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414773

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PRELIMINARY REPORT  
Project No. 151-15

## F.A.A. PERSONNEL

DEPLOYMENT  
ORGANIZATION  
COST

This report has been approved for general distribution.

JUNE 1963

FEDERAL AVIATION AGENCY  
Systems Research and Development Service  
Systems Management Division  
Traffic and Economic Analysis Area  
Washington, D.C.

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## I. INTRODUCTION

This report represents the second in a series of preliminary studies being prepared in support of a comprehensive program to re-examine all of the services which FAA provides with the intent of configuring the facilities and personnel deployment in a way which makes the best over-all use of the available resources.

The basic project was initiated by the Deputy Administrator for Development in a memorandum to all Service Directors dated April 5, 1963, subject, "Think Piece re Flight Service Station Study."

The intent of this second preliminary report is to present a concise picture of FAA personnel deployment and cost, as it exists today.

The basic data used in this analysis was derived from the Agency Personnel IBM card deck updated April 25, 1963. This deck contains a separate punch card for each FAA employee showing organization and location. In some cases employees are listed at locations which do not agree with other FAA publications. No attempt was made to reconcile these differences.

Cost data used in the report represents the average cost for personal services. No adjustments were made for variations in grade structure among the various FAA field and headquarters units. Accordingly, the cost figures are adequate for gross planning purposes only.

The average personal service cost per employee in 1963 was \$7,945. This figure was developed by dividing total estimated cost of Personal Services in FY 1963 by total employees.

A penetrating look at FAA personnel deployment and cost is particularly appropriate at this time. Annual FAA cost for personal services represent approximately 45 percent of the total FAA budget. Total FAA employment has increased from 15 thousand in 1955 to 45 thousand in 1963. Measurement and description of the manpower resources, being consumed by the agency in the performance of its mission, is needed to provide guidance and direction for future system planning.

The annual demands upon the basic resources in the United States today are enormous. In the years to come, as population increases, these demands will become even greater. Advances in technology must be counted upon to offset the stresses which are bound to develop in our economy.

The timely preparation of this report was made possible by the wholehearted cooperation and support of PT-21, MS-170, NS-154, MS-155 and MS-161.

## FINDINGS

1. The 45,847 total FAA employees are deployed at more than 800 cities and towns throughout the world, from TAIIZ, YEMEN to POCATELLO, IDAHO.
2. The largest concentrations occur at Oklahoma City 3,973, Washington, D. C. 3,412, Jamaica, N. Y. 2,230, and Atlantic City 1,660.
3. Oklahoma leads all other states in total FAA employees 4,293 with California second 4,022.
4. The ratio of personnel assigned to Headquarters (Washington & Region) versus Field Operating Units (Towers, Systems Maintenance Sectors, General Aviation District Offices, etc) is as follows:

| <u>Service</u>      | <u>Headquarters</u> |              | <u>Fld Operating Units</u> |              |
|---------------------|---------------------|--------------|----------------------------|--------------|
|                     | <u>Personnel</u>    | <u>Ratio</u> | <u>Personnel</u>           | <u>Ratio</u> |
| Air Traffic         | 978                 | 1            | 17,413                     | 18           |
| Systems Maintenance | 647                 | 1            | 9,453                      | 15           |
| Flight Standards    | 1,841               | 1            | 1,834                      | 1            |
| Inst. & Mat         | 2,776               | 1            | 67                         | 0.02         |

