



## New 'Top Gun' takes command

By MORTON A. EDELSTEIN  
Public Affairs Officer

T. Allan McArtor, the new FAA Administrator, is a real-life "Top Gun."

That was how Transportation Secretary Elizabeth Dole described McArtor when she formally swore him in as the agency's 10th Administrator on July 27.

The swearing in took place before a packed audience in the FAA auditorium.

Mrs. Dole disclosed that McArtor, a former Thunderbirds pilot, had flown 200 combat missions during the Vietnam War, and received several decorations for his feats.

She also said that the new administrator was a former sling-shot quarterback for the U.S. Air Force Academy, and that while he led the Falcons' football team they defeated top-ranked teams such as Nebraska and U.C.L.A.

McArtor quarterbacked the Academy in the 1963 Gator Bowl, and graduated from the Academy in 1964.

Prior to his FAA appointment, he was senior vice president of

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## Visit to O'Hare

*Chester Anderson (L), O'Hare tower manager, has the attention of (from left) Paul Gallagher, manager, Chicago AF Sector; Michael Goldfarb, the FAA's new chief of staff; and T. Allan McArtor, who was sworn in July 27 as FAA administrator. McArtor and Goldfarb visited the O'Hare tower cab earlier last month.*

## Minnesota crew stands tall against onslaught of storms

First, tornadoes spewed through the Minneapolis-St. Paul metropolitan area, doing an estimated \$5 million in damage.

Next came the rain. A deluge, really, with six inches falling in 45 minutes and 11 by early the next day.

Minneapolis-St. Paul International Airport was virtually closed when the torrent of rain hit, then lightning zapped the tower.

"Sparks showered down around the cab," controller George Weeks reported the next day, July 24. The tower is protected with lightning rods, but

lightning struck anyway, sending a surge of electricity through cables to equipment in the cab and the TRACON.

By 10:30 p.m., the airport was closed officially due to standing water on the runways.

A National Weather Service forecaster reported this was not just a 100-year storm, the kind communities ordinarily can't cope with, but a 2,000-year storm.

Five tower controllers immediately were sent to Minneapolis center at Farmington to provide approach control, a program continued the next

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two days.

Eight controllers from the Thursday evening watch remained overnight in the tower because "roads were rivers" and they couldn't go home. Tom

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# LORAN-C planners meet in Portland, discuss user needs and implementation

## Delta inspection begins

A special FAA surveillance of Delta Air Lines operations and training programs began July 23 under the leadership of Marion Dittman of the Western-Pacific region's Flight Standards division. Dittman formerly was principal operations inspector for Continental Airlines.

## Chinese visit Aero Center

China's top civil aviation officials toured FAA's Mike Monroney Aeronautical Center July 5 and 6. Accompanied by Thomas Messier, International Aviation director, the 11-man delegation flew from Washington, D.C., where they had been visiting FAA headquarters, in the agency's B-727 jet.

## Cash Air ticket pulled

FAA revoked on July 10 the license to carry passengers and cargo of Cash Air of Lawrence, Mass., operator of the Piper Seneca which crashed in Dorchester, Mass., June 26. FAA inspectors found that the company's record keeping was fraudulent, that it had directed a pilot to change his logbook, and that it was operating with unqualified pilots.

## 9,500 tested for drugs

As of July 12, a total of 9,591 persons had been tested under the agency's drug testing program. Only 20, or three tenths of one percent, have tested positively. Of these, 15 were job applicants. Of the 14 employees in the positive group, eight were tested under the periodic testing program, two because of reasonable suspicion, and four were undergoing follow-up testing.

## Piedmont pays \$30,000 fine

Piedmont Airlines has paid FAA \$30,000 for violations found during a recent in-depth inspection. The violations were found in two areas -- flight crew duty time and aircraft weight.

## Doppler test in Denver

FAA has set up its Doppler weather radar test bed near Denver's Stapleton International Airport and is using it this summer to collect data on low-level wind shears, microbursts, and other weather hazards. Other tests were conducted in the South in 1984 and 1985.

By MARTIN RIELAGE  
Manager, Flight Procedures Branch  
Flight Standards

FAA and NASAO (National Association of State Aviation Officials) conducted a joint planning meeting on the LORAN-C implementation program last month in Portland, Oregon. Jim Rood of Air Traffic and I represented the Great Lakes region.

The group meets regularly to share information on user needs, technical developments, and program progress in the field of LORAN-C navigation.

LORAN-C is a long-range, low-frequency navigational system originally designed for nautical navigation. The existing system is maintained by the U.S. Coast Guard and is oriented to cover the Great Lakes area, the contiguous states' coastal areas, and Alaska.

Miniaturization improvements have resulted in the availability of inexpensive, light-weight receivers that report positions in coordinates and in relationship to a preset destination.

IFR en route navigation using LORAN-C has been available for some time. The current thrust of the program is to expand the en route system to cover the "mid-continent gap" and develop a system of non-precision IFR approaches using LORAN-C.

Great Lakes region has been a prominent participant in the program, with Battle Creek FIFO, Columbus FSDO, and regional staff coordinating the issuance of two special LORAN-C procedures to the Ohio aviation

department. Additional special procedures are being developed for Kalamazoo and Cincinnati's Blue Ash airports.

The long range plan should close the "mid-continent gap" by January 1990, and will result in non-precision public LORAN-C approaches in late 1988.

Keynote presentations were by U.S. Representative Denny Smith (Ore.); Paul Burket, administrator, Oregon Aeronautics Division; and Wayne Barlow, Northwest Mountain director.

## Drones and lackeys

Jim Dermody, manager, administrative systems, had a letter to the editor published in the July 20, 1987, issue of "U.S. News and World Report."

**Bureaucrat bashing:** As a career civil servant, I sadly agree with David Gergen's editorial "Somebody Has to Do It" [June 29]. The bashing of bureaucrats has, indeed, become increasingly popular over the past years, and the consequences may be even more pervasive than Gergen suggests.

The accumulation of naysaying directed at the federal sector is insidious and is gradually bringing about a who-cares attitude, especially at midmanagement and journeyman levels. If we continue to be viewed as unimaginative drones and lackeys, then ultimately that is what we will become, and the nation will be the poorer.

James M. Dermody  
Lisle, Ill.

## Sagen named Appleton tower manager

James B. Sagen, a pilot and veteran of civil and military air traffic control, has been selected as manager of the airport traffic control tower at Outagamie County Airport, Appleton, Wisc.

