

# U.S. CONTRACT TOWER ASSOCIATION

## NEWSLETTER

A PUBLICATION FROM THE AMERICAN ASSOCIATION OF AIRPORT EXECUTIVES

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### **DOT/FAA SPENDING BILL CONTAINS FULL TOWER FUNDING**

The DOT/FAA Fiscal Year 1998 appropriations bill that was recently signed by the President includes full funding of \$43.7 million for the FAA Contract Tower Program.

This level was supported by U.S. Contract Tower Association (USCTA) and AAAE and the letters and phone calls made by airports to members of Congress were important in securing full funding for the program.

### **FAA BEGINS REVIEW OF BENEFIT/COST CRITERIA**

Although a date has not yet been set for the planned benefit/cost (b/c) FAA/industry summit in Washington, D.C., FAA is beginning a comprehensive review of the criteria based on discussions in the July Federal Contract Tower Workshop, sponsored by AAAE/FAA/USCTA.

FAA is seeking input from USCTA members as part of the review process, which will take several months to complete. FAA is specifically searching for solutions,

not problems, associated with the b/c program.

The following are the areas that FAA has specifically targeted for USCTA input. Members with ideas on any of these issues should forward them to Spencer Dickerson at the USCTA office no later than Monday, Nov. 17.

- The economic life of a tower (is 15 years adequate?).
- Quantifying efficiency benefits (both arrival and departure).
- How to handle safety benefits not based on aircraft size (air carrier versus commuter).
- Critical values, such as general aviation occupancy, variable operating costs and so forth.
- Benefits to airports located in Class B airspace.
- Possible reduction in benefits to airports located in Class G airspace, but adequately covered by radar.
- Any other benefits that have been omitted in previous studies.

### **INSPECTOR GENERAL MEETING PRODUCTIVE FOR USCTA**

USCTA staff members and Washington consultants recently held a very productive meeting with officials from the DOT Inspector General's (IG) office. The IG has also met with ATC companies and airport officials in recent weeks. The IG is conducting a comprehensive review of the contract tower program to ensure

Airports or ATC companies interested in joining the USCTA should contact Spencer Dickerson at the AAAE/USCTA offices at (703) 824-0500, Ext. 130.

U.S. CONTRACT TOWER  
ASSOCIATION

NEWSLETTER

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THE U.S. CONTRACT TOWER ASSOCIATION  
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Association of Airport Executives, the largest profes-  
sional organization for airport executives in the world.

that the level of safety between an FAA-operated tower and a contract tower is equivalent.

The IG staff is reviewing a number of issues, including employee qualification and the hiring standards of the different contractors. USCTA has strongly encouraged the IG to meet with airport management and ATC companies to understand the importance of this program at the local level. The USCTA staff has provided IG representatives with names and phone numbers of airport officials and airport officials are encouraged to be very positive in any of their contracts with the IG's office.

### INVITE MEMBERS OF CONGRESS TO VIEW TOWER OPERATIONS

USCTA members who have members of Congress traveling through their airports this year should contact these officials and invite them to view the operations of the contract tower first hand. Ongoing communication between members of Congress and the airport community about the value of the contract tower program is very important!

### USCTA MEMBERSHIP REACHES 53 AIRPORTS, FIVE COMPANIES

A total of 53 airports and five companies are now members of the U.S. Contract Tower Association.

USCTA receives oversight from a Policy Board comprised of the following members: Roger Engstrom, A.A.E., (Mobile, Ala.), Jack Schelter, A.A.E., (Phoenix, Ariz.), Ted Soliday (Naples, Fla.), Richard Baird (Hailey, Idaho), Tim Rogers, A.A.E., (Salina, Kan.), Ron Craft (Jefferson City, Mo.), Steve Stockam

(Joplin, Mo.), Steve Brian (Kinston, N.C.), Bryan Elliott, A.A.E., (Charlottesville, Va.), Glenn Januska, A.A.E., (Waukesha, Wis.) and James Hansford, A.A.E., (Mosinee, Wis.). Shane Cordes of Midwest ATC serves as an ex-officio member of the Policy Board. Spencer Dickerson, executive vice president of AAAE, serves as executive director of the USCTA. Consultants to the association are Linda Hall Daschle of Baker, Donelson; Patrick McCann of the Wexler, Group and Larry Barnett of AB Management Associates.