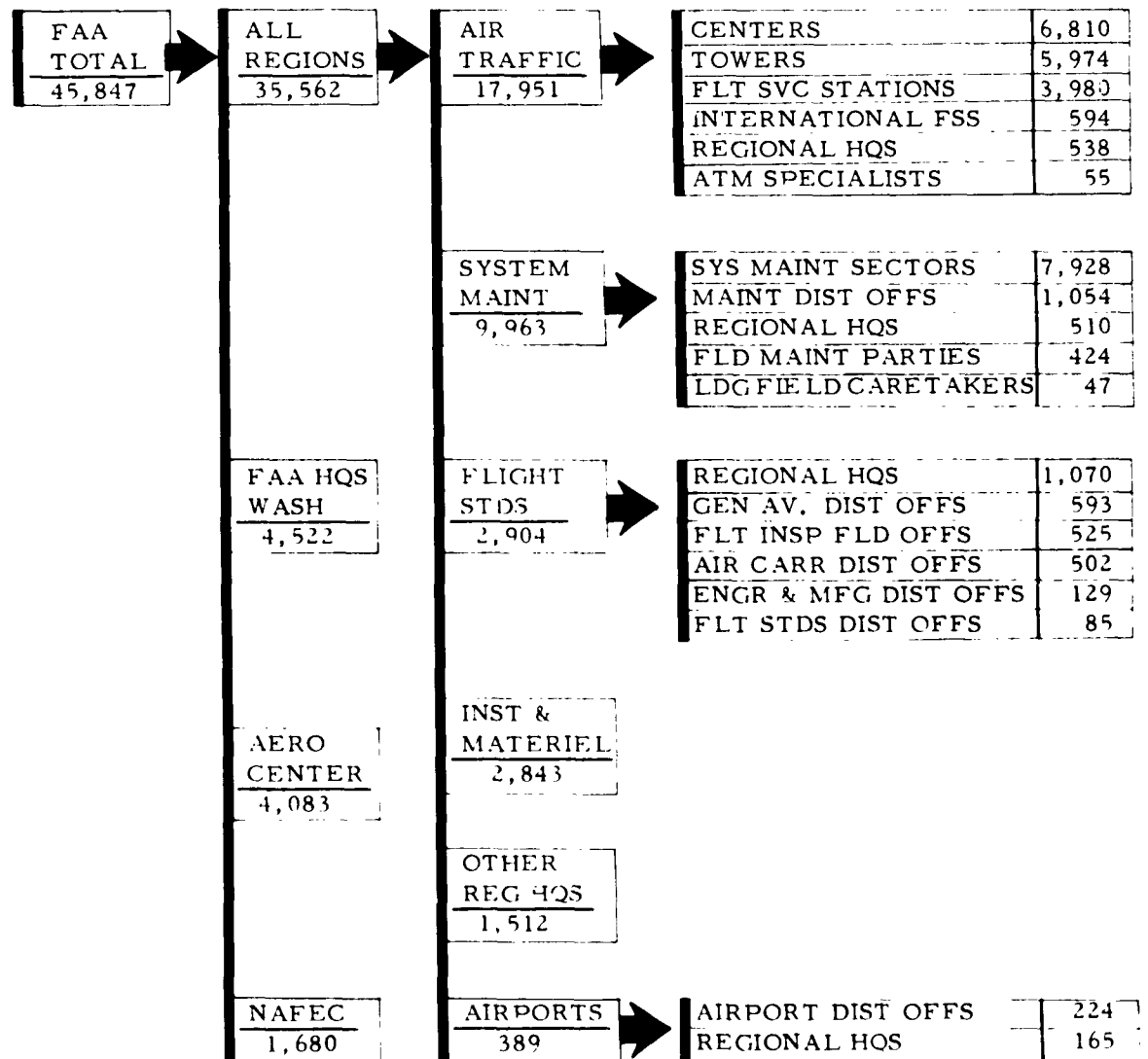
Note: The low ratio for Flight Standards may result from inadequate coding procedures on the IBM cards. Many personnel show field duty stations with Hqs. organization codes.

5. For the FAA as a whole the ratio of personnel assigned to Headquarters (Wash, Region, Aero Center, NAFEC) versus Field Operating Units (Centers, Maint District Offices, Air Carrier Dist Offices, etc) is as follows:

| <u>Headquarters</u> |              | <u>Fld Operating Units</u> |              |
|---------------------|--------------|----------------------------|--------------|
| <u>Personnel</u>    | <u>Ratio</u> | <u>Personnel</u>           | <u>Ratio</u> |
| 16,856              | 1            | 28,991                     | 1.7          |

