has helped youngsters in their search for appointments to the service academies.

He also talks to groups of young people about careers and functioning in the workplace.

"You don't do these things without it exacting some kind of cost," cautions Watson, "but the pride and benefit I've provided for so many others far outweighs any monetary gain I could have acquired by doing nothing socially—by far.

"I feel very, very proud. I get countless letters, cards, and thank-yous for having caused change in other peoples' lives.

"I don't ever intend to stop" finding opportunities for people, he says.

"No matter how well you think the system is working, you still find some people taking advantage of others because of race, because of their sex, because of nationality, or because of some personal relationship," Watson adds. ■



FAA Administrator James Busey and Watson are shown at the "Elder Statesman of Aviation" awards ceremony.

Watson, who works in Air Traffic Systems Management, ATM-420, was a 1990 recipient of the award given by the National Aeronautic Association. He is the first black to win the honor since the accolade was established in 1954.



Watson shows his "Elder Statesman of Aviation" award to grandchildren Brian and Travis Watson and Kara Capers.

A Year Ago in Aviation—First Quarter 1990

JANUARY 3

• ***TNA system.*** FAA announced that Pan American had agreed to install a thermal neutron analysis (TNA) explosives detection system at Miami. Two other TNA systems began use in 1990 (London Gatwick in April and Dulles International in October), joining the original system that became operational at New York Kennedy in September 1989.

JANUARY 4

• ***Engine separation.*** A Northwest Airlines Boeing 727 landed safely at Tampa after one of its engines separated when struck by ice dislodged from the fuselage. FAA later proposed a $200,000 fine against Northwest for failing to repair the lavatory valve leak that had formed the ice.

JANUARY 5

• ***Delta fined.*** FAA announced that it had proposed a civil penalty of $70,000 against Delta Air Lines for operating a jetliner in scheduled passenger service that did not meet airworthiness standards.

JANUARY 8

• ***TransExpo.*** Secretary of Transportation Samuel K. Skinner officially opened TransExpo, at the Sheraton Washington Hotel, raising the curtain on the biggest U.S. transportation trade show since Transpo 72. The three-day exhibition attracted between 8,000 and 10,000 people.

JANUARY 11

• ***New TCA.*** A new Terminal Control Area became effective at Phoenix, Arizona.

JANUARY 12

• ***AAS support.*** FAA announced the award of a $139 million contract to the Federal Systems Group of TRW for technical support and assistance in managing the agency's Advanced Automation System contract and other automation programs.

JANUARY 16

• ***Hijacking foiled.*** A hijacking attempt was made on an American West 727, en route from Houston to Las Vegas, when a passenger grabbed a flight attendant and demanded to be taken to Cuba. The pilot diverted the flight to Austin, where the hijacker was apprehended.

JANUARY 23

• ***Oceanic ATC system.*** The first Oceanic Display and Planning System (ODAPS) was dedicated at the Oakland ARTCC. The system helps controllers track traffic over the Pacific.

JANUARY 25

• ***Avianca crash.*** An Avianca Boeing 707, running low on fuel while attempting to land at Kennedy International Airport during IFR conditions, lost power in all four of its engines and crashed near a Long Island residential neighborhood, killing 72 of the 161 people on board.

JANUARY 30

• ***International routes.*** The Department of Transportation issued an order inviting applications from eligible foreign airlines wishing to serve U.S. cities having no single-plane service to the applicant's home countries. On March 27, KLM Royal Dutch Airlines became the first of several carriers that received route awards under this program during 1990.

JANUARY 31

• ***Protective breathing equipment.*** Effective this date, an FAA rule required airlines to provide flight attendants with protective breathing equipment for use when fighting cabin fires.

FEBRUARY 12

• ***ASR-9.*** The Salt Lake City ASR-9 radar went into operation, becoming the first ASR-9 to be commissioned with ARTS-III equipment.

FEBRUARY 13

• ***St. Thomas ATCT.*** The air traffic control tower at St. Thomas, U.S. Virgin Islands, resumed operations after being severely damaged by Hurricane Hugo.

FEBRUARY 14

• ***Surface radar.*** Newly developed Airport Surface Detection Equipment (ASDE-3) was installed for testing at Pittsburgh International Airport.