The following are the members of the association: Mobile Downtown Airport (Ala.), City of Phoenix Aviation Department (Ariz.), Mesa/Williams Gateway (Ariz.), Glendale Municipal Airport (Ariz.), Texarkana Regional Airport (Ark.), San Carlos Airport (Calif.), San Luis Obispo County Airport (Calif.), Modesto City-County Airport (Calif.), Los Angeles County Aviation Division (Calif.), Ramona Airport-County of San Diego (Calif.), Salinas (Calif.) Municipal Airport, Bradley International Airport (Conn.), Boca Raton Airport (Fla.), Martin County Airport (Fla.), Naples Municipal Airport (Fla.), Titusville-Cocoa Airport (Fla.), Page Field (Fla.), Southwest Georgia Regional Airport, Friedman Memorial Airport (Idaho), Waukegan Regional Airport (Ill.), St. Louis Regional Airport (Ill.), Williamson County Regional Airport (Ill.), Salina Municipal Airport (Kan.), Johnson County Executive Airport (Kan.), Manhattan (Kan.) Regional Airport, Bowling Green (Ky.), Barkley Regional Airport (Ky.), Houma-Terrebonne (La.) Airport Commission, Martin State Airport (Md.), Westfield Barnes Airport (Mass.), Joplin Regional Airport (Mo.), Jefferson City

*(continued on page 5)*

### REMAINING LEVEL I TOWERS TO BE CONTRACTED IN FISCAL 1998

Following is the list of the remaining Level I towers to be contracted out by FAA in Fiscal 1998. A total of 182 towers will be in the contract program by the end of fiscal 1998.

STATE	FACILITY(Location)	FAAREGION	STATE	FACILITY(Location)	FAAREGION
Alaska	Kenai Municipal	Alaskan	New Hampshire	Lebanon Municipal	New England
California	Chico Municipal	Western Pacific	New Jersey	Trenton	Eastern
California	Redding Municipal	Western Pacific	North Carolina	Smith Reynolds (Winston Salem)	Southern
Colorado	Grand Junction	Northwest Mountain	Oklahoma	Lawton Municipal	Southwest
Connecticut	Danbury Municipal	New England	Oregon	Medford	Northwest Mountain
Florida	Opa Locka	Southern	Pennsylvania	Capital City	Eastern
Florida	Melbourne	Southern	Pennsylvania	Lancaster	Eastern
Georgia	Macon	Southern	Texas	Rio Grande Valley (Harlingen)	Southwest
Hawaii	Keahole-Kona	Western Pacific	Washington	Felts Field	Northwest Mountain
Illinois	Bloomington/Normal	Great Lakes	Washington	Renton	Northwest Mountain
Massachusetts	Nantucket Memorial	New England			
Montana	Missoula	Northwest Mountain			