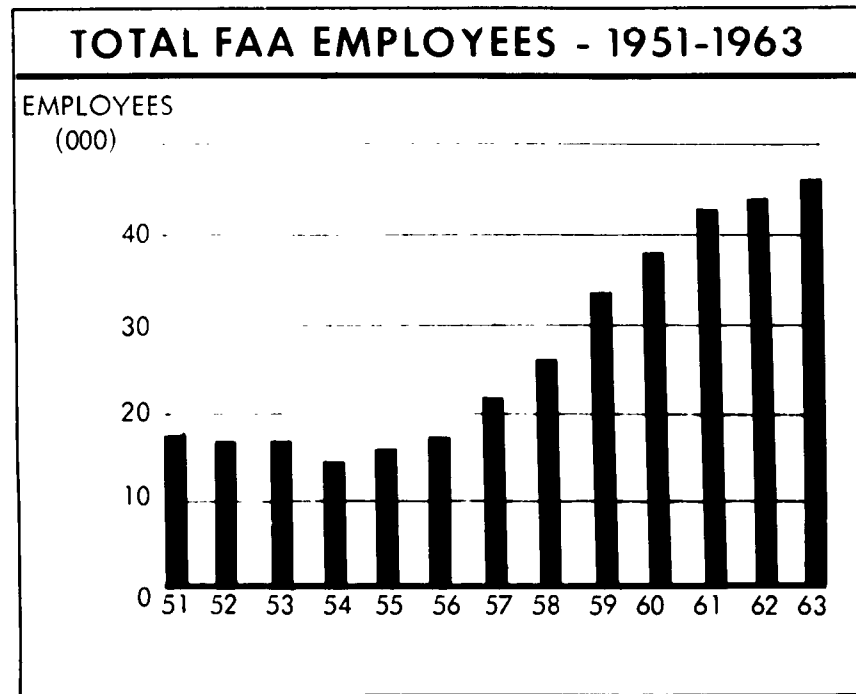
6. Locations providing several types of FAA service, thereby qualifying as potential candidates for consolidation at sub regional level, under one area manager, to achieve maximum efficiency in the use of FAA resources, are listed in Appendix 3.

## II TOTAL FAA PERSONNEL BY ORGANIZATION



### III. TOTAL FAA PERSONNEL

#### COST - LOCATIONS



TOTAL PERSONNEL 45,847

FUNCTION: "Regulate and promote civil aviation in such manner as to best foster its development and safety, and provide for the safe and efficient use of the airspace by both civil and military aircraft and for other purposes."

| <u>ORGANIZATION</u> | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO. OF<br/>LOCATIONS</u> |
|---------------------|-----------------------------|------------------------|-----------------------------|
| ALL REGIONS         | 35,562                      | 282,540,090            | 797                         |
| FAA HQS. WASH.      | 4,522                       | 35,927,290             | 95                          |
| AERO CENTER         | 4,083                       | 32,439,435             | 49                          |
| NAFEC               | 1,680                       | 13,347,600             | 2                           |
| <br>TOTAL           | <br>45,847                  | <br>\$364,254,415      |                             |

#### IV. FAA HEADQUARTERS

##### ORGANIZATION-PERSONNEL-COST-LOCATIONS



TOTAL PERSONNEL 4,522

| <u>ORGANIZATION</u> | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO. OF<br/>LOCATIONS</u> |
|---------------------|-----------------------------|------------------------|-----------------------------|
| FLIGHT STDS         | 771                         | 6,125,595              | 23                          |
| NAT'L CAP APTS      | 729                         | 5,791,905              | 4                           |
| INST & MAT          | 633                         | 5,029,185              | 19                          |
| AIR TRAFFIC         | 440                         | 3,495,800              | 20                          |
| RESEARCH & DEV      | 365                         | 2,899,925              | 4                           |
| SYSTEM MAINT        | 137                         | 1,088,465              | 1                           |
| AIRPORTS            | 101                         | 802,445                | 1                           |
| <u>ALL OTHERS</u>   | <u>1,346</u>                | <u>10,693,970</u>      | <u>43</u>                   |
| TOTAL               | 4,522                       | \$35,927,290           | 124                         |

