

U.S. CONTRACT TOWER ASSOCIATION

N E W S L E T T E R

FAA Federal Contract Tower Program

“The Government/Industry Partnership Dedicated to Air Traffic Safety”

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REP. MICA ENDORSES FAA CONTRACT TOWERS DURING ADDRESS TO USCTA/FAA WORKSHOP

Rep. John Mica (R-Fla.), the top Republican on the House Transportation and Infrastructure Committee, enthusiastically endorsed the value of FAA’s Contract Tower Program and the importance of contract towers to the nation’s aviation system in a speech to the AAAE/U.S. Contract Tower Association (USCTA)/FAA Contract Tower Program Workshop, held July 26-28 in Washington, D.C.

Mica, a long-time advocate for FAA contract towers, told delegates that continued federal funding and support for the program are among his aviation priorities. Congress is working on a fiscal year 2011 bill that would designate \$117 million for fully funded FAA contract towers and \$9.5 million for the cost-share program.

Keynote speakers during the workshop included Michael McCormick, acting executive director of the terminal service unit in FAA’s Air Traffic Organization. McCormick described the changes in the agency’s contract tower program in the past year, listing among them: a new contract with ATC companies; good cooperation between industry and FAA; the administration’s desire for accountability and transparency regarding air traffic incident reporting; emphasis on a safety culture; and advances in the NextGen program that will upgrade the nation’s air traffic system.

McCormick noted that, as technology improves over time, NextGen technology likely will be deployed to contract towers as well as FAA towers. “We need to talk about how contract towers can be part of the NextGen process,” he told delegates.

Thomas Jones, manager of FAA’s Contract Tower and Weather Group, told delegates that 246 towers are

now in the FAA Contract Tower Program. In fiscal years 2011 and 2012, it is expected that a total of four more towers will be added to the program, he said.

Jones updated delegates on the progress of contract tower program initiatives, saying that FAA has completed an initiative to enhance communication between towers, district managers and service centers, and a plan to implement a federal contract tower performance monitoring process to identify and resolve safety concerns.

AAAE and USCTA would like to thank the following companies for their financial support of this year’s contract tower workshop: Midwest ATC, RVA, Serco Management Services, Berkley Aviation, CTBXaviation Group, Wolen, Quadrex Associates and Raytheon Air Traffic Management.

During the workshop, Ormond Beach Municipal Airport was honored with the AAAE/USCTA 2010 Willie F. Card Contract Tower Service Award, recognizing the airport’s excellence in providing safe and reliable air traffic control services to its users.

Operated by Robinson Aviation, Inc. (RVA), the Ormond Beach air traffic control (ATC) tower was commissioned into FAA’s Federal Contract Tower Program in late 2004.

Nominees for the 2010 Willie F. Card award were:

Capital City Airport (Pa.)

Midwest ATC Services has operated the tower at Capital City Airport since 2005 and during that time has not recorded a single operations error or deviation from standard.

Tower personnel have become the extra eyes for the airport maintenance staff by providing instant reports of wildlife or other potential safety hazards.

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Tower Manager Tom Shea is a regular participant in tenant meetings and activities that ensure that the tower staff is always current on airport user feedback and concerns

Because Capital City Airport is a reliever facility located less than three air miles from Harrisburg International, the controlled airspace for Harrisburg overlies Capital City airspace. This fact places increased emphasis on the demands of the Capital City tower personnel to maintain the necessary safety standards.

Customer surveys repeatedly describe the professionalism of the tower staff and praise controller assistance. At least one survey respondent recently noted that since Capital City became a contract tower facility, "The level of service has increased dramatically."

Cincinnati Municipal Lunken Airport (Ohio)

On multiple occasions, the airport's ATC manager and staff have initiated procedures to improve and enhance the safety of airport operations.

Due to the complexity of the airport layout, the ATC team initiated consistent use of hold short phraseology for runway crossings. This practice went beyond FAA procedural requirements. The protocol changes simplified the taxiing procedures and reduced the opportunity for indecisiveness.

The ATC team works with airport administration to improve communication with field maintenance crews during grass cutting and snow removal operations, as well as daily airfield inspections. Safety zones were identified, mapped and established through collaboration between the ATC team and airport maintenance crew leaders. In addition, the controllers implemented an internal visual communication system to enhance ground safety.

The controllers regularly work with the local FSDO on accident prevention by presenting at pilot training seminars several times a year and facilitating tower visits as needed by student pilots.

Tower operator Midwest ATC Services has recognized the controller staff on multiple occasions with awards of merit.

Decatur Airport (Ill.)

The Decatur tower, operated by Midwest ATC Services, performs in a safe, efficient and professional manner at all times, especially during adverse conditions such as airport construction, snow removal and when students from regional aviation colleges fly to Decatur Airport for training.

Of particular note is the Decatur Farm Progress Show, which is held every year and is the world's largest agricultural show. Tower Manager Dale Robling and his staff flawlessly handled 980 aircraft operations associated with the show in 2007 and 1,121 in 2009. The pilots who attended the show are from all regions of the U.S. and several fly in from Canada. Comment cards received from pilots after the event commended the tower staff for exceptional and friendly ATC services.

During the tower renovation in 2009, controllers continued to provide exceptional services during the replacement of air conditioning and heating units, electrical and cabling, roofing, siding and a new communications center.

During the Experimental Aircraft Association's periodic Young Eagles breakfast fly-ins, the tower personnel conduct weather and safety briefings for all participants. Tower tours are provided for the children.

The tower has won numerous awards, including the 2009 Midwest ATC Controller of the Year citation for the Great Lakes Region.

U. S. C O N T R A C T T O W E R A S S O C I A T I O N

N E W S L E T T E R

Editor.....**Barbara Cook**
barbara.cook@aaae.org

Charles M. Barclay, A.A.E.
President, AAAE

J. Spencer Dickerson,
Executive Director, USCTA
Senior Executive Vice President, AAAE
601 Madison Street, S. 400
Alexandria, VA 22314
(703) 824-0500, Ext. 130
sdickerson@aaae.org

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Eagle County Regional Airport (Colo.)

The tower at Eagle County Regional has been operated by Serco Management Services since October 2007. The airport experiences winter weather conditions that contribute to an already stressful environment for the controllers, pilots and maintenance personnel conducting snow removal operations.

Missed approaches at the airport can be frequent, delays can be extensive and the tower personnel need substantial experience and patience to deal with these. During the winter ski season, the airport becomes the second busiest airport in Colorado, behind only Denver International.

In September 2009, the tower manager instituted a series of bi-weekly meetings with FBO managers and employees to determine the cause of delays. A strategy was designed to improve aircraft and vehicular movement.