• ***Deregulation study.*** Secretary Skinner announced that a nine-month study conducted by the Department of Transportation concluded that deregulation had, on balance, increased airline competition and lowered airline fares.

• ***Indian Airlines crash.*** An Indian Airlines Airbus A320 crashed 50 yards short of the Bangalore runway, killing 97 of the 146 people on board. The crash raised more questions about the A320's computerized "fly by wire" system and led the Indian government to ground all 14 of the A320s flown by their air carrier.

• ***DUATS.*** The Direct User Access Terminal Service (DUATS) was initiated nationwide. This service permits pilots to access weather information and file flight plans from a personal computer.

FEBRUARY 16

• ***U.S.-Soviet cooperation.*** Representatives of FAA and the Soviet aviation ministry signed a memorandum promoting cooperation on air navigation between Alaska and the Soviet Far East.

FEBRUARY 20

• ***Office automation.*** A ceremony at FAA Headquarters inaugu-

rated Office Automation and Technology Services (OATS), a contract program to introduce more compatible office automation equipment.

FEBRUARY 21

• ***Headquarters realignment.*** Administrator James Busey announced organizational changes to include the establishment of an Executive Director for Acquisitions, a move designed to streamline the agency's procurement process. The Associate Administrators for Airports and for Policy, Planning, and International Aviation were converted to Assistant Administrators reporting directly to the Administrator. These changes became effective on July 6, together with the creation of a new Associate Administrator for Systems Engineering and Development and of a NAS Transition Service.

FEBRUARY 22

• ***Child safety seats.*** FAA announced proposed rulemaking that would require airlines to allow parents to use child safety seats for children under two years of age; at the same time, FAA asked for public comment on whether the use of the seats should be made mandatory.

FEBRUARY 25

• ***Smoking ban.*** In response to a congressional mandate, prohibition of smoking went into effect on all scheduled U.S. domestic airline flights, with the exception of certain flights scheduled to last six hours or more. The ban did not apply to the flight deck.

FEBRUARY 26

• ***Back to Basics II.*** FAA began Back to Basics II, a five-year program offering a variety of training and other measures to improve general aviation safety.

MARCH 2

• ***Exit row seating.*** The FAA issued a final rule requiring air carriers to restrict seats in exit rows to persons capable of activating emergency exists and performing other emergency functions during evacuation. Carriers were given until October 5, 1990, to comply. Also on March 2, the Department of Transportation issued a revised regulation prohibiting discrimination against disabled passengers, including a ban on setting any restriction other than that required by FAA's safety rule.

MARCH 5

• ***Compliance and enforcement.*** FAA Administrator James Busey announced a new policy on fostering compliance with FAA regulations by private pilots. He described a series of changes emphasizing communication and education rather than sanctions.

MARCH 6

• ***Anti-smuggling rules.*** FAA issued a rule requiring private aircraft flying into or out of the country through an Air Defense Identification Zone (ADIZ) to be equipped with altitude-reporting (mode C) transponders by December 30. In another action aimed at the drug trade, FAA on March 9 proposed new procedures for aircraft registration, pilot certifications, and modifications to fuel systems.

• ***Record flight.*** An SR-71 Blackbird reconnaissance aircraft landed at Dulles International after a record-breaking 68-minute flight from the Pacific coast, and was then retired to the National Air and Space Museum collection.

• ***Aging aircraft ADs.*** FAA announced the adoption of three airworthiness directives, effective April 17, requiring extensive structural modifications to older Boeing 727s, 737s, and 747s. At the same time, the agency asked for comments on a proposed directive that would require the implementation of corrosion control programs for aging aircraft.

MARCH 8

• ***Transportation policy.*** Secretary of Transportation Skinner presented President Bush with "A Statement of National Transportation Policy" providing strategies for moving passengers and goods in the 1990s and beyond.

• ***Pilots and drinking.*** A three-man Northwest Airlines flightcrew took off from Fargo, North Dakota, despite an FAA inspector's warning that they might be in violation of a rule against flying an aircraft within eight hours of consuming alcohol. After their landing in Minneapolis, the three crewmembers were given tests that showed their blood alcohol exceeded the permissible level. FAA revoked the trio's airman certificates the next day. As a result of this incident, FAA announced on March 14 a six-point action plan designed to tighten drug and alcohol enforcement investigation procedures. On August 20, a Federal jury in Minneapolis convicted the three men of a felony for operating a common carrier while under the influence of alcohol, and they received jail sentences in October.