1. FAA HEADQUARTERS (Cont'd)

| <u>STATE</u>   | <u>NO OF<br/>PERS</u> | <u>ANNUAL<br/>COST</u> | <u>STATE</u>     | <u>NO OF<br/>PERS</u> | <u>ANNUAL<br/>COST</u> |
|----------------|-----------------------|------------------------|------------------|-----------------------|------------------------|
| Dist. of Col.  | 3,361                 | 26,703,145             | Wisconsin        | 4                     | 31,780                 |
| Virginia       | 719                   | 5,712,455              | Mali             | 4                     | 31,780                 |
| New York       | 47                    | 373,415                | Rhodesia         | 4                     | 31,780                 |
| Missouri       | 41                    | 325,745                | Alabama          | 3                     | 23,835                 |
| California     | 39                    | 309,855                | Louisiana        | 3                     | 23,835                 |
| Saudi Arabia   | 37                    | 293,965                | Nebraska         | 3                     | 23,835                 |
| Belguim        | 33                    | 262,185                | Ohio             | 3                     | 23,835                 |
| Florida        | 23                    | 182,735                | Washington       | 3                     | 23,835                 |
| Turkey         | 19                    | 159,955                | Alaska           | 3                     | 23,835                 |
| New Jersey     | 18                    | 143,010                | Georgia          | 2                     | 15,890                 |
| Oklahoma       | 11                    | 87,395                 | West Virginia    | 2                     | 15,890                 |
| Philippines    | 11                    | 87,395                 | British Honduras | 2                     | 15,890                 |
| Brazil         | 10                    | 79,450                 | Chile            | 2                     | 15,890                 |
| British Guiana | 9                     | 71,505                 | Tunisia          | 2                     | 15,890                 |
| Massachusetts  | 8                     | 63,560                 | Connecticut      | 1                     | 7,945                  |
| Texas          | 7                     | 55,615                 | Maryland         | 1                     | 7,945                  |
| Denmark        | 7                     | 55,615                 | Minnesota        | 1                     | 7,945                  |
| Afghanistan    | 7                     | 55,615                 | Pennsylvania     | 1                     | 7,945                  |
| Yemen          | 7                     | 55,615                 | South Carolina   | 1                     | 7,945                  |
| Iran           | 7                     | 55,615                 | Canada           | 1                     | 7,945                  |
| Europe         | 7                     | 55,615                 | Bolivia          | 1                     | 7,945                  |
| Asia           | 7                     | 55,615                 | Ruand Urundi     | 1                     | 7,945                  |
| Cuba           | 6                     | 47,670                 | Lebanon          | 1                     | 7,945                  |
| France         | 5                     | 39,725                 | T. H.            | 1                     | 7,945                  |
| Italy          | 5                     | 39,725                 | South America    | 1                     | 7,945                  |
| Morocco        | 5                     | 39,725                 | Africa           | 1                     | 7,945                  |
| Taiwan         | 5                     | 39,725                 | Australasia      | 1                     | 7,945                  |
| Colorado       | 4                     | 31,780                 |                  |                       |                        |
| Illinois       | 4                     | 31,780                 | TOTAL            | 4,522                 | \$35,927,290           |

V. ALL REGIONS COMBINED

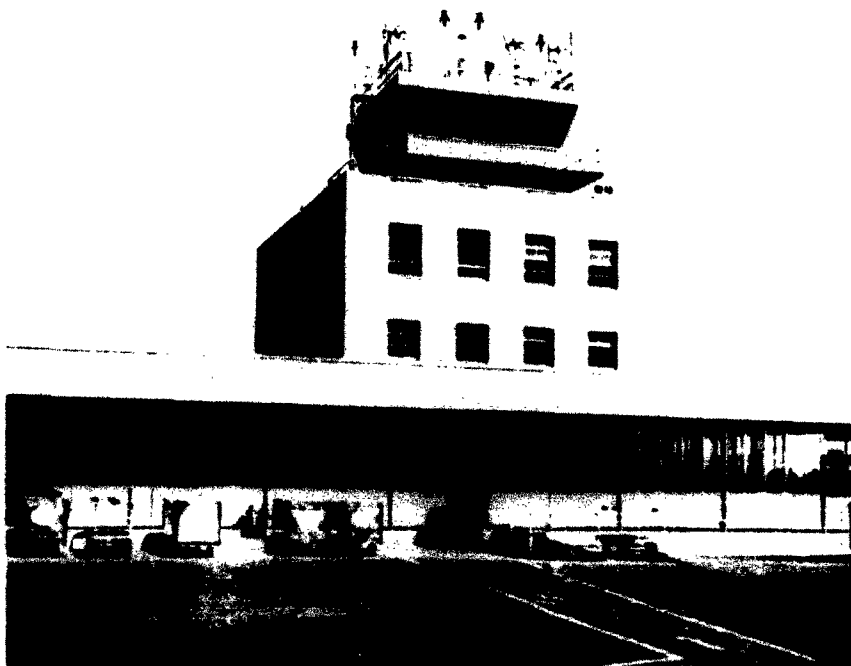


TOTAL PERSONNEL 35,562

| <u>ORGANIZATION</u>       | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> |
|---------------------------|-----------------------------|------------------------|
| AIR TRAFFIC               | 17,951                      | \$142,620,695          |
| SYSTEM MAINT              | 9,963                       | 79,156,035             |
| FLIGHT STDS               | 2,904                       | 23,072,280             |
| INST & MAT                | 2,843                       | 22,587,635             |
| AIRPORTS                  | 389                         | 3,090,605              |
| <u>OTHER REGIONAL HQS</u> | <u>1,512</u>                | <u>12,012,840</u>      |
| TOTAL                     | 35,562                      | \$282,540,090          |