The airport in conjunction with the tower developed a new agreement defining the responsibilities of personnel during snow removal. These new procedures allow snow removal to be accomplished with maximum efficiency for aircraft operations.

The tower improved its communication methods with the Denver Center Traffic Management Unit and initiated an open communication channel with the center's frontline managers.

Outreach to the local flying community and airport tenants also improved last year due to the tower's initiatives.

Ithaca Tompkins Regional Airport (N.Y.)

In addition to offering professional ATC services, two other factors make the Ithaca tower personnel noteworthy.

First is their outreach to the community. Tower personnel have helped the airport management improve customer service, convenience and visibility within the community as a way to retain passenger numbers in the face of competition from other airports.

The airport conducts school tours during the spring, summer and fall months that always include the tower. Further, they provide individual tours whenever possible.

Operationally, US Airways, Continental and Delta would have had many delayed or canceled flights if it had not been for the cooperation of tower staff who volunteered numerous times to provide weather readings when the airline employees were unable to do so.

The current and previous tower managers were in-

strumental in lobbying for an automated weather sensing system and a back-up, stand-alone weather system. They also secured a runway visual range system.

Other safety initiatives conducted by tower personnel include scheduling regular meetings for pilots and airport tenants to discuss ongoing safety issues such as runway incursions, communications and signage.

The tower is operated by Midwest ATC Services.

Jefferson City Memorial Airport (Mo.)

The airport joined FAA's cost-share contract tower program in May 2001.

Tower controllers have a combined 150 years of ATC experience, gained through years of service in the military and FAA. That experience has been invaluable during such events as major snowstorms and major special events.

In addition to their tower service, the controllers provide valuable assistance to airport management and are a source of community outreach. Each Friday, ATC Manager Steve Martin and one or two members of his staff have lunch at the FBO with tenants and members of the pilot community to keep in touch with their customers. Martin also attends monthly airport advisory committee meetings, hosts runway safety meetings and assists the airport manager in promoting the airport through community organizations.

During airfield construction projects, Martin coordinates with the airport manager and others to plan construction phasing in a manner that allows operations to continue with the least amount of inconvenience.

Due to limited airport staff, during winter weather operations and emergency situations, the control tower serves as the point of contact for the flying public to receive the most current information about airfield conditions.

The tower is managed by Midwest ATC Services.

Lancaster Airport (Pa.)

The airport averages 100,000 operations annually that include commercial, GA, student pilots, military and business jets. Managed by Midwest ATC Services, the tower has not had any operational errors or operational deviations since becoming a contract tower in October 1999.

Controllers have created a comprehensive and user-friendly pilot's guide to assist visiting pilots and student pilots with operating safely. A video version, created by the controllers, is available on the airport's Web site as well.

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AAAE/USCTA/FAA Contract Tower Workshop



July 26-28, 2010, Washington, D.C.



FAA Contract Tower List (as of August 1, 2010)

246 TOWERS AS OF AUGUST 1, 2010. 16 TOWERS MARKED WITH AN ASTERISK ARE IN THE COST-SHARING PROGRAM.

AIRPORT NAME	STATE	AIRPORT NAME	STATE
Bethel	AK	Gainesville	FL
Kenai Municipal	AK	Hollywood	FL
King Salmon	AK	Craig (Jacksonville)	FL
Kodiak	AK	Key West	FL
Brookley (Mobile)	AL	Kissimmee	FL
Dothan	AL	Lakeland Municipal	FL
Tuscaloosa Regional	AL	Leesburg International	FL
Fayetteville	AR	Melbourne	FL
Northwest Arkansas Regional	AR	Naples	FL
*Rogers Municipal-Carter Field	AR	New Smyrna Beach Mun.	FL
*Springdale	AR	Ocala	FL
Texarkana Mun./Webb Field	AR	OpaLocka (Miami)	FL
Chandler	AZ	Ormond Beach Mun.	FL
Flagstaff Pulliam	AZ	Page Field	FL
Glendale	AZ	Palm Coast/Flagler County	FL
Goodyear (Phoenix)	AZ	Panama City/Bay Co.	FL
Laughlin/Bullhead City	AZ	Pompano Beach	FL
Phoenix-Mesa Gateway	AZ	St. Augustine	FL
Ryan (Tucson)	AZ	Stuart/Witham	FL
Castle	CA	Titusville/Cocoa	FL
Chico	CA	Athens Municipal	GA
Fullerton	CA	Fulton County	GA
Hawthorne	CA	Gwinnett County	GA
Mather (Sacramento)	CA	Macon	GA
Modesto	CA	McCollum	GA
Oxnard	CA	SW Georgia/Albany-Dougherty	GA
Palmdale	CA	Agana	Guam
Ramona Airport	CA	Kalaeloa	HI
Redding Municipal	CA	Kona/Keahole	HI
Riverside	CA	Lihue	HI
Sacramento Executive	CA	Molokai	HI
Salinas Municipal	CA	Dubuque	IA
San Carlos	CA	Friedman Memorial (Hailey)	ID
Brown Field (San Diego)	CA	Idaho Falls	ID
San Luis Obispo	CA	Lewiston-Nez Perce Co.	ID
Santa Maria	CA	Pocatello Municipal	ID
Vandenberg Air Force Base	CA	Bloomington/Normal	IL
Victorville	CA	Decatur	IL
Whiteman (Los Angeles)	CA	So. Illinois/Carbondale	IL
William J. Fox (Lancaster)	CA	St. Louis Regional	IL
Eagle County	CO	Waukegan Regional	IL
Front Range	CO	*Williamson County (Marion)	IL
Grand Junction	CO	Columbus Municipal	IN
Bridgeport	CT	Gary Regional	IN
Danbury	CT	*Monroe County/Bloomington	IN
New London (Groton)	CT	*Muncie/Delaware County	IN
Brainard (Hartford)	CT	Forbes Field (Topeka)	KS
Tweed-New Haven	CT	*Garden City	KS
Waterbury/Oxford	CT	Hutchinson Mun.	KS
Albert Whitted (St. Petersburg)	FL	Johnson Co. Exec.	KS
Boca Raton	FL	Manhattan	KS
Cecil Field (Jacksonville)	FL	New Century Air Center (Olathe)	KS