Sagen, a native of rural southern Wisconsin, graduated from high school at Orfordville and the IBM school at Rockford, Ill., before becoming an air traffic controller for the U.S. Air Force, serving at Minot AFB in North Dakota. He came to FAA as a controller at Greater Rockford Airport in 1973, becoming a supervisor in 1985 at University of Illinois-Willard Airport, Champaign. At Rockford, he conducted pilot-controller seminars, a program he

expects to continue at Appleton.

"I want the public to be aware of and involved with the airport," Sagen said.

While at Rockford, Sagen earned his private pilot certificate. He now is working on his helicopter certificate. Once he is settled in Appleton, he hopes to continue his college education, begun at Milton College, Milton, Wisc., and enroll in business and aviation administration courses at the University of Wisconsin, Oshkosh.

Away from work, Sagen enjoys hunting, fishing, and target shooting, and hopes to do some big game hunting in western states. His eight-year-old son, James Jr., enjoys outdoor sports with his father.

# Top Gun

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telecommunications for Federal Express.

Among the new faces the 45-year-old McArtor is bringing with him to serve on his staff are Michael Goldfarb from DOT's Office of Commerce Space Transportation, and Don Brown and Janet Morrow, both from Federal Express.

At the swearing in, McArtor said: "FAA's leadership must continue to adapt to the demands of modern human resource management... We can not overlook the human dimension of technological change as it affects any of our team members."

He noted that Secretary Dole has pledged to do everything in her power to provide the material resources needed for FAA to do its job and added, "I am confident that you (in FAA)--through your competence and commitment, your concern and your courage--will rise to the challenge of sustaining aviation progress as we form a firmer foundation for a fabulous future."

Secretary Dole and McArtor were among the principal speakers at the DOT Conference on Drug Abuse in Transportation at Northwestern University in Evanston, Ill., July 23 and 24.

On July 23d, McArtor and Goldfarb, accompanied by Great Lakes Regional

Director Bill Pollard and Deputy Regional Director Monte Belger, visited the O'Hare Tower and TRACON.

Chester Anderson, O'Hare tower manager, explained the TRACON's operation to McArtor and introduced him to controllers and AF technicians in the facility. Later, in the tower cab, McArtor and Goldfarb talked to every controller.

Before departing for Washington with Goldfarb, and Pollard, McArtor was interviewed by Dick Johnson of Chicago's ABC-TV station, WLS-TV. Earlier, he submitted to an interview by Gary Washburn, transportation editor of the Chicago Tribune.

## Power committee workshop

FAA's National Power Committee is stepping up its activities as part of the agency's program to reduce facility operational problems with electrical power, lightning protection, and similar items.

The two-year-old group recently completed its seventh workshop, in Kansas City, and plans to begin publishing a newsletter. The committee also helped with development of a new two-week FAA Academy course dealing with lightning protection, grounding, bonding, and shielding.

## O'Hare TRACON mark set

The TRACON operations record was broken twice in two days in July, probably because haze required pilots to fly to Chicago O'Hare International Airport and its satellite airports under instrument flight rules.

The previous TRACON record of 3,632 operations, set June 12, 1986, was broken July 22 with 3,638 operations. The next day it was broken again with 3,744 operations.

Ken Jackson, assistant air traffic manager, said hazy conditions resulted in lowered visibilities. On the 23rd, visibility fluctuated but never rose above three miles.

IFR traffic to satellite airports accounted for 1,397 of the operations on the 23rd.



Regional director Bill Pollard (L) presents 25-year pin to Alvin Ray, civil rights officer.

## Storms

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Gardner, training officer, didn't make it into work the next day as he and his family were stuck all night on I-494, where in some areas water completely covered automobiles.

Bruce Wagoner, assistant tower manager, said Friday morning's air traffic was slowed to 25 aircraft in and 25 out of the airport. One runway remained closed due to water. IFR services to satellite airports were terminated until the weather improved.

By Friday morning, AF technicians had three of the five vertical radarscopes running with ARTS II, but some frequencies were not operating.

"Looking back at the severity of the storm, I think it is remarkable that we didn't suffer more damage and have more outages," said Glenn Beckman, manager of the Minnesota AF sector. "I have to say with all pride that this speaks well for the way our technicians

and mechanics are maintaining the system. Our facilities had to be in optimum condition in order to withstand such an onslaught of water and lightning and still remain accurate and reliable."

Beckman said equipment throughout the state was in good shape. Equipment monitored by the automated flight service station at Princeton all appeared accurate and reliable, he said. At Minneapolis, only one localizer was out, due to a wet cable. Four of his technicians, from the evening shift, worked all night to assure equipment was OK.

In the regional office, Bart Holtz and Lou Liubinskas of AF's operations engineering branch, were busy rounding up spare parts for the ARTS III from the seven other regional facilities using this equipment, and from the depot in Oklahoma City. By noon, parts had been packed and were on their way from Chicago O'Hare International Airport.

Holtz said airlines always have been helpful in moving necessary equipment

from one airport to another.

At Minneapolis center, AF manager Russ Sebold, said "we were able to maintain all our services and provide approach control for Minneapolis tower." Two of his technicians stayed all night because water on the roads kept them from going home.

On Friday, he granted annual leave to two employees whose homes had suffered minor damage.

"Fortunately, we had just completed replacing conduit which carries power into the building before we had a bad storm last Monday," said Sebold. Technicians restored 80 feet of conduit installed when the center building was built.

At Minneapolis Crystal Airport, controller Jim Scott reported the shoulders of runways and taxiways had washed away in the watery deluge. Standing water remained on areas of the airport.

After 19 hours and 45 minutes of solid work, all equipment was operating normally at Minneapolis-St. Paul International Airport, said Beckman.

# McArtor to the troops

In a speech delivered to FAA employees on the day of his swearing-in as new administrator, T. Allan McArtor pulled no punches in describing the challenges he sees for the FAA and the resolve with which he intends to meet them. Here are key excerpts from his speech, which was broadcast via teleconference to FAAers throughout the nation.

*'I want candor. I don't want anyone to ask me for patience. I don't want to wait...'*

I welcome this opportunity to join the FAA team. I can't think of a more exciting field than aviation, and I can't think of a better group of people to work with in resolving current public concerns.