**FOLLOWING IS THE CURRENT LIST OF  
FAA CONTRACT TOWERS  
(AS OF OCTOBER 1997)**

AIRPORTNAME	FAA REGION	STATE	AIRPORT NAME	FAA REGION	STATE
Bethel	AAL	AK	Rock County	AGL	WI
King Salmon	AAL	AK	Timmerman (Milwaukee)	AGL	WI
Kodiak	AAL	AK	Wittman Regional	AGL	WI
Dubuque Iowa	ACE	IA	Bridgeport	ANE	CT
Forbes Field	ACE	KS	Groton-New London	ANE	CT
Hutchinson Mun.	ACE	KS	Hartford-Brainard	ANE	CT
Johnson Co. Exec.	ACE	KS	Tweed-New Haven	ANE	CT
Philip Billard Mun.	ACE	KS	Barnes Municipal	ANE	MA
Salina Municipal	ACE	KS	Beverly	ANE	MA
Columbia	ACE	MO	Hyannis	ANE	MA
Joplin Regional	ACE	MO	Lawrence	ANE	MA
Rosecrans Mem'l/St. Joseph	ACE	MO	Martha's Vineyard	ANE	MA
Central Neb./Grand Island	ACE	NE	New Bedford	ANE	MA
Martin State	AEA	MD	Norwood	ANE	MA
Washington Co. Reg'l/Hagerstown	AEA	MD	Worcester	ANE	MA
Ithaca	AEA	NY	Boire Field/Nashua	ANE	NH
Niagara Falls	AEA	NY	Eagle County	ANM	CO
Oneida County	AEA	NY	Friedman Memorial	ANM	ID
Stewart	AEA	NY	Idaho Falls	ANM	ID
Williamsport/Lycoming Co.	AEA	PA	Lewiston-Nez Perce Co.	ANM	ID
Charlottesville-Albemarle	AEA	VA	Pocatello Municipal	ANM	ID
Lynchburg	AEA	VA	Klamath Falls	ANM	OR
Greenbrier Valley	AEA	WV	McNary Field	ANM	OR
Morgantown	AEA	WV	Pendleton Municipal	ANM	OR
Parkersburg	AEA	WV	Redmond	ANM	OR
Wheeling Ohio Co.	AEA	WV	Troutdale (Portland)	ANM	OR
Decatur	AGL	IL	Ogden-Hinckley Mun.	ANM	UT
Meigs Field (Chicago)	AGL	IL	Bellingham Int'l	ANM	WA
St. Louis Regional	AGL	IL	Olympia	ANM	WA
So. Illinois/Carbondale	AGL	IL	Tacoma Narrows	ANM	WA
Waukegan Regional	AGL	IL	Walla Walla Regional	ANM	WA
Williamson County	AGL	IL	Yakima	ANM	WA
Gary Regional	AGL	IN	Cheyenne	ANM	WY
Battle Creek	AGL	MI	Dothan	ASO	AL
Detroit City	AGL	MI	Brookley (Mobile)	ASO	AL
Jackson	AGL	MI	Tuscaloosa Municipal	ASO	AL
Anoka (Minneapolis)	AGL	MN	Athens Municipal	ASO	GA
Minot	AGL	ND	Fulton County	ASO	GA
Burke Lakefront	AGL	OH	Gwinnett County	ASO	GA
Ohio State University	AGL	OH	McCollum	ASO	GA
Cincinnati Mun./Lunken	AGL	OH	SW Georgia/Albany-Dougherty	ASO	GA
Cuyahoga County	AGL	OH	Valdosta Municipal	ASO	GA
Rapid City Regional	AGL	SD	Albert Whitted	ASO	FL
Appleton	AGL	WI	Gainesville	ASO	FL
Central Wisconsin	AGL	WI	Hollywood	ASO	FL
Kenosha Municipal	AGL	WI	Jacksonville/Craig	ASO	FL
Lacrosse	AGL	WI			

(continued on following page)

AIRPORTNAME	FAA REGION	STATE
Key West	ASO	FL
Kissimmee	ASO	FL
Lakeland Municipal	ASO	FL
Naples	ASO	FL
Page Field	ASO	FL
Panama City/Bay Co.	ASO	FL
Pompano Beach	ASO	FL
Stuart/Whitham	ASO	FL
Titusville/Cocoa	ASO	FL
Barkley Regional	ASO	KY
Owensboro/Daviess Co.	ASO	KY
Greenville Municipal	ASO	MS
Hawkins Field	ASO	MS
Meridian/Key Field	ASO	MS
Kingston	ASO	NC
Isla Grande	ASO	Puerto Rico
Grand Strand/Myrtle Beach	ASO	SC
Greenville Downtown	ASO	SC
Jackson	ASO	TN
Smyrna	ASO	TN
Alexander Hamilton (St. Croix)	ASO	Virgin Islands
Fayetteville	ASW	AR
Texarkana Mun./Webb Field	ASW	AR
Riverside	ASW	CA
Acadiana Regional	ASW	LA
Esler Regional Reg'l	ASW	LA
Houma	ASW	LA
Farmington Municipal	ASW	NM
Lea County/Hobbs	ASW	NM
Santa Fe Co. Mun.	ASW	NM
Ardmore Municipal	ASW	OK
Enid Woodring Mun.	ASW	OK
Univ. of Oklahoma/Westheimer	ASW	OK