AIRPORT NAME	STATE	AIRPORT NAME	STATE
Philip Billard Mun. (Topeka)	KS	Double Eagle II	NM
Salina Municipal	KS	Farmington Municipal	NM
Barkley Regional (Paducah)	KY	*Lea County/Hobbs	NM
Owensboro/Daviess Co.	KY	Santa Fe Co. Mun.	NM
Acadiana Regional	LA	Henderson (Las Vegas)	NV
Alexandria	LA	Francis F. Gabreski	NY
Chennault	LA	Tompkins County	NY
Houma	LA	Niagara Falls	NY
Shreveport Downtown	LA	Rome-Griffiss	NY
Barnes Municipal	MA	Stewart	NY
Beverly	MA	Bolton Field (Columbus)	OH
Hyannis	MA	Burke Lakefront (Cleveland)	OH
Lawrence	MA	Cuyahoga County (Cleveland)	OH
Martha's Vineyard	MA	Lunken Mun. (Cincinnati)	OH
New Bedford	MA	Ohio State University	OH
Norwood	MA	*Ardmore Municipal	OK
Worcester	MA	Enid Woodring Mun.	OK
Easton	MD	Lawton-Ft. Sill Regional	OK
Martin State (Baltimore)	MD	Univ. of Oklahoma/Westheimer	OK
Salisbury-Wicomico	MD	Stillwater	OK
Washington Co. (Hagerstown)	MD	Wiley Post	OK
Battle Creek	MI	Klamath Falls	OR
Detroit City	MI	McNary Field (Salem)	OR
*Jackson	MI	Medford	OR
Sawyer	MI	North Bend	OR
Anoka (Minneapolis)	MN	Pendleton	OR
St. Cloud Regional	MN	Redmond	OR
Branson	MO	Troutdale (Portland)	OR
Columbia	MO	Capital City (Harrisburg)	PA
*Jefferson City	MO	Lancaster	PA
*Joplin Regional	MO	Latrobe	PA
Rosecrans Mem'l (St. Joseph)	MO	*Williamsport/Lycoming Co.	PA
Saipan International	MP	Isla Grande	Puerto Rico
Golden Triangle Regional	MS	Rafael Hernandez Airport	Puerto Rico
Greenville Municipal	MS	Greenville Donaldson Center	SC
Hawkins Field (Jackson)	MS	Grand Strand/Myrtle Beach	SC
Meridian/Key Field	MS	Greenville Downtown	SC
Olive Branch	MS	Hilton Head Airport	SC
Stennis International Airport	MS	Rapid City Regional	SD
Tupelo Regional	MS	Millington	TN
Gallatin Field (Bozeman)	MT	Smyrna	TN
Kalispell	MT	McKeller-Sipes (Jackson)	TN
Missoula	MT	Arlington Municipal	TX
Concord	NC	Brownsville Int'l	TX
Hickory Regional	NC	Denton Municipal	TX
Kinston	NC	Easterwood	TX
New Bern	NC	*Fort Worth-Spinks	TX
Smith Reynolds (Win.-Salem)	NC	Galveston	TX
Minot	ND	Georgetown	TX
*Central Neb. (Grand Island)	NE	*Grand Prairie	TX
Boire Field (Nashua)	NH	Laredo International	TX
Lebanon Municipal	NH	Lone Star Executive (Conroe)	TX
Trenton	NJ	McAllen	TX

AIRPORT NAME	STATE
McKinney Municipal	TX
Redbird	TX
Rio Grande Valley (Harlingen)	TX
San Angelo	TX
Stinson Municipal (San Antonio)	TX
Sugar Land	TX
Tyler	TX
Victoria	TX
Waco TSTC	TX
Ogden-Hinckley	UT
Provo Municipal	UT
Charlottesville-Albemarle	VA
Lynchburg	VA
Henry E. Rohlsen (St. Croix)	Virgin Islands
Bellingham Int'l	WA
Felts Field (Spokane)	WA
Olympia	WA
Renton	WA

AIRPORT NAME	STATE
Tacoma Narrows	WA
*Walla Walla Regional	WA
Yakima	WA
Appleton	WI
Central Wisconsin	WI
Chippewa Valley	WI
Kenosha Municipal	WI
Lacrosse	WI
Rock County (Janesville)	WI
Timmerman (Milwaukee)	WI
Waukesha County Airport	WI
Wittman Regional (Oshkosh)	WI
Greenbrier Valley	WV
Morgantown	WV
Parkersburg	WV
Wheeling Ohio Co.	WV
Cheyenne	WY
Jackson Hole	WY

Tower personnel also designed an effective surface error and runway incursion prevention plan. They participate in FAA and AOPA safety seminars on a regular basis and take part in all airport meetings regarding special events, snow removal or any issue that may affect air traffic.

The airport in 2009 completed a major taxiway overlay and built a new taxiway. The controllers were instrumental in keeping the disruption of flights to a minimum during this time. Also in 2009, controllers assisted in the biannual airshow that drew more than 30,000 attendees.

Tower personnel are very active in the local community and participate in career day seminars held by area school districts.

Visiting and airport-based pilots regularly offer positive comments on Lancaster's ATC personnel.

Ormond Beach Municipal Airport (Fla.)

Commissioned into FAA's Contract Tower Program Sept. 15, 2004, the Ormond Beach tower is operated by Robinson Aviation (RVA). During 2009, the tower provided service to 153,586 operations, including 8,800 instrument operations.

Airport traffic is primarily instructional, with several flight schools utilizing the airport, and the majority of students are foreign-born and multi-lingual. Tower personnel regularly are praised for their patience when working with these students.

Due to its close proximity to Daytona Beach, the

airport has an influx of both fixed-wing and rotary-wing traffic associated with NASCAR racing events, two Bike Week events and spring break. These events bring banner tower operations, sightseeing helicopter rides and airship operations in Ormond Beach Class Delta airspace.

During almost six years of activity, the tower has not recorded a single operational error or deviation. RVA recently recognized the tower with its Outstanding Facility of the Year designation. Further, the tower was recognized by FAA's ATO-T Safety and Operations Support Group for outstanding support, loyal commitment and unswerving dedication to the federal contract tower program.

Tower personnel are actively involved in developing local aircraft noise mitigation procedure and meet regularly with residents of communities that border the airport in a continuing effort to be good neighbors.

Stillwater Regional Airport (Okla.)

Operated by Robinson Aviation (RVA) since it opened April 1, 2002, the Stillwater Regional Airport tower has had no operational errors. Tower personnel during the past year have demonstrated their commitment to safety and service in three key areas.

First, during the spring of 2009, the airport received a \$5.9 million American Recovery and Reinvestment Act stimulus grant for reconstruction of the south 4,800 feet of the primary Runway 17-35. FAA ap-

proved the construction safety plan, which involved closing the runway, as well as traffic control of construction vehicles crossing the secondary active Runway 4-22 hundreds of times. Tower personnel worked extended hours to expedite completion of the project, deferred vacation times and worked 24/7 during a 10-day period to allow the airport to remain open and construction work to continue. The 100-day construction project was completed in 93 days.