Let's start with a spirit of candor. Although the FAA is doing an outstanding job, the flying public feels it is getting something less than it has come to expect from air transportation. People don't always understand the problem. It is something of a puzzle. Even worse, the parts of the puzzle are connected. Increasingly, the recognition that one piece is out of line leaves an impression that the whole doesn't fit together as it should.

Let's continue developing stronger standards and better answers to even our most basic questions. I challenge you to explain to me, your newest team member, what you are doing and why you are doing it? Ask yourself the tough questions about your work, and let's work together to develop better answers.

We are going to work with you, and that requires full involvement on all our parts, to identify and improve where progress is possible. Be prepared, be involved, and continue to set your sights on the highest standards of excellence. We cannot settle for anything less than excellence in safety, security, and service, throughout aviation.

I want candor. I don't want anyone to ask me for patience. I don't want to wait until 1995 for some of our major technological projects to mature. The American people are demanding performance. We need essential modernization now.

Excellence is not simply an FAA concern in improving public confidence. That commitment must begin in the boardrooms and extend throughout every corner of operations and training. We must be sure that, if there is a better way, we get it done that way.



*The new administrator and Bill Pollard, regional director, during McArtor's visit to O'Hare tower. McArtor met with tower personnel, as well as regional executives and was interviewed by Chicago's ABC-TV station.*

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As I take the oath of office, I'm making a commitment to you. The traveling public should be better informed about the air traffic control system, and I will take your message to the American people.

The American people should be better informed about the communications, navigation, and surveillance technology of the national airspace system, and of the ingenuity and dedication of the people who maintain that equipment around the clock and around the calendar. I will take your message to the American people.

The American people should be confident of the safety and security of airports and aircraft. They should know about the safety inspection procedures, the security screening system, and the improvements of recent years. I will also take that message to the American people.

Above all, the American people need to understand much better than they do the important safety functions involved in air traffic control...What is most essential here is perspective on the system, always a vital element in precise judgments. The FAA must strengthen its ability to tell people about what we do well, even while we dedicate ourselves to making everything we do even better in the future.

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Telling a better story cannot be enough. We must take the short-term measures necessary to demonstrate immediate progress to a doubting public. As I met with senior FAA staff, I instructed top management to identify programs with immediate impact. We are going to get them done during fiscal year 1988...

The FAA is not alone. We know that we need public support, from the Department of Transportation, from other agencies in the executive branch, from the Congress, and from the aviation community. There is a lot of work to do, but none of it will get done any sooner by waiting.

As part of her continuing support, this year Secretary Dole fought for and won a 20 percent increase in FAA funding. This \$1 billion increase was unprecedented in this ERA of budget cutting and deficit reduction. She also achieved a 68 percent increase in crucial facilities and equipment programs, which fund the modernization of the national airspace system.

The public is concerned now. The sooner we begin to work on the solutions, the brighter will be the future of aviation for all of our people. I seek your assistance, I need your support, and I have great confidence that the people of the FAA will respond to the challenges of the coming year to improve air transportation for the American public.

**EDITOR'S NOTE:** Gene Simmons, a 35-year FAA veteran, began his career as a air traffic controller at South Bend, moving on to Flint and O'Hare before becoming a supervisor at Duluth and St. Paul tower chief. He went on to be a regional office operations specialist, then tower chief at Flint. He has held his present position since 1980.

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By GENE SIMMONS  
Air Traffic Liaison Officer  
Aviation Standards National Field  
Office

The World's Largest. The Granddaddy of Airshows. The World's Busiest Airport and The World's Busiest Air Traffic Controllers - Oshkosh, Wisconsin - "The" Experimental Aircraft Association Convention!

Every year since 1970, the annual Experimental Aircraft Assn. convention at Oshkosh, Wisc., has grown larger and busier. Factory-built, experimentals, antiques, classics, warbirds, gliders, helicopters, balloons, blimps, ultralights--if it flies or if it's been meant to fly, it has been there! This annual aviation spectacle has drawn visitors from the four corners of the earth. The young, the old, the expert and the amateur.

#### Why Oshkosh?

Why Oshkosh? Is it really the busiest? Why all the hoopla?

The seed which grew into this perennial aviation classic was "developed" in 1952 at Hales Corners, Wisc., and is a result of the foresight and imagination of Paul Poberezny, president and founder of the EAA. As the EAA "seed" took root and began to grow. After an initial fly-in at Rockford, Ill., in 1960, which attracted 102 aircraft, the event rapidly grew to proportions that eventually exceeded the capacity and space available to the EAA at Greater Rockford Airport.

In 1969 the EAA completed plans which would provide for the 1970 Convention and Fly-in to be held at Wittman Field, Oshkosh, Wisc. FAA planning for the anticipated increase in air traffic at Oshkosh consisted of providing temporary duty assignments for seven of the air traffic controllers who had worked at Rockford during the previous EAA fly-ins's. The seven EAA-experienced controllers would support the six air traffic controllers permanently assigned to Oshkosh tower.

#### Hindsight and history

Prior to the 1970 convention, controllers were briefed as to an anticipated "general" increase in overall air traffic and procedures were

# I remember Oshkosh

*Tales of early days at Oshkosh, when the sky filled with traffic and a mulligan stew of 'outsiders' and 'insiders' brought everyone home safely*

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outlined to accommodate a flvbw pattern for display of EAA aircraft. Also the use of "flagmen" to handle the departures after the daily airshow was explained and Oshkosh tower was considered up to speed for the forthcoming event.

Hindsight and history are, to an air traffic controller going down the tubes, like the runway behind and sky above to a pilot who loses an engine on takeoff--they just don't do you any good at the time. The one thing that can be gained from either experience is the fact that given the same set of circumstances you shouldn't be caught in the same situation again.

Possibly the simplest way to visualize Oshkosh 1970 is to imagine Col. Custer (actually Larry Davis, Oshkosh tower chief, 1963-1974) and his "army" of controllers supplemented by seven seasoned "guides" attempting to orchestrate a dance party for the entire Indian nation. The "army" was ready to play and the "Indians" came prepared to dance. The major problem was who was going to "lead!"

#### Shall we dance?

Much to the credit of the "army" and the "Indians" there were no casualties, and the participants parted ways knowing that while the "tempo" of the music had been too slow, next year's dance would be bigger and better. (This is not to infer that a few toes weren't stepped on and a few eyebrows raised at some of the new "steps" which had been created.)