MARCH 12

• ***Deputy Administrator Harris.*** Barry L. Harris was sworn in as Deputy Administrator of the FAA.

• ***DC-10 proposed AD.*** FAA issued a proposed airworthiness directive requiring modifications to the DC-10 hydraulic system to prevent loss of control in the event of major damage to the system. The action was a response to the accident at Sioux City, Iowa, on July 19, 1989.

MARCH 15

• ***Airport security personnel.*** The FAA approved a new program designed to improve the standards for hiring, training, and testing personnel who conduct security screening of airline passengers.

MARCH 27

• ***Safety self-audits.*** In a speech to the Aero Club of Washington, Administrator Busey urged all airlines to establish a safety self-audit program. FAA would not penalize airlines for inadvertent violations uncovered by the audits, provided the problems were promptly corrected and reported to the agency.

• ***Denver Airport grant.*** FAA announced it had approved a grant of $90 million to aid in the construction of a new air carrier airport for Denver. ■

Pozesky Interview

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undertaking that has pushed academia, industry, and the FAA to develop the best in technology. The NAS Plan demanded a lot of our attention and our resources ... no question about it, but, as your question suggests, it hasn't been our only focus. We've been doing some important work, for example, in ATC technology, cockpit technology, and human factors, and we're working with the FAA Technical Center at Atlantic City on several safety and security projects. The NAS is constantly evolving, so much of what we do centers around seeking out advanced technologies to meet the changing needs of the NAS and its users. Then we want to make sure that we have a carefully planned path to turn these technologies into products that can be fielded quickly, systematically, and coherently. Our fundamental role is to ensure that the R&D and capital programs are integrated, responsive to the agency's needs, and point us in the direction we need to go.

Q. What are some of the functions of the five services in your organization?

POZESKY: Well, one function is to develop and publish the annual "Research, Engineering and Development (R,E&D) Plan" and the "Capital Investment Plan" (CIP). This is managed by the NAS Program Management Service. It keeps track of what these plans and programs cost and makes sure that the agency's plans are integrated with the budget ... F&E, Operations, and RE&D. The Research and Development Service is the organization most concerned with bringing new technologies into the NAS. It's managing many of the programs I mentioned earlier—ATC technology, human factors, satellite systems, cockpit technology, and a host of others. The NAS System Engineering Service provides us with integrated systems emerging for both R&D and capital programs. It works closely with the operations folks to ensure their needs are addressed. It provides us with our "Future Vision of the ATC System" that defines the technology, design, and architecture for future NAS evolution. It also performs system engineering for existing and planned major equipment installations.

The Operations Research Service develops and applies analytical tools and sophisticated models to assist managers in many levels of decision-making. They may, for example, provide cost-benefit analysis to program managers to assist in the acquisition phase of a CIP project, but they have also constructed highly sophisticated models that simulate and analyze airspace utilization. They are working on a very exciting proposal right now for a National Simulation Laboratory that will allow us to run a computer-based simulation of new operational procedures and airspace structures. This means that, in areas such as Dallas-Fort Worth and Chicago, we can test the impact that new procedures will have on capacity, safety, and fuel efficiency before they are actually implemented.

'Certainly the NAS Plan is the largest program we've ever worked on. It's been compared, in size at least, to the Apollo Moon Program. . . .'