Second, over the past several years, ATC staff members have worked proactively with state and local fire officials to assist and coordinate the spotting and movement of grass and brush fires.

Third, tower Chief Casey Allee works with all airport users to promote the airport, aviation careers and safety. This includes direct involvement in FAR Part 139 driver training instruction for all airport tenants, and participation in university flight center flight instruction meetings on safety awareness and ATC coordination.

Stinson Municipal Airport (Texas)

Operated by Robinson Aviation (RVA) since 1994, the Stinson tower consistently has ranked in the top three busiest ATC towers in Area II of FAA's Contract Tower Program. Since 2002, the tower controllers have been instrumental in the successful completion of more than 1 million flight operations with no operational errors.

In great part due to the performance of the controllers, Stinson received the Texas DOT Aviation Reliever Airport of the Year award in 2003 and 2009.

Tower personnel participate annually in the San Antonio Police helicopter Safer Skies Over San Antonio event, which is held just prior to a major city fiesta that attracts 3.5 million over a 10-day period. With their assistance, the airport has established two helicopter landing sites for training purposes, as well as a training helipad.

Other outreach efforts include air traffic controllers speaking at the local general aviation pilot association meetings and conducting biannual runway safety action team meetings with airport management and user groups.

Tower personnel maintain a close working relationship with the adjacent dedicated aircraft rescue fire fighting unit housed at one of the city's fire stations. They visit the station annually to review and update as necessary the letter of agreement for airport emergency service. In addition, controllers pro-

vide tours of the tower and communicate information to the ARFF personnel to familiarize them with ATC operations.

Westfield-Barnes Airport (Mass.)

The Westfield-Barnes tower, which is managed by Midwest ATC Services, averages 65,000 operations annually and coordinates flights operations for military units and flight schools, among other airport users. The experienced tower team has been error free in more than 900,000 operations.

During the past year, the airport has spent five months reconstructing the main apron, three weeks repairing the main runway, and numerous days completing items from Runway 33 construction that took place the previous year. In all this time, there was not one runway incursion, ground vehicle incident or operational error, mainly due to the diligence of tower personnel. Tower Chief Arthur Lustenberger attended all FAA, Massachusetts DOT and tenant planning meetings and was engaged fully as the safety plan for each project was developed. Lustenberger invites contractors into the tower cab prior to the launch of projects to better prepare all parties for potential areas of conflict on the airfield.

Tower personnel are involved in every airport committee and last year hosted the runway safety action team meeting. Tower personnel are always at the forefront of conflict resolution. They also host college aviation students and others in the tower cab to educate them.

Airport user surveys endorse the skill and value of the tower personnel.

Worcester Regional Airport (Mass.)

The tower has maintained an error-free performance since 1997, and the controllers take proactive steps to satisfy customer needs, act on the feedback that they receive from customers, and participate in FAA-sponsored safety seminars.

Tower manager Allan Turmelle participates in meetings relating to airport construction, safety security and planning. At local pilot association meetings and FAA fly-in safety seminars, he often shares experiences from Worcester and other airports as learning opportunities for participants.

Further, Turmelle often participates at airport meetings involving prospective tenants, manufacturers or air carriers that are considering establishing operations at Worcester.

The controllers actively support the region's flight schools by taking extra time with students to assist them with radio communications and terminology, pattern practice and frequent area traffic updates.

During last winter's snow conditions, Worcester controllers kept operational disruptions to a bare minimum through close coordination with snow crews.

The airport is actively promoting commercial air service and the teamwork provided by the control tower is a strong selling point to potential carriers.

The tower is operated by Midwest ATC Services.

FAA REAUTHORIZATION BILLS CONTAIN LANGUAGE ENDORSED BY AAAE/USCTA

FAA reauthorization legislation pending in both chambers of Congress contains contract tower language endorsed by AAAE/USCTA.

The provisions would:

- increase the authorization for the agency's contract tower cost-sharing program to \$10 million in fiscal year 2011, with \$500,000 annual increases in subsequent fiscal years;
- provide FAA with the flexibility to use fully funding contract tower programs funds, if needed, for funding cost-share towers and vice versa;
- increase the maximum federal participation in a contract tower construction project from \$1.5 million to \$2 million;
- provide new contract tower cost-share airports a grace period of 18 months before the first cost-share payments are required; and
- mandate uniform standards and requirements for safety assessments of FAA contract towers.

The Senate version of FAA reauthorization legislation also includes a provision supported by AAAE/USCTA that caps at 20 percent the local share an FAA Part 139 airport with fewer than 50,000 annual enplanements pays in the cost-share program.

HOUSE, SENATE PROPOSE FUNDING FOR FAA CONTRACT TOWER PROGRAM

The House at the end of July passed its version of the fiscal year 2011 DOT/FAA spending bill, which includes funding for numerous airport priorities, including FAA Contract Tower funding.

The Senate version of the bill cleared the Senate Appropriations Committee in July but it is unclear when the full Senate will consider that measure.

The House bill provides \$117.2 million for FAA's Contract Tower Program and \$9.5 million for the cost-sharing program. In recognition of the fact that the number of airports participating in the cost-sharing program fluctuates regularly because of changes in air traffic activity, the measure allows FAA to use unsubscribed funds from the contract tower base-line program to avoid elimination of communities from the cost-share program.

The House committee report notes that, "FAA should only employ this flexibility with surplus funds in the base-line contract tower program after all base-line contract tower obligations have been fulfilled."

The committee report also notes that while the committee believes that the contract tower program is cost-effective and performs "an important safety function" it has been nearly a decade since the program was reviewed by the DOT Inspector General. The report directs the Inspector General to "conduct a review of the contract tower program's cost-effectiveness, safety benefits, and the overall value to the users of these airports."

The Senate committee-approved bill does not outline a specific funding level for the contract tower program, but does designate \$9.5 million for the cost-share program. The Senate has been supportive of the program and is expected to concur with the \$117 million level requested by the administration.

During Senate Appropriations Committee consideration of the measure, the committee adopted an amendment offered by Sen. Mark Pryor (D-Ark.) that caps at 20 percent the local share for participation in the cost-share program. The House bill does not include a similar provision.

SIXTEEN AIRPORTS PARTICIPATE IN CONTRACT TOWER COST-SHARING PROGRAM

Sixteen facilities were participating in FAA's contract tower cost-sharing program as of Aug. 1, 2010.