During the 1970-71 time frame the FAA was organized in a "decentralized" structure and Oshkosh tower was operating under the guidance of the FAA's Central region Minneapolis hub office. Following the 1970 EAA convention, Bob Davidson, the Minneapolis hub offices Air Traffic

division chief, met with his operations branch (John Doerflinger and Orrie Haggbloom) and detailed the air traffic control goal and objectives for all future EAA conventions. As this philosophy and policy filtered down to the controllers' level, it was summarized and expressed in a manner which allowed the uninitiated to comprehend the air traffic tasking for Oshkosh tower personnel: "We will have our act together and we will be responsive to the demands placed upon the system--or we will not be there! Somebody else will be but we won't!"

#### Cream of the crop

The 1971 convention was preceded by more than a few planning meetings, which can best be summarized by quoting Larry Davis, who, at the start of the controllers meeting prior to the convention, stated to a hand-picked controller work force, "You are here for one reason. You are the Cream Of the Crop! If we are wrong we are all wrong. If you don't want to be or can't be a part of the team, you're gone!"

There is (or was at the time) a controllers' cliché that stated: "If you don't think you are the best controller

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*No more 'Me.' Now it was 'Us.'*

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in the world, you're not a controller." Due to the sincerity and openness of Larry's opening remarks the newly anointed "Cream Of the Crop" controllers left the meeting with their minds' eyes viewing the forthcoming event in a slightly different light. No more "Me." Now it was "Us"!!

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*Specialist Mike Perkins proving that not everything is automated in an automated flight service station.*

# Life in the corn fields

By MARJORIE KRIZ  
Assistant Public Affairs Officer

Everything's up to date in Kankakee --especially the new automated flight service station that serves up a smorgasboard of flight and weather information each day for pilots over northeastern Illinois.

The staff moved in from Chicago FSS at DuPage Airport and other FSSs, and is now acclimated to life on Greater Kankakee Airport, where field corn surrounds the facility on three sides.

Only a few desks and bookshelves remain from the old facility in West Chicago, for many years the country's busiest. Typewriters, file cabinets, chairs, and desks left behind were shared by Chicago Midway and DuPage towers and Chicago center.

"They were most appreciative, as the budget kept them from getting any type of furniture," said assistant manager Ron Schultz. "We don't have the space for much of the old furniture, which was considerably larger than the modular pieces we have now."

In the dimly lighted, windowless operations room, specialists work with new, high-tech equipment on which they have become familiar through intensive training.

Specialist Linda McClearn sits at a position near the outer door to take care of walk-in pilots, whose numbers have dropped from the many who wanted to see what an AFSS was like when the facility opened.

Monitors glow with weather and airport information, weather charts, National Weather Service radar depictions of various areas, and GEOS satellite photos. The tapping of computer keys is intermixed with the quiet voices of specialists talking with pilots. There are 26 positions in the operations room, more than at other AFSSs in the Great Lakes region.

A monitor buzzes to indicate a frequency has been lost and Dave Phillips, assistant manager for plans and programs, rushes over to check on

the problem and seek return of the frequency. Next to that monitor are two others for checking nav aids at Burlington, Iowa, and in Illinois at Moline, DuPage, Northbrook, O'Hare, Peoria, Roberts, Joliet, Chicago Heights and Peotone. Nav aids at Polo, Galesburg, Bloomington, and Rockford will be added to the system later.

In the training room, with its two positions, Ida Champion, a training specialist, goes over a problem with a flight service specialist. In the break room, several specialists are having a soft drink. The room includes vending machines, microwave ovens and two refrigerators filled with brown bags, fruit, frozen dinners, and milk. One refrigerator was not enough for 68 employees who have only 30 minutes for lunch and the nearest restaurant is too far away to go out.

As lunch time approaches, specialists buy a sandwich, put frozen meals or leftovers from home in the microwaves,





*Fresh air and good company are the orders of the day as Wanda Loncar (L) joins Ron Scultz and Gerry Walker for a 'corn field' lunch.*



*Ron Schultz (L) and specialist <sup>Bill Walker</sup> Steve Mitchell working the console. The AFSS has 26 positions in the operations room.*



*Specialist Marilyn Martyn (above) prepares her lunch while Wanda Loncar (below) greets visitors to the new automated flight service station at Kankakee.*

and watch game shows on the TV, which sits atop one of the refrigerators.

Mike Zarifis, who came from Quincy FSS, where he said they seldom had time for lunch breaks, has warmed a frozen meal in one of the microwaves, as has Marilyn Martyn, who says, "We eat better here." Ray Foote bought a sandwich from the machine, saying he never eats sandwiches at home.

Ron Schultz, administrative officer Gerry Walker, and Wanda Loncar, training officer, eat their lunch, warmed in a microwave, at a picnic table in the "back yard," next to air conditioning machinery and the satellite dish. Beyond the lawn, as far as they can see, is corn.

The atmosphere, attitude, and mood are different here, says Schultz. "There were many who didn't want to move, at first, but they were able to find homes they couldn't afford nearer

to Chicago and there are a lot more things to do than originally thought. I think some of us were apprehensive due to the new equipment and the new area."

Kankakee AFSS still is in a transition period, responsible now for the same area as the former Chicago FSS. Eventually, the facility will cover all of northern Illinois, including territory now the responsibility of Rockford and Decatur FSSs, which will close. The southern section of the Decatur FSS area is to go to St. Louis AFSS.



# Fire drills save lives

By JACK CLERKIN  
Regional Safety & Health Officer

How we behave in the event of a fire is determined by many factors. The threat we perceive to our safety, alternative methods of escape available, actions of those nearby, past experiences, and our personality all will affect the way we react.

By planning for emergencies in advance, and conducting drills, we can provide more experience to draw upon. Employees will learn to interact more effectively with each other. A greater awareness of the escape alternatives will be developed. This provides a more intelligent baseline to be used to make decisions in the dynamic environment of a fire.