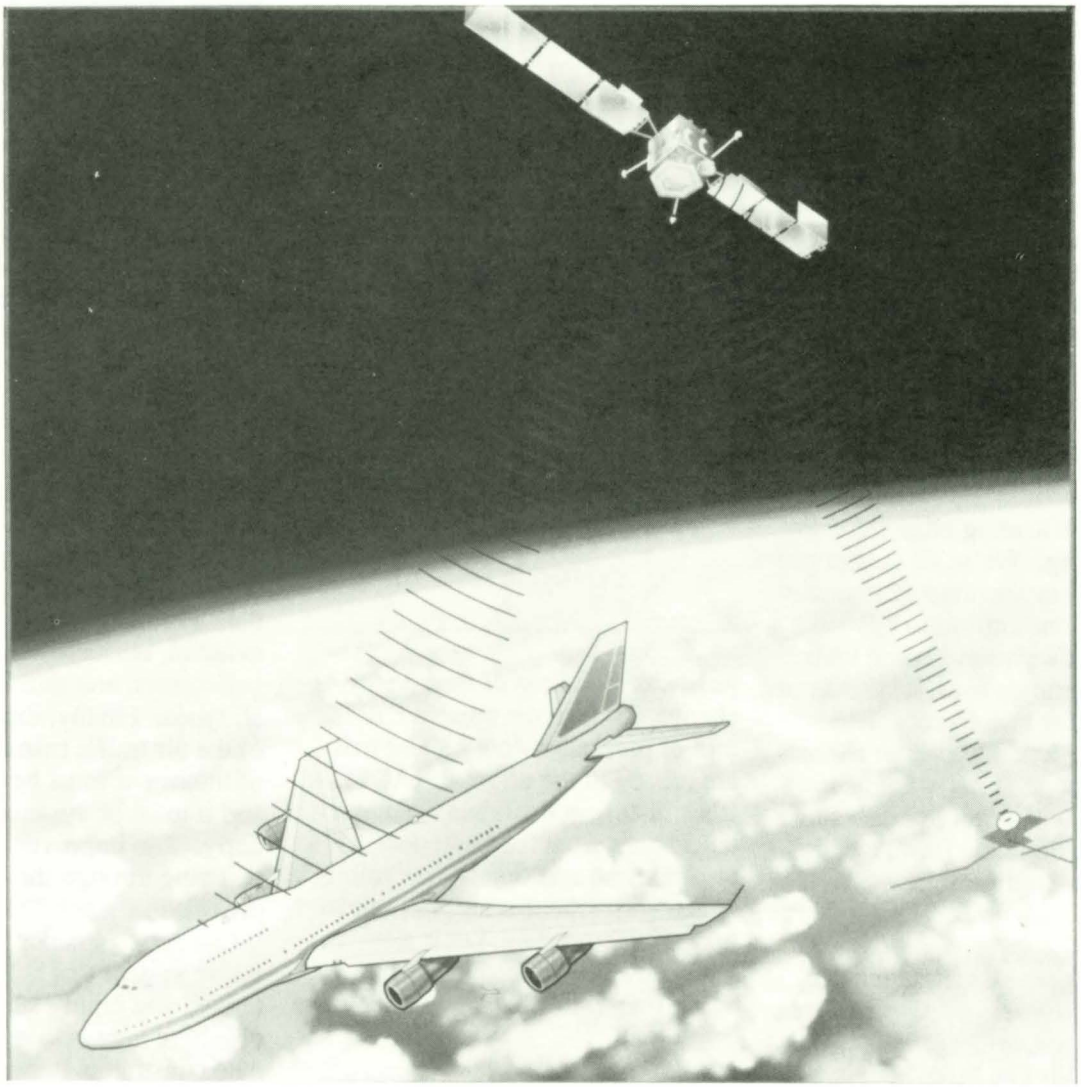
Many people think this is a new function. While it certainly does have a new organizational identity, the agency has been performing limited operations research for several years. The function was consolidated here, and given greater responsibility and visibility under former Administrator Allan McArtor.

Q. The fifth service is Facility System Engineering. What does it do?

POZESKY: Now this is a relatively new function and an important one at that. One of the lessons we learned from the NAS Plan was that we needed to pay more attention to the facility—the physical structure or place, if you will, where new equipment and systems are to be installed. We need to perform the same level of system engineering on the facility that we perform on the equipment. When that equipment arrives, we want to make sure that nothing's been left to chance. The Facility System Engineering Service sees to it that the facilities have sufficient space, power, air conditioning, security ... everything that's needed to make sure that the equipment functions as it was intended to.