They are: Rogers Municipal (Ark.), Springdale (Ark.), Williamson County (Ill.), Bloomington (Ind.), Muncie/Delaware County (Ind.), Garden City (Kan.), Jackson (Mich.), Jefferson City (Mo.), Joplin Regional (Mo.), Central Nebraska/Grand Island (Neb.), Lea County/Hobbs (N.M.), Ardmore Municipal (Okla.), Williamsport/Lycoming Co. (Pa.), Fort Worth-Spinks (Texas), Grand Prairie (Texas) and Walla Walla Regional (Wash.).

U.S. CONTRACT TOWER ASSOCIATION GAINS NEW MEMBERS

The newest members of the U.S. Contract Tower Association (USCTA) are Ormond Beach Municipal (Fla.), Okaloosa County (Fla.), Boulder City Municipal (Colo.), the Southwest Chapter/AAAE, and Ardmore Municipal (Okla.)

Members of the USCTA Policy Board are: Walt Strong, A.A.E., Norman, Okla., chair; Steve Stockam, Joplin, Mo.; Russ Chandler, Jacksonville, Fla.; Jerry O'Sullivan, A.A.E., Greenbrier, W. Va.; Richard Baird, Hailey, Idaho; Anthony Ware, Chennault, La.; Richard Lewis, Concord, N.C.; Tim Whitman, Oklahoma City, Okla.; Christopher Rozansky, C.M., McKinney, Texas; Scott Driver, Tucson, Ariz.; Gary Johnson, C.M., Stillwater, Okla.; Keith Kaspari, C.M., Gwinn, Mich.; William Mitchell, Mesa, Ariz.; Luis Elguezabal, San Angelo, Texas; Scott Musser, Eglin AFB, Fla.; Tracy Williams, A.A.E., Millington, Tenn.; Doug Kimmel, Marion, Ill.; Bryan Rodgers, State College, Pa.; Rex Tippetts, A.A.E., Grand Junction, Colo.; Richard Howell, A.A.E., San Luis Obispo, Calif.; Shane Cordes, Midwest ATC; Steve Christmas, Serco Management Services; Charles Dove, RVA; Brian Lally, CTBXaviation; John Root, Wolen; Peter Deeks, AJT Engineering; and Dave Byers, Quadrex.

Members of USCTA are: the State of Maryland, Hawaii Department of Transportation, South Carolina Division of Aeronautics, Oklahoma Airport Operators Association, Dothan Airport (Ala.), Mobile Downtown Airport (Ala.), Tuscaloosa Regional Airport (Ala.), City of Phoenix Aviation Department (Ariz.), Chandler Municipal Airport (Ariz.), Phoenix-Mesa Gateway (Ariz.), Flagstaff (Ariz.) Laughlin/Bullhead International Airport (Ariz.), Pulliam Airport (Ariz.), Tucson (Ariz.) Airport Authority, Northwest Arkansas Regional Airport, Fayetteville Drake Field (Ark.), Texarkana Regional Airport (Ark.), Marana Regional Airport (Ariz.), Castle Airport (Calif.), San Luis Obispo County Airport (Calif.), Modesto City-County Airport (Calif.), Los Angeles County Aviation Division (Calif.), Oxnard (Calif.), Ramona Airport-San Diego (Calif.), Redding (Calif.) Municipal Airport, Salinas Municipal Airport (Calif.), San Bernardino (Calif.), Santa Maria Public Airport District (Calif.), Ventura County Department of Airports (Calif.), Boulder City Municipal (Colo.), Front Range Airport (Colo.), Greeley-Weld County Airport

(Colo.), Grand Junction Walker Field Airport (Colo.), Tweed New Haven Airport (Conn.), Boca Raton Airport (Fla.), Gainesville Regional Airport (Fla.), Jacksonville/Craig (Fla.), Cecil Field (Fla.), Flagler County Airport (Fla.), Kissimmee (Fla.), Lakeland Linder Regional Airport (Fla.), Martin County Stuart/Whitham Airport (Fla.), Melbourne International Airport (Fla.), Naples Municipal Airport (Fla.), New Smyrna Beach Municipal Airport (Fla.), Okaloosa County (Fla.), Opa Locka (Fla.), Ormond Beach Municipal (Fla.), Page Field (Fla.), Panama City-Bay County International Airport (Fla.), Titusville-Cocoa Airport (Fla.), St. Augustine Airport (Fla.), Valdosta Regional Airport (Ga.), Cobb County McCollum Airport (Ga.), Gwinnett County Airport (Ga.), Friedman Memorial Airport (Idaho), Idaho Falls Regional Airport (Idaho), Pocatello Regional Airport (Idaho), Lewiston-Nez Perce County Regional Airport (Idaho), Decatur (Ill.), Joliet (Ill.), Southern Illinois Airport, St. Louis Regional Airport (Ill.), Waukegan Regional Airport (Ill.), Williamson County Regional Airport (Ill.), Monroe County Airport (Ind.), Delaware County Airport (Muncie, Ind.), Columbus Municipal Airport (Ind.), Gary/Chicago International Airport (Ind.), Dubuque Regional Airport (Iowa),

Johnson County Municipal Airport (Kan.), Manhattan Regional Airport (Kan.), Metro Topeka Airport Authority (Kan.), New Century (Kan.), Manhattan (Kan.), Salina Municipal Airport (Kan.), Garden City Regional Airport (Kan.), Paducah Airport (Ky.), Alexandria International Airport (La.), Chennault International Airport (La.), Shreveport Airport Authority (La.), Easton Airport (Md.), Frederick Municipal Airport (Md.), Hagerstown Regional Airport (Md.), Salisbury-Ocean City Wicomico (Md.) Regional Airport, Martin State Airport (Md.), Beverly Municipal Airport (Mass.); Martha's Vineyard Airport (Mass.); Westfield-Barnes Municipal (Mass.), Metropolitan Airports Commission (Minn.), St. Cloud Regional Airport (Minn.), Coleman A. Young International Airport (Mich.), W.K. Kellogg Airport (Mich.), Sawyer International Airport (Mich.), Golden Triangle (Miss.), Jackson Municipal (Miss.), Meridian Regional Airport (Miss.), Olive Branch Municipal Airport (Miss.), Stennis International Airport (Miss.), Tupelo Regional Airport (Miss.), Branson Airport (Mo.), Columbia Regional Airport (Mo.), Joplin Regional Airport (Mo.), Jefferson City Memorial Airport (Mo.), Glacier Park International (Mont.), Gall-