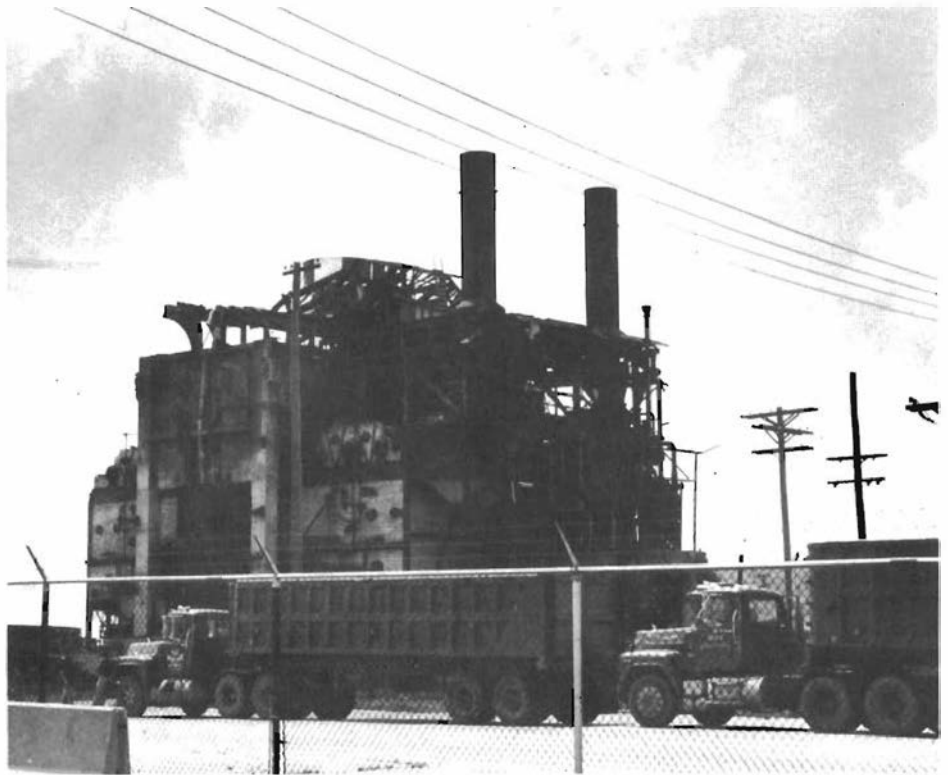
Last fall, the regional office planned and conducted a fire drill. Prior to the drill, plans were made and reviewed, and personnel in each area were assigned specific tasks. These tasks varied from alerting hearing-impaired employees of the alarm, assuring that fire doors were closed, providing information with the public address system, informing visitors of appropriate procedures, assisting those unable to use stairways effectively, checking to verify an area was evacuated.

As a result of the drill, the fire alarm system was modified to assure it could be heard in all areas occupied by FAA. Also, the evacuation plan was changed to reduce congestion on one route.

While we think, typically, of fire drills as being applicable only to offices, where they are required in office environments once a year per FAA Order 3900.19A paragraph 53, the Eastern region went a step further and scheduled a mock emergency in the Rochester, N.Y., airport traffic control tower. All of the local emergency services participated and air traffic was controlled temporarily from a vehicle on the field.

Evacuation from the 125 foot tower included assisting two "trapped" employees down fire department ladders and paramedics evacuating one "victim" by helicopter from the cab roof.

As in the Great Lakes experience, much valuable information was collected which will enable all to function more effectively in a true emergency. One fire department never had worked on a structure as tall as our



## Coming down

*This 45-year-old plant, currently being dismantled, once provided coal heat for the old Douglas aircraft company, which built bombers at what is now Chicago O'Hare International Airport.*

tower and had difficulty positioning a ladder. Water pressure was not adequate to fight a fire in the tower cab. The helicopter could not communicate with the ground. Some of the rescue crews' radios did not work, hampering communications. All of these deficiencies now are being corrected and all who participated considered the test a success and expressed a willingness to do it again. More details on the evacuation can be found in the November 1985 edition of Security World.

Exercises such as these are part of FAA's safety and health program, which has the goal of assuring that no employee suffers any occupational accidents or illnesses.

## Supervisors judged on staff management

Effective August 1, all FAA supervisors and managers will be rated increasingly on their performance in human resource management.

The new performance standards require that a minimum of 30 percent of supervisors' and managers' annual ratings be based on their accomplishments in employee performance management, employee involvement, and equal employment opportunity.

## Twister tips

By PEGGY ALEXANDER  
Support Services Specialist  
Logistics Division

When a tornado threatens, your immediate action can save your life. Some, if not all, of the Great Lakes region is subject to tornadoes so that forewarned can be forearmed.

Stay away from windows, doors, and outside walls. Protect your head.

In homes and small buildings, go to the basement or to an interior part of the lower level, closets, bathrooms, or interior halls. Get under something sturdy.

In schools, nursing homes, hospitals, factories, and shopping centers, go to pre-designated shelter areas. Interior hallways on the lower floor are usually best. In high-rise buildings, go to interior small rooms or hallways.

In vehicles or mobile homes, leave them and go to a substantial structure. If there is no shelter nearby, lie flat in the nearest ditch, ravine, or culvert with your hands shielding your head.

Tornado watches are broadcast when tornadoes and severe thunderstorms are possible. Tornado warnings are broadcast when a tornado has been detected. In such a case, take shelter immediately.



# Oshkosh

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Through the grace of a higher power it seemed natural, after the adjournment of the formal controllers' meeting, for all of the controllers assigned to Oshkosh tower for the convention to reconvene at a centrally located meeting "establishment" where the "outsiders" and the "insiders" could compare notes. Once again fate took a hand and the chosen "establishment" turned out to be in the same structure housing the EAA's governing body. Unfortunately history will never know the commitments and friendships (both personal and professional) that evolved from the discussions which took place that night/morning, yet the fact that Oshkosh has set an aviation standard for pilot/controller communications, understanding, cooperation, and overall operational effectiveness speaks well for the participants.

Armed with commitment, pride and dedication, the newly-identified "gypsy controllers" and "homestead controllers" (the descriptive identifiers had materialized prior to the time the meeting place had closed) showed up en masse for the start of the 1971 EAA Convention. In consonance with the old adage "Pride goeth before a fall," after approximately the first two hours of the '71 convention a cold hard fact of air traffic control set in. The best laid plans of controllers or pilots are at best a point to deviate from.

## Facing up to facts

Regardless of the facility, its personnel or established procedures, one controller can only control so many airplanes at one time, a basic fact of the air traffic control profession. So, while the "dean" of the gypsy controllers (Doug Radtke, Chicago Midway tower) held forth at the local control position, an impromptu "all available hands meeting" was convened around the tower supervisor's desk. Fact one: There was no way any one controller could control the volume of traffic which seemingly was appearing from every direction. Fact two: Given an infinite number of "assistants," the recording/use of aircraft call signs and use of normal air traffic control techniques simply could not and would not get the job done.