Q. What are some of the current high-profile areas in which your office is involved?

POZESKY: A number of projects come to mind. The Research and Development Service is working on a terminal ATC automation program for which we have high hopes. We believe it will produce a set of integrated and human-centered automation tools unlike anything we have now to provide the controller greater assistance in managing arrival flow. We are concluding demonstration programs underway at the Raleigh-Durham and Memphis Airports that we believe will eventually let us reduce the separation



This illustration depicts the future satellite-based system known as Automatic Dependent Surveillance.

between aircraft landing on closely spaced parallel runways below 4,300 feet in instrument meteorological conditions (IMC). It's called the Precision Runway Monitor System (PRM), and it combines improved radar with new procedures for pilots and controllers. PRM is getting a lot of attention right now because it's a very promising approach to provide increased airport capacity in IMC, and one that will yield substantial payoffs.

There's a wealth of new technology available today for improving air navigation services. The most exciting of these may be satellite technology. I think we could see a transition from conventional navigation systems to a global navigation satellite service rather quickly. Certainly, in the future system, the primary means of navigation for terminal, en route, and oceanic instrument flight rule operations will be provided by satellites.

'There's a wealth of new technology available today for improving air navigation services. The most exciting of these may be satellite technology.'

I'm also excited at what we may be able to achieve with the higher levels of automation that will be available ... better tools to aid air traffic managers ... improved weather products ... better communications ... the possibilities are virtually unlimited.

Q. What do you see as future high-priority items for the office?

POZESKY: We've just taken over the responsibility for executing the agency's plan to reduce runway incursions. As you might expect, this is going to be a very high

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Pozesky Interview

priority with us. We are looking to a host of technologies in this area. Innovative approaches to ground navigation, video maps in the cockpit with position tracking, and automated detection and alarm systems illustrate initiatives to be undertaken to provide aircraft positioning and warning information to pilots and controllers.

One of the challenges we face, as an organization, is to make System Engineering and Development a truly integrating force in the agency. Working with leading-edge technologies is exciting. We're all challenged to sustain the momentum of innovation, but we can't afford to buy things before we've evaluated their use in the agency's overall system, or things that may become obsolete quickly. We're talking about almost a $3 billion a year budget for new equipment. We've got to make sure that what we do today flows clearly into what we need for tomorrow.

Q. What is the status of the NAS Plan, and how does the plan relate to the Capital Investment Plan?

POZESKY: The NAS Plan is well on its way to completion. Today, 33 percent of the original NAS Plan projects are complete. Ninety-eight percent of all active projects are currently under contract. Only two contracts—for VSCS and TCS—are still to be awarded. A lot of people thought the NAS Plan was a one-shot deal, with a fixed beginning and ending. That's just not the case. Capital investment in our airspace is a continuous process. Upgrading and supporting almost 25,000 NAS facilities is a constant process, not a single event that stops with a final end-state system. Demand for services generates new requirements. New technology presents opportunities that must be explored. The Capital Investment Plan was developed to recognize this and to meet the changing needs of the FAA. Ac-

continued from previous page

tually, one of our roles in System Engineering and Development is to make sure that the program is pointed in the right direction.

We just recently published the first edition of the CIP. One of the most important concepts that the plan stresses is that programs are not chiseled in stone. They can change yearly as the needs of the agency change. In fact, the present CIP is a mix of programs—only about half are related to the original NAS Plan. It's a historical document in that it talks about what has been done. It's also relevant and timely—a "rolling" document: it keeps our plans connected to the budget, but it also projects what we are going to be doing five or ten years down the line.

'. . . Today, 33 percent of the original NAS Plan projects are complete.'

Q. Could you explain the "future system" concept paper that you outlined in a recent speech?

POZESKY: Some months back, we established a future system definition activity within the FAA to provide us with a target, or picture, of the air traffic management system of the future. Understanding the future will shape our future research and development efforts and our subsequent investment decisions. The concept paper describes this future system from the technologists' point of view. It's intended as a starting point for dialogue with the airspace users, and many of its ideas and strategies have already been strongly endorsed by the aviation community ... including the Radio Technical Commission for Aeronautics at its annual assembly meeting in December, as well as the FAA's Research, Engineering and Development Advisory Committee. The vision will provide the basis for designing a systems architecture of the future air traffic management. With this architecture in hand, we will construct our R,E&D programs to help evolve this vision into reality.