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Eastern Oregon Regional Airport, Klamath Falls Airport (Ore.), Oregon Department of Aviation/Aurora State Airport (Ore.), Southwest Oregon Regional Airport, Arnold Palmer Regional Airport (Latrobe, Pa.), Capital City Airport (Pa.), University Park Airport (Pa.), Donaldson Center (S.C.), Greenville Downtown Airport (S.C.), Millington Municipal Airport (Tenn.), Jackson Madison County Airport (Tenn.), Denton Municipal (Texas), Dennison (Texas), Galveston Municipal Airport (Texas), Harlingen Valley International (Texas), Brownsville/South Padre Island International (Texas), Lone Star Executive Airport (Texas), Grayson County Airport (Texas), Collin County Regional (Texas), City of Ft. Worth (Texas), San Angelo Regional Airport (Texas), San Antonio Stinson Municipal Airport (Texas), Charlottesville-Albemarle Airport (Va.), Lynchburg Regional Airport (Va.), Spokane Felts Field (Wash.), Bellingham International Airport (Wash.), Olympia Airport (Wash.), Walla Walla Regional Airport (Wash.), Wheeling Ohio County Airport (W. Va.), (Greenbrier Valley Airport (W.Va.), Chippewa Valley Regional Airport (Wis.), Kenosha Regional Airport (Wis.), Milwaukee Timmerman (Wis.) Airport, LaCrosse Municipal (Wis.), Central Wisconsin Airport (Wis.), Waukesha County Airport (Wis.), Cheyenne Airport (Wyo.), Jackson Hole Airport (Wyo.), Oklahoma Airport Operators Association, South Central Chapter/AAAE, Southwest Chapter/AAAE, AJT& Associates, Berkley Aviation, CI2 Aviation, CTBXaviation, Dynamic Science, Inc., Leo A Daly, Lockheed Martin TSS, Marsh USA, Midwest Air Traffic Control Services Inc., Quadrex Associates, Robinson Aviation (RVA), Sensis Corp., Serco Management Services, SolaCom Technologies, Air Traffic Control Association and Wolen LLC.

AIR TRAFFIC CONTROL TOWERS IN THE NEWS

Washington Post
July 5, 2010

A 120-seat United Airlines plane bound for Reagan National Airport from Chicago narrowly avoided colliding with a business jet departing from Dulles last Monday, the latest of 22 recent potentially dangerous mistakes by air traffic controllers who command the skies above Washington.

The United Airbus 319 was within 15 seconds of colliding with a 22-seat Gulfstream jet before, an internal FAA document shows, an onboard warning system ordered the pilots to take evasive action. The United pilot reported seeing the smaller jet pass just behind him.

"It's the air traffic controller that's supposed to control this situation, not" the onboard warning system, said John DeLisi, deputy director of aviation for the National Transportation Safety Board. "When it had to kick in and do its thing, that wasn't a good controller."

The number of times planes have come too close for comfort in the region in the past six months has surpassed the total of 18 the previous year. Nationwide, air traffic controllers committed 949 errors last year.

The incidents come as a new cadre of controllers is being trained to replace a generation of retiring controllers, a legacy of the 1981 strike during which President Ronald Reagan fired virtually the entire staff of controllers. Forty-nine of the 177 controllers who handle in-flight traffic for the Washington region, the third-busiest airspace in the nation after New York and Los Angeles, have yet to be certified in all aspects of their job, according to the FAA.

FAA regulations require that planes be separated by at least three miles or 1,000 feet in altitude. At cruising altitude, a passenger jet traveling 500 mph will cover a mile — 5,280 feet — in 7.2 seconds. As they climb to or descend from those heights, speed is lower: A mile passes in 18 seconds at 200 mph, 14 seconds at 250 and 12 seconds at 300.

NTSB investigations

The NTSB is investigating almost a dozen midair near-collisions that have occurred nationally since it began to mandate that they be reported in March. They include an incident 24,000 feet over Maryland on March 25, when a Continental Airlines 737 came

within about a mile of colliding with a Gulfstream jet. The traffic was under the direction of a controller who had been on the job for almost three years after graduating from a college program. She was still in training.

"I am very comfortable that we run an incredibly safe system," said J. Randolph Babbitt, head of the Federal Aviation Administration.

The incidents over Washington, detailed in internal FAA documents, have ranged from planes being ordered into the dangerous, turbulent wake of jumbo jets to mistakes that could have led to midair collisions involving commercial airliners carrying hundreds of passengers.

Among the closest calls: A Continental 737 waiting to land at National came within 3,900 feet of a military plane that had taken off from Andrews Air Force Base. An 80-passenger shuttle jet taking off from Dulles International Airport was turned directly into the path of a commuter jet on track to land at National, and they continued on that course until onboard collision-avoidance systems went off. A JetBlue Airways 150-passenger Airbus was directed into the path of a Beechcraft charter jet as both were making final approach to Dulles. They passed within about 3,600 feet of each other.

Last Monday's incident occurred as thunderstorms disrupted the normal flow of air traffic in the region, requiring controllers to send planes under their direction into airspace supervised by their colleagues. The United pilot radioed that he had "pulled up twice, hard" to avoid a twin-engine Gulfstream business jet that had come within several hundred feet.

The controllers handling the two planes were sitting two radar screens away in the Warrenton Terminal Radar Approach Control (TRACON) building. When the United controller needed to send the plane into the airspace under a colleague's supervision, he did a "splat-splat," highlighting his United plane in yellow as it made the move. But there was no oral communication.

"In thunderstorms it's often necessary to make heading changes that put a plane in somebody else's airspace," said DeLisi, whose agency reviewed the incident. "There's a gentleman's agreement that allows for that. On this particular day, one of the gentlemen thought that agreement was in place, and the other wasn't aware of that fact."

That triggered the onboard Traffic Alert and Collision Avoidance Systems (TCAS), which DeLisi called "the last line of defense against a midair collision."

In all four incidents the planes came so close that they merged into a single dot on the radar screens of the air traffic controllers based at the FAA's Potomac TRACON facility.

"The ones we're mostly interested in are the ones where there was a risk of midair collision," said DeLisi, explaining why the NTSB recently mandated that the FAA share the error reports. "We're mostly interested in cases where no corrective action appeared imminent by the controller and the TCAS kicked in."

Traffic management

The air traffic control system involves a latticework of responsibilities in managing aircraft from boarding gate to arrival. The people in the control tower direct planes on the ground. TRACON controllers take over once they are airborne and then release them to the tower when they are within seven miles of landing. Once planes reach cruising altitudes, another group of controllers takes over for the long haul.