With the "all available hands meeting" taking place around the tower supervisor's desk, the start of a solution was discovered under the glass top on the desk in the form of an aerial photograph of the Oshkosh airport area. Given Fact 1, airport traffic would have to be standardized (Yes, our erstwhile Cream Of The Crop

Controllers were trying to accommodate left and right traffic patterns plus straight-in approaches). The obvious solution was to get all arrivals tracking to and over a geographic point that could be observed by tower personnel. From the aerial photograph and information furnished by the permanent Oshkosh controllers the "arrival fix" was identified and imaginatively labeled "the gravel pit"--not that "the sand box" and "the hole in the ground" weren't suggested! Having "unanimously" decided upon the location and the identity of the arrival fix, all that remained was the definition and establishment of the procedures to be used in "controlling" the traffic as it reported over the gravel pit a mile and a half northwest of the airport.

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*From the tower cab all one could see was aircraft converging on the gravel pit— from every direction.*

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The task of getting "the Cream of the Crop" to reach any semblance of accord on "procedures" almost immediately turned into a "Gimme the mike" and "Watch this" contest which was conducted for the remainder of the day. During the late afternoon the "solution" came in two parts. Frequency control by the tower was the key to the operation, and the use of aircraft call signs and compliance with standard call up/acknowledgment procedures was impossible. Secondly, more often than not there wasn't any room for a "go around."

Part 1 of the solution to Fact 2 evolved very slowly. As controller techniques are deeply imbedded in the subconscious, change to a new or different operating technique is extremely difficult, particularly when you're fighting to maintain/gain control of an existing traffic situation. The "change" was a return to a basic ATC procedure: "Acknowledge by rocking your wings." Sounds so simple, but consider the fact that these fledgling cream-of-the-croppers were operating on raw talent and it's very difficult to try to drain a swamp when your up to waist in alligators! As good old fate would have it, a few controllers had experience with this basic concept of air to ground communications procedure and whether through leadership by example or monkey see monkey do, the wings around Oshkosh have been rocking ever since!

Part 2 of the solution to Fact 2 wasn't "thought" of, planned or even acknowledged by those in the tower

after it first happened--it just happened. "The yellow Cessna coming up to end of the runway, level off you're to close to the Cherokee touching down, level off, fly down the runway, will advise when you're clear of the Cherokee."

While that is not the exact phraseology, as a controller you invariably offer the pilot the safest possible routing for a missed approach/go around and at the time "Over the top" was the safest possible routing!

From the tower cab all one could see was aircraft converging on the gravel pit from every direction. The downwind leg, at times, would extend over the horizon. Base leg could only be observed, monitored and controlled with the aid of binoculars. Final approach aircraft identification was from a head on perspective "Okay, there is a single engine. I believe it's a Cessna over the shore line on final, then there is a low wing, it looks like a homebuilt, then there is a twin passing. I think it's a Mooney, okay, who is cutting off the Cessna at the shore line? The red and white Bonanza that's turning final, you're cutting in front of a Cessna. Bonanza level off, fly down the runway, don't let down. Bonanza, fly down the runway! I will advise you when you're clear of the traffic!--Red and white Bonanza you're clear of the Cessna, if you feel you have enough room go ahead and land."

## The last thing a controller wanted

Given a traffic situation like the above and without the strictest compliance to the see-and-avoid principle of aviation safety, simply getting into the traffic pattern would have been impossible. When consideration is given to the fact that there was always a departure waiting to be "flagged" off between arrivals, it doesn't take too much imagination to see that the last thing a pilot or controller wanted was a "go around."

A "go around" was a pilot's nightmare and a controller's worst enemy. From a pilot's view point: "How do I avoid the departures and how, how, how, do I get back in the pattern?" From the controller's view point: "Now I will have to work him back around the pattern!" Talk about a no-win situation!!

Evolution, inspiration or exasperation--from the tower you observe an aircraft touching down "on the numbers" and beginning to start his turn off the runway just as a "level off, fly down the runway" is passing over him, and, from the back of the tower (or possibly from a higher perspective) a voice says: "Tell the Bonanza if he thinks he has enough room to go ahead and land." Still not in "The Book" and

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# Oshkosh

*Continued from Page 9*

questioned by many experts who haven't worked at Oshkosh but, after it worked the first time the rationale and safety of offering a "nonstandard" option to a pilot was evident. Not blessed, authorized or even discussed (except by those who had been caught between a rock and a hard place), an operational technique/alternative involving pilot/control communication, trust and professional respect was implemented. The aftermath of the 1971 EAA convention has produced both acknowledgments and stigmas, but the "alternative" still exists and has been exercised ever since.

## Making peace with the traffic

In retrospect and while not formally acknowledged, the basis of the air traffic system utilized for the control of air traffic during the EAA convention is preventative air traffic control. Practically without fail, a "rookie" (first year) controller at Oshkosh will attempt to prove that his/her selection as a gypsy controller is fully justified and that he/she can control the traffic as well as or better than his or her predecessors. Whether through experience or observation the time always comes for the "rookies" when realization sets in and they make peace with the traffic and get down to assisting the pilots as opposed to trying to control the aircraft.

Oshkosh 1971 caught the aviation community's eye. Not only was it evident that the EAA convention was going to blossom into a major aviation event, ATC had responded to a challenge and proved again its flexibility/ability to be responsive to the needs/demands of the user. 1972 and 1973 proved to be the adolescent years of the FAA fly-in. The convention grew in size and stature--not without, at times, seemingly to be ungainly and/or short on coordination. On occasion it even appeared to some to be a little too big for its britches.

## Coming of age

Evidence of the convention's coming of age occurred in 1974 and in all likelihood was a result of user trust and confidence in the system. While greatly expanded and enhanced since 1970, ATC procedures for accommodating "fly-bys" on runway 18/36 at Oshkosh proved to be a real eye opener during the mid part of the 1974 convention.

The mandatory requirement for pilot participation in the fly-by pattern was for each pilot to attend daily

procedural/safety briefings provided by the FAA. (In later years the authority/responsibility to conduct these briefings was delegated to the EAA. This responsibility has been faithfully and honorably discharged by one of the two EAAers made a member of the gypsy controllers EAA Chapter OO--Gustave Limbach or "Blue One.")