AIRPORTNAME	FAA REGION	STATE
Wiley Post	ASW	OK
Brownsville Int'l	ASW	TX
Easterwood	ASW	TX
Grand Prairie	ASW	TX
Laredo International	ASW	TX
McAllen	ASW	TX
Mesquite	ASW	TX
Redbird	ASW	TX
San Angelo	ASW	TX
Stinson Municipal (San Antonio)	ASW	TX
Tyler	ASW	TX
Chandler	AWP	AZ
Flagstaff Pulliam	AWP	AZ
Glendale	AWP	AZ
Goodyear (Phoenix)	AWP	AZ
Mesa/Williams Gateway	AWP	AZ
Ryan	AWP	AZ
Fullerton	AWP	CA
Hawthorne	AWP	CA
Modesto	AWP	CA
Lake Tahoe	AWP	CA
Oxnard	AWP	CA
Palmdale	AWP	CA
Sacramento Executive	AWP	CA
Salinas Municipal	AWP	CA
San Carlos	AWP	CA
San Louis Obispo	AWP	CA
Santa Maria	AWP	CA
Whiteman	AWP	CA
William J. Fox	AWP	CA
Agana	AWP	Guam
Lihue	AWP	HI
Molokai	AWP	HI
Elko	AWP	NV

Memorial Airport (Mo.), Cape Girardeau Regional (Mo.), Gallatin Field (Mont.); Henderson (Nev.) Executive Airport, Kinston Regional Jetport (N.C.), Bolton Field (Ohio); Burke Lakefront Airport (Ohio), Cuyahoga County Airport (Ohio), Max Westheimer Field

### USCTA TAKES TO THE INTERNET!

The USCTA now has its own Internet home page, which will provide association members with the latest in publications, meeting announcements, press releases and Internet links to other valuable web sites. The address is:

<http://www.airportnet.org/cta/>

In addition, FAA's Federal Contract Tower Program now has a home page on the Internet. You can find them at <http://www.faa.gov/ats/ato/ato310.htm>.

(Okla.), Redmond Municipal Airport (Ore.), Greenville Downtown Airport (S.C.), Jackson-Madison County Airport (Tenn.), Smyrna Rutherford County (Tenn.), Stinson Municipal Airport (Texas), Laredo International Airport (Texas), Charlottesville-Albemarle Airport (Va.), Walla Walla Municipal Airport (Wash.), Wheeling-Ohio County Airport (W.Va.), Greenbrier Valley Airport (W.Va.), Central Wisconsin Airport (Wis.), Waukesha County Airport (Wis.), Cheyenne (Wyo.) Airport, Midwest Air Traffic Control Services, Inc., COMARCO Airport Services, Serco Management Services, Walker Air Traffic Services and Hoyle, Tanner and Associates Inc.

Airports and companies interested in joining the organization should contact Spencer Dickerson of AAAE at (703) 824-0500, Ext. 130.

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## A SENSE OF CONTROL

by Nancy Fessenden

Southwest Florida Correspondent

**Editor's note:** Private pilot Nancy Fessenden had a great idea—to spend a day in the Naples Municipal Airport (APF) Control Tower. Here is her account of that very interesting experience. Fictitious names are used in reference to aircraft “N” numbers.

Naples Tower,  
eh...Cessna...eh...1234 Alpha.  
Cessna 34 Alpha, Naples Tower.  
Eh...Cessna 34 Alpha is  
...eh...about 10 miles west of the  
airport...and , ah, coming in for a land-  
ing.

Cessna 34 Alpha, are you out over  
the water or over land?

Oh, sorry, I'm over land, east of the  
airport...

The disoriented student pilot who speaks with a heavy accent is difficult to understand, let alone locate. Where is he? Without radar, the controllers in the Naples Airport control tower begin to search the skies, each holding a pair of binoculars and each becoming more intense in their attempt to locate the novice pilot. With three controllers looking, finally the errant plane is spotted in the pattern and approaching from the southeast—not the east. The urgency to protect other planes in the pattern as well as to direct the student pilot to land can be heard in the controller's voice: “Cessna 34 Alpha, you are about to cross the final approach to Runway 14. Do an immediate right 90-degree turn to a heading of 360.” But the student turns left! And the frustration increases in the control tower. It is sort of like watching a father who is trying to protect a child and keep the child safe. But the child doesn't hear and just keeps running out into the street. **Still, safety is the main concern of the controllers, so eventually the student lands—on the right runway!**

### ABOUT THE NAPLES TOWER

So what is it like in the Naples control tower for a day? Well, it depends on the

time of day! The APF Control Tower opens at 6 a.m. On the morning that I arrive, Hal Ward, airport traffic manager, has been there since 6 a.m. and is very busy updating weather reports and ATIS tapes, completing operation reports, checking airport lights and functioning as both ground and traffic controller. As the morning sun appears, the pace and energy in the tower increases. So, at 8 a.m., Ken Johnson arrives. He takes over the ground controller position. A pilot calls in for a clearance and speaks through a distorted radio. “ Sounds like he is talking through a kazoo!” is uttered prior to replying to the pilot. **Ken has been in training for 10 months in the tower and recently received his certification for both local and ground control positions.** As Ken monitors Ground and Clearance Delivery, he updates the AWOS and ATIS tapes, noting sky conditions, visibility, temperature and dew point, wind direction with speed and the altimeter setting. The equipment used to determine this data sweeps the area up to 12,000 feet. Ken notes that updates are made when the wind changes or any significant weather occurs.