The concept is founded on three simple groundrules: First, the air traffic management system of the future will be international in scope. The changes that are taking place around the world, the rapid increase in demand for aviation services worldwide ... all dictate that the future system must be global. The second groundrule is that the future system must continue to accommodate a broad range of users—general aviation, business aviation, airliners, helicopters, and military aircraft of all types. Finally, the development of the air traffic management system of tomorrow must be evolutionary, and it must be systematic and orderly. The improvements we're realizing through the NAS Plan have provided us a solid base to build on.

Our concept paper describes a future system that is highly computerized and highly automated. The objective here is to reduce or eliminate constraints imposed on air traffic management operations. We've targeted improvements in three key areas: flow management, automation tools to aid air traffic managers, and flight management computers.

We expect a Global Navigation Satellite System to become the primary means for en route, terminal, and transoceanic navigation. Data link communications will be commonplace. We also envision that the Traffic Alert and Collision Avoidance System (TCAS) has far greater potential than just as an independent backup to the ground-based conflict detection system. It's presently controversial, but we think TCAS may be used to assist in primary separation assurance in oceanic operations and on instrument approaches.



The Aircraft Situation Display (ASD) shows real-time traffic patterns over the continental United States.

Q. How are you preparing the work force to deal with and operate these future systems? What kind of employee will the future require?

POZESKY: We're deeply involved in studying human factors and in finding ways to apply these results to air traffic control. It's my opinion that these factors will be one of the major challenges that must be addressed in formulating the future ATC system. In present ATC operations, the controller is providing 99 percent of the decisions. The current NAS Plan will provide more computer aid through programs such as the Advanced Automation System and AERA, but the controller will still provide most of the decision-making.

The challenge is to develop the computer so that it can truly assist the controller in increasing the volume of traffic handled, enhancing safety while reducing workload, taking into account the issue of "failsafe." What I mean by that is if the computer goes down, is the controller faced with more traffic than a human alone can handle? The primary limiting factor is probably the human/computer interface. The big challenge of automation in the future, then, is finding the balance between the two. By the way, we have also initiated similar human factors research activities for the aircrew as well as maintenance personnel.

'We're deeply involved in studying human factors and in finding ways to apply these results to air traffic control. It's my opinion that these factors will be one of the major challenges that must be addressed in formulating the future ATC system.'

Q. Is there anything else you'd like to add?

POZESKY: Technology is charging ahead at a much faster rate than the FAA can assimilate. Relevant research and development programs are not simply exotic technologies. System Engineering and Development must be a forward-looking organization. We've got to build for the future; but also our major role is to help ensure that what we're doing today is relevant and connected to near-term evolving needs. Getting the right balance which will move us ahead at the right pace—that's the challenge. ■

Controller *Ed Cusson* Retires; *30* Years at *New Bedford Tower*

Article and photos by Mike Ciccarelli

Mike Ciccarelli is public affairs officer in the FAA's New England Region.

Was Edgar J. Cusson—whose name is among the retirees on page 12—FAA's oldest controller when he retired late last November? More than likely he was, since Cusson was 72 years old.

"Dean of Air Traffic Controllers Will Be Heading for the Hangar" was the page-one headline of a story under a four-column-wide photo of Cusson on the daily New Bedford, Massachusetts, *Standard-Times* of November 29, 1990.

At 6:30 a.m. the next morning, Ed Cusson opened—for the last time—the VFR (visual flight rules) tower at the New Bedford Municipal Airport. He was "all spiffed up" in a handsome suit.

His colleagues gave him a boutonniere to pin to his lapel, and he displayed it all day—while working traffic and at the facility's buffet lunch in his honor. On hand at the luncheon were Cusson's wife, a daughter, and other family members, as well as off-duty controllers and other FAAers from nearby facillities and the regional office. Also attending were the airport manager, field maintenance personnel, fixed base operators, commuter airline folks, general aviation pilots, and even a couple of FAA retirees who had worked with Cusson.

Cusson's 42-year federal career started with his four years in the Army Air Corps during World War II. He was an aerial radio operator and maintenance specialist.

In late December 1952, he entered the Civil Aeronautics Administration at Worcester, Massachusetts, as an airway operations specialist (communications). After stints in Albany, New York, Bradley Airport, Connecticut, and Boston, Cusson went to New Bedford Tower. That was in January 1960, and that's where he stayed except for several details at other facilites.