The system is integrated and linked to every aircraft, but progress requires handoffs among controllers that can be communicated electronically and orally.

TRACON is traffic management at its most intense level. Particularly in a region such as Washington, where there are four major airports — Dulles, National, Baltimore-Washington International Marshall Airport and Andrews — that communication becomes most vital. During fiscal 2009, the calendar used by the FAA, 742,463 aircraft — an average of more than 2,000 each day — operated in the Potomac TRACON airspace.

Nationally, the number of operator errors in fiscal 2009 was lower than in the previous year, reflecting a drop of almost 7 million in the number of flights overall. But the number of errors for fiscal 2009 is significantly higher than that of fiscal 2007, when there were almost 10 million more flights.

Babbitt attributes the increase to more voluntary reporting of their errors by controllers after he issued a rule change that they should "only rarely be removed" from managing flights while their errors are investigated. None of the 177 controllers at Potomac TRACON have been decertified this year, the FAA said.

'Lessons Learned'

There is no question, however, that the mass turnover in the controller workforce has had an impact on the system.

Controllers are required to retire at 56 or after 25

years of service. As a result, the mass hiring in the years after the Reagan firings has brought about mass retirements in recent years.

At the same time, a pay freeze in effect until recently gave experienced controllers no financial incentive to move from less hectic regional airports into the more complex and pressurized environments of the major hubs that include multiple busy airports.

Without that farm-team system to draw on, the FAA turned to recent training school graduates, controllers leaving military service and people with an aptitude for the profession to fill jobs at major TRACONS, according to the FAA.

“You can’t just leave them vacant,” Babbit said. But with a new contract in place, “that era is behind us and we can entice more experienced controllers.”

They all receive FAA training. Once they move into a TRACON facility, novice controllers must qualify in each of the center’s sectors and duties before becoming fully certified. Other controllers supervise their work.

Certification

Forty-nine of the 177 controllers at Potomac are working toward full certification.

One of them, known as a “developmental” controller, was handling traffic at National this year on a day when bad weather and wind shifts caused chaos in the system, leading to a pair of error reports. The wind shift required the airport to reverse the direction of operations.

“The developmental, who had not yet experienced a runway change, now had 11 aircraft on frequency,” the FAA’s internal report said. “The developmental continued to work the combined positions, which quickly became disorganized.”

After the developmental ordered a commuter jet to follow dangerously close to a Continental plane, the supervising controller stepped in to order the Continental flight to break off its approach. Then the supervisor ordered the controller who had been assigned to instruct the developmental to take her place at the radar. The more experienced controller made the second mistake, misjudging the speeds of two approaching planes.

Kept aloft longer than expected by the confusion, some of the planes ran low on fuel. After a review, the internal report underscored communication failures.

“Don’t keep secrets, especially during critical and disorganized operations like an unexpected runway change,” the document said under the heading “Lessons Learned.” “These two easily avoidable issues

cost the entire group of aircraft possibly 45 minutes of flying time, maybe even more. During this change of operation and recovery there were THREE declarations [by pilots] of minimum fuel that went unacknowledged by our controllers.

“During critical and disorganized operations just one or two mistakes can adversely escalate an entire situation.”

Wall Street Journal

May 24, 2010

A recent flurry of midair near-collisions around major airports has disturbed federal air-safety regulators, prompting a broad review of procedures and possible changes in training for air-traffic controllers.

Federal Aviation Administration officials said they have investigated more than half a dozen such close calls over the past two months—in New York, Chicago, Houston and Southern California—and determined that controller errors were primarily to blame.

FAA Administrator Randy Babbitt, who recently convened a high-level safety group to identify problems and recommend solutions, said he was concerned because some of the events weren’t promptly reported up the chain by controllers or midlevel managers.

“We began to see more events than I was comfortable seeing,” Mr. Babbitt said in an interview, adding he “had to go back and remind people that I don’t want to be the last to know in these cases.” Operational errors should be reported within 24 hours, but some information wasn’t passed on to FAA headquarters for days, according to government and industry officials.

The close calls included two incidents at Houston’s William P. Hobby Airport since late April, both involving Southwest Airlines jets flying too close to smaller aircraft. One of the Southwest planes had to duck under a news helicopter immediately after take-off, missing it by an estimated 125 feet, according to government investigators and others familiar with the details. The FAA has sent a team to look into operational issues around the airport, these people said.

Approaching Bob Hope Airport in Burbank, Calif., last month, pilots of another Southwest jet came within 200 feet of a small aircraft after controllers misjudged the spacing near a runway, according to an FAA spokesman. Burbank had a different scare in February when pilots on an approaching Southwest flight received warnings from their airborne collision-avoidance system and made an emergency descent

and climb. One flight attendant suffered a broken shoulder.

None of the incidents resulted in fatalities, though the overall number and the seriousness of certain events sparked a variety of FAA moves. It is hard to make an accurate comparison with earlier periods, partly because of the current push toward more voluntary reporting. Senior FAA officials were upset enough to go to unusual lengths to alert controllers throughout the U.S.

The pattern highlights continuing labor-management problems between the FAA's leadership and its more than 15,000 controllers. It also portends further clashes as the agency moves to implement a more automated, satellite-based navigation system that ultimately will eliminate many controller positions and substantially change the jobs of those who remain.

After years of bitter contract and work-rule disagreements, Mr. Babbitt and his team are seeking to establish more of a cooperative relationship with the union representing controllers, and they are looking for ways to encourage nonpunitive voluntary reporting when slip-ups occur. The self-reporting concept is patterned after techniques long used by airlines to identify and respond to underlying safety issues before incidents turn into accidents.

But the voluntary system, which has been in place at all air-traffic facilities since March, didn't work as it should have in some of the latest controller incidents.

"We've been through a back-alley knife fight in labor relations," Hank Krakowski, the FAA official in charge of air-traffic control, told an industry conference in Washington last week. When it comes to issues such as voluntarily reporting mistakes without fear of punishment, Mr. Krakowski said "a lot of managers are skeptical" about the FAA's intentions and "we have to build some trust."

Paul Rinaldi, president of the controllers' union, said he was "very concerned" about the trend and was eager to discuss enhanced training with FAA officials. But in terms of notifying FAA headquarters about errors, Mr. Rinaldi said "it's not the [individual] controller's responsibility" to pass on that kind of information. "Supervisors should oversee the situation."

The incidents have prompted what Mr. Babbitt described as "a call to arms," including safety bulletins that were sent to controllers and current FAA plans to reassess training procedures. An advisory group made up of FAA officials, labor representatives and some academics had its first meeting last Tuesday.