The Naples control tower is approximately seven stories tall (78 feet) and commands a 360-degree view of the Naples Class D airspace. With up to 400 operations (departures or arrivals) daily in season, the airport can be very congested. On the day I visit, 45 private and corporate jets are parked on the ramps. Since they started arriving the previous day for a business meeting, space for parking was diminishing—yet all were accommodated. All this traffic and no radar!

**So how does the tower keep track of all the planes on the ground and in the air? Very carefully—and very deliberately! Of the six controllers in the APF tower, five have worked there for at least five years. Each displays a sense of pride in his work—as well as professionalism.** Sure, every once in

awhile, I can hear the frustration in their voices—but only because a pilot is not listening for his call signs, not following position reports, or not saying intentions when landing.

Without local radar, Naples ATC works closely with Fort Myers Approach. Using a push-to-talk switch, they can be immediately connected to each other. IFR clearances, active runways, and traffic concerns can be transmitted instantly. On a busy day, this connection is very helpful in locating lost or disoriented pilots. Yet, today RSW Approach is asking Naples to assist them. **A computer “glitch” in their FIDO (Flight Data computer) prevents RSW Approach from receiving IFR departures/clearances, so the controllers at APF have the added burden of verifying this information and transmitting it to Fort Myers Approach. An interesting switch!**

### A WIDE RANGE OF HAPPENINGS

As I watch, Hal continues to direct traffic—as he puts it—“with my head in a swivel at all times!” He continues to pace from one section of the tower to another, looking for the traffic and always vigilant for the unexpected. I ask him what is the most frustrating part of his job. “When we are real busy and a plane shows up in the airspace unannounced, it really hurts us and, besides, it is *illegal*,” he says. His advice on entering the busy APF airspace is “to remain clear of the Class D Airspace” until contact is made. Do not continue flying towards the airport, wait for contact—as the FAR state.

But not all pilots observe the rules. Naples Airport is a popular destination for many local and foreign pilots. Combine a disoriented student pilot and a difficult-to-understand foreign accent, and the pace really picks up in the control tower. I watch intently as a disori-

ented foreign pilot enters the airspace from the opposite direction reported. All three controllers—binoculars in hand—scan the sky. Ignoring directions, the pilot finally finds the active runway to land on. He does so, stops, and decides to take off—all without announcing his intentions or getting permission to do so. Complicating this scenario is a commercial jet on final that has to initiate a go-around, swerving right to avoid this pilot who decided on his own to take off! **Yes, controllers do utter a few choice words behind the scenes at a time like this. Yet they continue to maintain a sense of concern and professionalism on the air. They take their jobs seriously. Incidents like this don't need to happen if pilots would only listen to ATC and communicate accurately their intentions.**

Hal finishes recording the tail numbers, positions, and directions given to the next pilot on the legal pad and changes shifts with Lou Gonzales, the next controller. The transfer happens in mid-sentence and quickly. Having observed the position for five minutes, Lou is quick to pick up the pace and accurately direct the next plane into the pattern. Hal lingers momentarily at the position and then continues on to complete various administrative duties of ATC. Lou told me earlier that he was starting to work on his private pilot license and looked forward to being on the other side of the microphone! That would complete the picture. **For then, all the Naples controllers would be pilots.**

The day is a busy one at APT with 272 operations by 6 p.m. Don Peters is now the sole controller operating the Naples tower. Once again, both ground and local traffic positions are covered by one person. Don “juggles the traffic—as a string of them are coming in!” Fort Myers Approach has alerted him to several inbound planes. I watch as he continues to swivel in his chair (on wheels!), looking for traffic. At least now, the landing lights makes it easier to spot the planes. “it’s like a tennis match, watching for planes,” states Don as the pattern now holds four planes.