During the early years of Oshkosh convention, the International Aerobatic Club (IAC) held its annual national championship competition at Fond Du Lac, Wisc., while the EAA convention was in progress at Oshkosh. Upon completion of the 1974 meeting it seemed logical (and safe) that the members of the IAC fly to Oshkosh to attend the EAA festivities. Having attended the required fly-by briefings and/or possessing a "Nordo" (no radio) arrival certificate, the IAC organized and thoroughly briefed a "flight" of approximately 40 aircraft for a "Championship Arrival" at Oshkosh.

At the time of the IAC's venture into the fly-by pattern, ATC was controlling the pattern by visually monitoring the operation and limiting intervention to denial of takeoff clearance to departures when the pattern appeared to be "full" (plus or minus 15 or 20 aircraft) and counseling (with the aid and support of Gus Limbach and his cohort, Don Conrad) those few aviators who experienced problems in complying with the "rules". Controllers at the mobile ATC unit which monitors the fly-by operation, communicate with the tower supervisor by VHF/UHF communications and, while not recorded or documented, it was reliably reported that the phraseology used to announce the arrival of the 40 IAC from Fond Du Lac (into a pattern already comprised of 18 or 20 aircraft) did not comply with FCC regulations or known FAA standards! A term similar to "Holy Cow, look at this!" is considered descriptive of what was actually transmitted to the tower supervisor.

## A tribute to all

That the situation resulted in zero accidents, breath-taking photographs, life-long memories and recollections is a tribute to the abilities, expertise, understanding, vigilance, etc., etc., of all involved--but once was enough!

1974 also proved to be the year of the "controller massacre." While a commercially-marketed rerecording of the air-to-ground communications of air traffic at the Oshkosh convention Friday 4, 1974, has been available since the actual event, the circumstances, situations and decision-making motivators have not been subjected to review or documentation. To totally understand the situation one must be aware of the events and contributions which lead to what has been referred to

as "Fantastic Friday". Consider:

1. Peak air traffic (both arrival and departure) for the Oshkosh convention, occurs after the airshow on the last day of the convention.
2. On Friday 4, 1974, the gods of weather decided the time was right for covering Oshkosh, Wisc., and much of the continental U.S. with marginal VFR weather. Low visibilities, low ceilings, a little rain and fog and, just for the venturesome, a few thunderstorms. Not really too much weather at Oshkosh, just enough so that pilots planning to depart prior to the airshow couldn't get there. To add a little zest to the situation, add a forecast which predicted CAVU as soon as the airport opened after the airshow.

## Waiting for the onslaught

No problem so far--just make sure the cream of the Cream Of The Crop are in the right places at the right time! Gary Simpson (manager, Orlando tower,) on ground control; Lee Arneson, Janesville tower chief; Doug Radtke, Chicago Midway tower; Bob Margalla (Madison tower; Mike Krutschewski, Indianapolis tower, at the runway mobile units; and two of the very best, Dave Shephard, (Minneapolis tower,) and Jim Carter (Minneapolis Flying Cloud tower) on local control--for the initial onslaught.

On your mark get set--WAIT! As the airshow didn't get started on time (due to weather), the airshow waiver has been extended to 1615 local! From the mobile controllers: "What are we supposed to do with all these aircraft starting up and milling around?" From local control: "Sorry sir, the airport will not be open for another 15 minutes--yes, sir, the NOTAM said 1600 but the waiver has been extended until 1615. Well, if you're low on fuel, suggest you land at an out-lying airport..Well, if they are full, suggest you try another one. Yes sir, we will open in fifteen minutes."

"What? The waiver is extended until 1630."

Phone calls: "What's going on?"

Radio: "But your NOTAM said..."

Visitors to the tower cab. More phone calls Okay, it's 1630, do it!!

Promptly at 1630 on Friday the 4th, 1974, the skies over and around Oshkosh opened up - high wing, low wing, midwing, biplane, triplane, NORDO's, ELT's, aircraft on top of aircraft, aircraft beside aircraft beside aircraft, aircraft hundreds deep for departure!

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## CBI program praised

FAA has been singled out by the General Accounting Office for use of computer-based instruction (CBI) and other innovative practices in meeting its heavy training demands.

# Airspace actions, PROSE system subject of meeting

By MARTIN RIELAGE

Manager, Flight Procedures Branch  
Flight Standards

Representatives of Flight Standards' flight procedures branches met in Portland, Oregon, last month to discuss problems in standardization and operating practices in airspace actions.

In addition to regional branch representatives, the meeting was attended by Washington representatives Dick Arnold, Gale Vobolis, and Mark Rosenthal (APR); Jim Emias and Don Funai (AFS); Jim Nixon and Gerry Rojeck (AVN); and Maureen Duffy of a special management study team. Bob Goodrich, newly appointed AFS-1, attended the final day's seminar, as did Jim Rood of Great Lakes Air Traffic.

Technical discussions centered on the details of implementing the revised position descriptions developed for the National Flight Procedures Review, application of accuracy coded data in procedure development, and obstruction evaluation studies, Loran-C instrument approach status, and coordination of training requirements.

One full day was dedicated to training representatives on the PROSE obstruction screening program. I conducted this training session, which prepared the regions to implement the program, developed by Tom Hilquist and me. The original program releases airspace specialists from the routine, time consuming portions of their duties to address the more complex functions.

Following presentation of the program at a previous conference, the Washington Office of Program and Regulation Management recognized the potential of the system and provided funding to assure equipment standardization among the regional Flight Procedures branches.

A standardization group met in late CY 1986 and completed the program parameters, hardware and software requirements. The Great Lakes region flight procedures branch revised the initial program to address the standard



From left: Terry Jennings, ASO-220; Bob Goodrich, AFS-1; Ed Karesek, AEA-220; Gale Vobolis, APR-100.

parameters, and wrote the 26-page training manual that was the basis for the training session. Final equipment delivery is expected by the end of the summer.

This program is an example of what innovate thinking can do. Along the way to implementation, many people accepted a new approach to solving the problems.

The positive attitude of many individuals has contributed to the program to this point. There will be some resistance to change, but the real advantages will come when new users see additional applications and feed them back to the rest of us.

It seems that Tom Hilquist already had developed a separate program for facilities and equipment budget applications and a supplemental program to PROSE which promises additional benefits.