Separately, a significant change under consider-

ation, according to the FAA chief, is giving veteran controllers enhanced training based on real-life scenarios. "I think it's a great idea," Mr. Babbitt said, because "anytime you can train somebody to [react to] the unexpected," the result makes all of aviation safer.

In coming months, the FAA also hopes to find a way to combine voluntary reports from pilots and controllers to get a more accurate picture of safety threats. "If we can fuse that data together to determine what's happening in the system," Mr. Krakowski told the conference, "that's our best shot" at long-term accident prevention.

FAA officials began to be concerned at the end of March, when a controller at San Francisco International Airport failed to give adequate warning to the crew of a heavily loaded United Airlines Boeing 777 taking off for Asia about a nearby single-engine Cessna aircraft. On May 6, a Southwest jet on final approach to Houston Hobby ended up about 400 feet vertically and a mile horizontally from a private plane that was crossing through the area. Minimum safety guidelines call for 500 feet and 1.5 miles.

There have been other airborne close calls in San Diego, at New York's LaGuardia Airport and near Chicago's Midway field. Because the string of incidents includes several classified as serious by the FAA and union officials, the agency decided to broadly distribute safety messages.

Nationwide, roughly one out four controllers is still going through training to be fully approved to work at his or her position. In an interview Thursday, Mr. Rinaldi said such employee turmoil may be partly to blame for the spate of mistakes. He also said that under the current arrangement, recurrent training for veteran controllers is substandard and "it would be a really good idea" to beef it up.

Aviation Daily April 15, 2010

Aviation groups are urging Congress to provide full funding for the FAA's contract tower program as it develops Fiscal Year 2011 appropriations legislation.

In a letter to leaders of the House and Senate appropriations committees, the groups ask that \$125.3 million be provided for the contract tower program, and \$10 million for the related contract tower cost-sharing program. Signing the letter were nine associations representing airport, airline, air traffic control and manufacturing industry segments.

Contract towers are operated by private companies,

but all of their operations are overseen, regulated and certified by the FAA. There are 245 small airports in 46 states participating in the program, and contract towers handle about 25% of all control tower aircraft operations in the U.S.

This request for FY2011 represents a slight increase from the full-funding level of \$116.7 million that was provided for FY2010, together with \$9.5 million for the cost-sharing program. FAA is scheduled to add seven more contract towers in FY2011, at airports that currently do not have towers. Five were added in the previous year.

Ocala (Fla.) Business Journal March 29, 2010

Q: Tell us about your work space.

Matthew Grow, Director, Ocala International Airport: The focus during the past several years has been to improve the infrastructure of Ocala International Airport. For instance we recently completed a complete runway rehabilitation, extension of basic utilities to hangar tenants, expanded apron and ramp areas, wider taxiway connector (to accommodate larger aircraft), a new electrical vault, new t-hangars, and of course the new air traffic control tower. We are also in the initial stages of expanding Southwest 67th Avenue from Southwest 38th Street to State Road 40.

Q: How much did these improvements cost and what is the status of construction?

A: Since 2005, the airport has constructed about \$12.5 million in projects. The city's cost of these projects was about \$1.6 million, the difference being the total grant dollars received from the state and FAA.

Q: When is the tower scheduled to open and how do you see it improving service?

A: All indications coming from the FAA are that the tower should be open in late spring. The Ocala Airport has such a diverse fleet mix of aircraft ranging from long range business jets to small piper cubs and the tower will improve safety and operational efficiency of the various classes of aircraft. This is

accomplished by providing positive control of arrivals and departures. In other words, instead of the pilots talking to each other and maintaining separation, the controller in the tower will work with the pilots directly and sequence their operations.

We also believe the tower will expand business opportunities at the airport.

Q: What do you think these improvements will mean to the business community in Marion County overall?

A: The improvements are meant to accommodate current and future growth of the Ocala Airport. Though we don't foresee scheduled airlines arriving anytime soon, we do see a rebound and ultimate growth in corporate traffic. For a business flying into the Ocala/Marion County area, we want the airport to be the concierge for their visit. The airport (through the improvements and exceedingly smart customer service) should greet them, make sure their stay is accommodating, and encourage their return.

Q: How has the economy impacted airport traffic in the past few years?

A: Air traffic at the Ocala Airport has paralleled airports across the country by showing a decline of about 20 percent over about two years.

Q: How do you see things shaping up for the airport a year from now?

A: Winter and Spring 2010 has been encouraging. H.I.T.S., as well as the various sales at O.B.S. have helped operations and fuel sales at the airport. A year from now, with the tower fully operational, the Ocala Airport should see a steady increase in traffic and fuel volumes.



The FAA contract tower at Martin County Airport/Witham Field, Fla.

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Q: What's the most interesting comment you've heard on the renovations?

A: An astonishing number of students have expressed interest in dropping things from the control tower. Usually fruit.

**U.S. FOREST SERVICE PRAISES
CONTROLLERS AT FLAGSTAFF AIRPORT**

A U.S. Forest Service newsletter recently offered great praise for the work of the Flagstaff (Ariz.) Airport FAA Contract Tower personnel. The Flagstaff tower is operated by Serco Management Services.

During Forest Service firefighting operations in June, the controllers "sequenced firefighting aircraft in with the normal commercial and general aviation traffic, giving priority to firefighting aircraft when needed. The assistance and cooperation provided by the controllers was invaluable to the safety and success of the firefighting effort," the Forest Service said. "Thanks to all the controllers at the Flagstaff Tower for assisting us in safe and efficient operations..."

**FAA CONTRACT TOWER
POINTS OF CONTACT**

CENTRAL SERVICE AREA

(AGL, ACE, ASW)
2601 Meacham Blvd.
Fort Worth, TX 76137
Nguyen Ly (POC)
(817) 222-4291

EASTERN SERVICE AREA

(ANE, AEA, ASO)
1701 Columbia Ave.
College Park, GA 30337-2745
Andree Davis
(404) 389-8206

WESTERN SERVICE AREA

(ANM, AWP)
1601 Lind Ave., SW
Renton, WA 98055-4056
Andrea Chay
(425) 203-4788

FAA HEADQUARTERS

Contract Services Branch, AJT-21
600 Independence Ave., S.W.
5th Floor
Washington, DC 20591

Thomas Jones, Manager
(202) 385-8729
(202) 493-4565 fax

Ricky Atkins
(contract tower team lead)
(202) 385-8580

Art Warnack
(202) 385-6191
Dianne Reid
(202) 385-8638
Lisa Caudle
(202) 385-8656
Ken Cunningham (202) 385-8773
Larry Smith (202) 385-8776