And just as the other planes land, a pilot radios, “I have a rough engine. Request immediate landing on 23. One soul on board and 2 ½ hours of fuel.” **A warning is transferred to the airport fire department by Don. “Alert 1,” he says. “Stand by—have a plane reporting a rough engine.” From across the other side of the airport emerge three fire department vehicles, which follow the taxiway to Runway 23. The pilot lands without further incident, thanking the controller for his assistance.**

Don explains the three categories used to describe a pending emergency. Alert 1 refers to a “possible accident.” Alert 2 refers to an “imminent accident.” And Alert 3 is an accident that has occurred. **Luckily for this pilot, there is no real emergency. But he knows the thoroughness and speed at which an emergency can be handled.**

### CLOSING UP SHOP

As the sun sets, the colors change in the tower. The bright light of day is traded for subtle hues of gray, pink and gold. The sunset is elegant as seen from the tower. Don has turned on the runway and taxiway lights. As darkness descends on the airport, the grass strip blends into the surrounding scrubs and bushes. The airport beacon rotates silently—unobtrusively but persistent. Inside the tower, there is a surrealistic green and red glow to the instruments, computer and weather screen. As the pace of traffic slows down, I have a chance to ask Don what he really likes about his job. “Making quick decisions,” he replies. “Doing what has to be done to be safe and doing so without any incidents!” **Obviously, safety remains a top priority with all the controllers.** One controller had noted the high volume of planes that attempt to land at Naples without the landing gear down. Thus, a constant scan of landing gear is standing practice with these controllers. Another interesting observation that Don shares with me concerns the increased usage of the light gun, due to broken or malfunctioning radios. He says that, in his entire FAA career, he has

never witnessed so many planes coming and going out of any airport with inoperable radios as he has seen at Naples. Curious, I wonder? “A rash of bad radios?” he speculates.

It is now 9 p.m. The air traffic is composed mostly of commercial aircraft and an occasional pilot returning home. A familiar voice reporting into Naples Airport is acknowledged and a friendly greeting shared. Don is busy with various reports and tasks that need to be done to close the tower at 10 p.m. All is black outside—only the airport lighting cuts through the dark with green, blue, and yellow diagonal lines. Where does that taxiway go to? Is that the taxiway or the turn-off?

My day at the control tower is almost over. **I regret not being able to spend time with the other two controllers, who also have contributed to the excellent reputation that the Naples Airport has in the aviation community.** Bob Shainline and Wayne Dennis weren’t on the schedule today. I have met them each prior to this day. In fact, Bob was on duty the morning I soloed in 1993. His calm and encouraging voice was the first one to say, “Congratulations.” And Wayne can be heard on the tower frequency on any busy day, efficiently handling the traffic—with a thoroughness in directions and an interesting sense of humor that is necessary for this kind of job. Maybe I’ll come back sometime and interview them for another article!

At 9:55 p.m., the announcement is made, “Naples Airport tower will be closed in five minutes.” Don completes the check list. The ATIS now refers inbound planes to switch to the AWOS for local weather. One last switch is turned off. 10 p.m. Frequency 128.5 now becomes the CTAF, and the Class D Airspace in turn is Class E. The tower is closed, but I wonder about the lights I see in the sky about eight miles out...and the other lights I see over the Gulf. Oh well, time to go.

*(Reprinted with permission from Touch N Go Florida, August 1997 issue.)*

# INTERESTED IN THE FAA CONTRACT TOWER PROGRAM?

If so, we have the information you need!The FAA Contract Tower (FTC) Program has been hailed as a program that enhances safety and services to users while reducing their cost to taxpayers. At the latest American Association of Airport Executives/FAA/U.S. Contract Tower Association (USCTA) Federal Contract Tower Program Workshop, July 17-18 in Washington, D.C., FAA headquarters officials, airport executives and ATC representatives gave the most up-to-date information on the FCT program from all perspectives.

This 101-page document offers a summary of the information covered at the workshop, including:

- an overview and update on the FAA contract tower program
- the FCT applicant/candidate process
- FAA contract tower investment criteria
- FAA terminal area forecast
- the role of FAA's evaluations staff in the FCT program
- a case study of the contract tower at Salina (Kansas) Municipal
- Central Wisconsin Airport air traffic control tower construction costs

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

AIRPORT/COMPANY \_\_\_\_\_

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CITY/STATE/ZIP \_\_\_\_\_

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Cardholder Name \_\_\_\_\_ Signature \_\_\_\_\_

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