When someone commented about Cusson's 38 years with FAA and its predecessor agency, and his 30 years at New Bedford, he said: "Oh, my brother, Lionel, had 41 or 42 years of service, most of it at Baltimore Tower. Lionel retired three or four years ago."

FAA records say Cusson used only 16 hours of sick leave during his career. What is not in the agency's records is that Ed Cusson jogged six miles a day until about two years ago; now he daily pedals a stationary bicycle the equivalent of 18 miles each day. ■

Cusson watches from the tower's catwalk as three Islander aircraft make a low formation pass to salute the long-time controller during his last day as an FAA employee.





Ed Cusson shows off the tower's newly installed operational network computer to George Zarella, a former manager of the New Bedford Tower.

Retirees

Aeronautical Center

Coy Abrams
Alfred A. Alfonso
Susan J. Anders
Karl G. Armstrong
Willetta H. Banks
James R. Blanton
Floyd M. Bowman
Jon C. Brock
George L. Budde
Howard E. Clark
Winzelle C. Cole
Nelda M. Conway
Millie A. Cress
Carl D. Crowley
Presley M. Crum
Lawrence E. Duncan
Elmer G. Ferrin
June K. Fuson
Harold F. Gauer
Harrell E. George
Douglas H. Grice
Lucy W. Griffin
William J. Hanlon
Avis L. Harless
James L. Harris
E. Arnold Higgins
Kenneth E. Holmes
William L. Hopson
John M. Howard
Harry C. Howery
Donald D. Kemnitz
William D. King
Neville J. Lee
Jackie L. Lewis
Samuel C. Lindsay
Eugene P. Lothes
Albert J. Mallory
Helen V. Martinez
Richard W. Maynord
Riley J. McCarty
George W. McCoy
Maxine R. Morris
Virginia Morris
Russell Moses
Theodore S. Mulanax
Bunnie J. Muse
Ralph L. Norton
James Perry
Richard A. Peterson
Emma R. Pierson
Willard L. Rampley
James K. Reid
Billy D. Richardson
Don R. Robinson
J. D. Rush
Robert D. Salmons
Alvin W. Sholl
Ronald W. Spears
Robert O. Stearman
Lowell L. Stellner
Richard I. Thackray
Bobby J. Thornton
William V. Varner
Robert G. Wade
Jesse Williams
Roy E. Youker

Alaskan Region

Frank Austin
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Southern Region

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FAA World

February/March 1991

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Showing Off the Yesterdays of Air Traffic Control

FAA/ATCA Launch Equipment Preservation Project

There's a new slogan to be heard around the agency — "Linking the Past, Present and Future."

It is part of the "Preserve Your Heritage" project, which FAA Administrator James Busey kicked off with his endorsement of an Air Traffic Control Association (ATCA) request for the FAA to take the lead in preserving historic air traffic control equipment.

The vintage equipment will be used for display in museums throughout the country to acquaint the public with advances in air traffic control.

In a letter to regional administrators, Busey wrote, "Please canvas all your facilities. Tell them about this project, and provide input."

Busey named Aeronautical Center Director, Dr. H. C. McClure, project manager. Robert Hoppers of the center's Public Affairs Office is the project officer.

"FAA employee and retiree assistance with this project is vital," said Hoppers.

"For those still with the agency, tell everyone at your facility about 'Preserve Your Heritage.' Look for equipment that was used in the 1930s and 1940s."

Hoppers asked those who have or know the locations of vintage air traffic control equipment to notify the FAA Aeronautical Center's public affairs staff. A list of equipment for possible donation to the project should be sent to:

Robert Hoppers
ATC Heritage Project
FAA Aeronautical Center (AAC-5)
PO Box 25082
Oklahoma City, OK 73125

Questions regarding the project can be directed to Hoppers by calling (405) 680-7500, FTS 747-7500, or FAX (405) 680-4551.



One of the first controllers, Archie League, wears a winter uniform at St. Louis Lambert Municipal Airport in this vintage 1929 photo.

League and other controllers in the 1930s and 1940s used air traffic equipment that the FAA wants to preserve for future generations.



Wilma McIntyre and Joan Earlywine operate the control tower at the Marine Corps Station, Santa Barbara, in 1945.

U.S. Department
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