From left at the computer: Bob Snyder, AWP-220; Terry Jennings, ASO-220; Gerry Rojeck, AVN-220; Ed Karesek, AEA-220 (standing).

A full day of the meeting was dedicated to training participants on the PROSE obstruction screening system developed by Martin Rielage and Tom Hilquist.

## People / Performance / Achievement

### Outstanding performance

Dwight V. Orman, Akron-Canton tower.

Wesley O. Ask, Arlene L. Barnard, and Kathrine J. McCaustland, Minneapolis CASFO.

Richard L. Todd, Cleveland CASFU.

### Special achievements

Benjamin D. Green, Ann S. Miley, and Timothy L. Szobody, AF.

David M. Pustay and Dwight V. Orman, Akron-Canton tower.

Robert Erickson and Kenneth R. Stultz, Minot FSS.

Wesley O. Ask and Arlene Barnard, Minneapolis CASFO.

John Prast, Daryl Stinson, and Steve Lindholm, Green Bay tower.

Richard L. Todd, Cleveland CASFU.

### On-the-spot awards

Roger Mast, Grand Rapids tower.

Richard A. Federanich, Cleveland center.

Walter Swiston, Catherine Balaskovits, George Adams, Sandra Martin, and Carl Blassingame, Chicago center AFS.

Martin L. Hartl and Eugene Potts, Detroit FSS.

### Letters of commendation

Gerald A. Horton, Flint AFSFO.

Steve Nelson, Empire AFSFO.

Tom Demske, Canton AFSFO.

Jack E. Chapman, Akron-Canton tower.

Bruce S. Milton, Minneapolis CASFO.

Diane Minten, Green Bay AFSFAO.

### Letters of appreciation

All facility personnel; also

Marv Boonstra, Ron Brouwers, Sandy Brown, Bill Katt, Jerry Leonard, Dave Musser, Colleen Nowakowski, and Bill O'Dwyer, Grand Rapids tower.

Floyd Reid and Andy Adrews, Coopersville AFSFO.

Gene Thomason, LaGrange AFSFO.

Roger Bedell, Detroit AFSFU.

Karen Fisher, Detroit FSS.

### Facility ratings

Reed Miller, Minot tower.

Ronald F. Church and George E. Fink, La Crosse FSS.

Timothy R. Conway, Youngstown tower.

Charles Ron Pemberton, Lafayette tower.

T. Glenn Wilbanks, Fort Wayne tower.

### Promotions

Jeff Davis and Reed Miller, Minot tower.

Timothy R. Conway, Youngstown tower.

Mike Pennock, Jackson AFSFO.

Henry Yonan, Flint AFSFO.

Robert W. Dimock, Robert G. Herak,

Robert E. Roycroft Jr., Frank J.

Lewandowski, Gregory Mawyer,

Marianna M. Carnes, Rickey L.

Morgan, Michael H. Mueller, Joseph

Continued on Page 12

# People

Continued from Page 11

Bedosky, Robert L. Criteser, Richard A. Norris, Athina F. Santiago, Eric E. Spencer, Stephen A. Supanich, David A. Whitehead, and Sonja H. Neuberger.

Ralph Lemieux, Akron-Canton tower.  
Mark G. Rufener, Alexandria FSS.  
T. Glenn Wilbanks, Fort Wayne tower.

## Moving up & around

Gary L. Henry to St. Louis AFSS from Cleveland AFSS.

Maria C. Pitts, Michael A. Julius, and James S. Scarpelli, coop students to the Academy from Cleveland center.

Debra Wiese to Willow Run tower and Lonnie V. McLaughlin to Cleveland Burke Lakefront tower from Cleveland center.

Robert C. Castel, Patrick W. McWhorter, and Thomas J. Priebe to Cleveland center from the Academy, Richard Augustine from New York center, and Linda Vanca from Cleveland center AFS.

Larry Ringwalt to Akron-Canton tower from Lafayette tower.

David Gustafson to Rockford tower from Janesville tower.

## Pinned 35 years

Robert F. Burke, Grand Forks tower.

Dwight Sheets Jr. and Martin T. Husar, Fort Wayne tower.

John Cobb, Grand Rapids tower.

Donald K. Duncan, Chicago center AFS.

## Pinned 30 years

Gale A. Morris, Fort Wayne tower.

Carl A. Waszak and Robert C. Matias, Green Bay AFSS.

Ted Moran, Grand Rapids tower.

Arthur V. Hagen, Columbus tower.

Oran R. Holtsclaw, Chicago center AFS.

## Pinned 25 years

John W. Wiedemeier, Appleton tower.

Marlin Amdahl, Minnesota AFS.

Robert F. Russell, Edward W. Simpson III, and Rodney J. Prinsen, Green Bay AFSS.

Robert A. Frink, Columbus tower.

Robert Ballou, Roger Henry Jr., and James G. Wilson, Chicago center AFS.

## Pinned 15 years

Barbara A. May-Dawes, Appleton tower.

Paul B. Zaroba, Fort Wayne tower.

David R. Jacobsen and Edward M. Hynes, Green Bay AFSS.

Michael C. Scott, Cleveland AFSS.

## Pinned 3 years

Susan L. Burton, Detroit CASFU.

Erik Greer, Detroit FSS.

## Retirements

Edward R. Glowacky, Youngstown tower.

Thomas A. Donaghue and Ronald R. Senyak, Cleveland center, each with 32 years service.

Patricia N. Hodek, Alexandria FSS, 26 years 9 months.

## New to the FAA world

A son, Mark Andrew, to Andy Lakis, HRM, and wife Renee.

A son, William Carver Jr., to Glenda E. Mickens, Detroit City tower, and husband William.

A daughter, Cierra Maria, to William E. Ross, Detroit City Airport, and wife Jackie.

## Weddings

Edward M. Coryea, Youngstown tower, and Patti Nastal.

## Employees of the quarter

Daniel M. Pawelski, Mansfield tower.

Porfirio Espara Jr., Oct-Dec. 86 and Leigh R. Smith, Jan-Mar 87, Youngstown tower.

Stephani Decker, Akron-Canton tower.

## Rehired annuitants

William P. Dove and Edward R. Glowacky, Youngstown tower.

## MN AFS HRC recognition award

Anita Stokes, program staff.

## Facility suggestion award

John O'Connell, Detroit FSS.

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## Great Lakes Intercom

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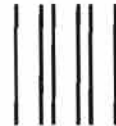
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