## V. ALL REGIONS COMBINED

### A. AIR TRAFFIC



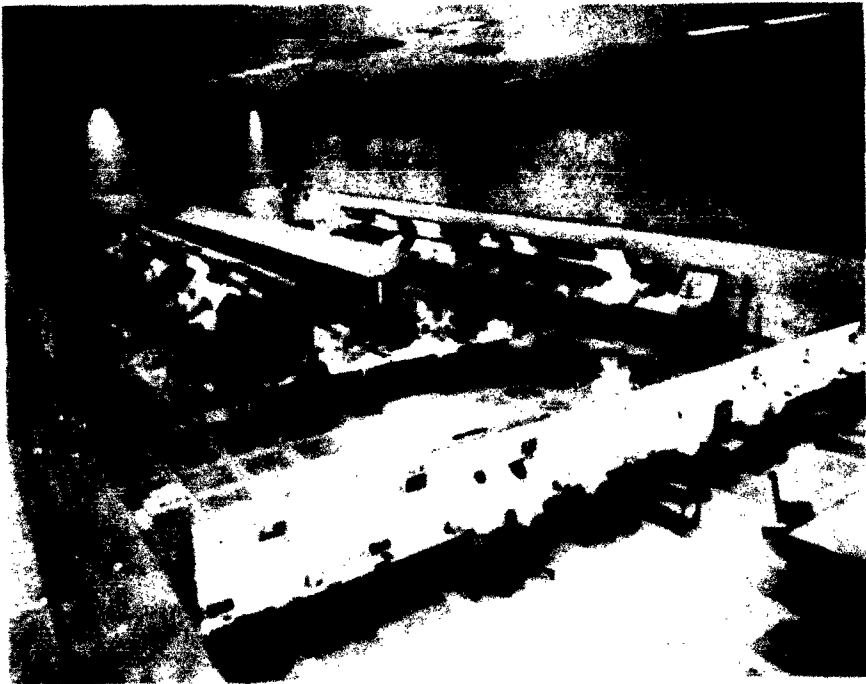
TOTAL PERSONNEL 17,951

| <u>ORGANIZATION</u>     | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO. OF<br/>LOCATIONS</u> |
|-------------------------|-----------------------------|------------------------|-----------------------------|
| CENTERS                 | 6,810                       | \$54,105,450           | 54                          |
| TOWERS                  | 5,974                       | 47,463,430             | 266                         |
| FLIGHT SERVICE STATIONS | 3,980                       | 31,621,100             | 340                         |
| INTERNATIONAL FSS       | 594                         | 4,719,330              | 17                          |
| REGIONAL HEADQUARTERS   | 538                         | 4,274,410              |                             |
| ATM SPECIALISTS         | 35                          | 436,975                |                             |
| <b>TOTAL</b>            | <b>17,951</b>               | <b>\$142,620,695</b>   |                             |

V. ALL REGIONS COMBINED

A. AIR TRAFFIC

1. CENTERS



TOTAL PERSONNEL 6,810

FUNCTION: "Provide for safe and orderly flow of IFR air traffic by controlling lateral, longitudinal and vertical separation between aircraft."

NOTE: This tabulation includes ARTCC's, Combined Center/Towers, and Sage Sector ATC Personnel.

1. CENTERS (Cont'd)

| LOCATIONS     |       | NO OF        | ANNUAL    | LOCATIONS    |       | NO OF        | ANNUAL       |
|---------------|-------|--------------|-----------|--------------|-------|--------------|--------------|
| CITY          | STATE | PERS<br>RANK |           | CITY         | STATE | PERS<br>RANK |              |
| Jamaica       | N. Y. | 470          | 3,734,150 | El Paso      | Tex   | 77           | 611,765      |
| Oberlin       | Ohio  | 387          | 3,074,715 | Spokane      | Wash  | 58           | 460,810      |
| Gravelly Pt   | Va    | 359          | 2,852,255 | Fairbanks    | Als   | 46           | 365,470      |
| Ft. Worth     | Tex   | 320          | 2,542,400 | San Juan     | P. R. | 40           | 317,800      |
| Indianapolis  | Ind   | 318          | 2,526,510 | Agana        | Guam  | 31           | 246,295      |
| Hampton       | Ga    | 314          | 2,494,730 | Los Angeles  | Calif | 29           | 230,405      |
| Nashua        | N. H. | 308          | 2,447,060 | Balboa Hts   | C. Z. | 19           | 150,955      |
| Belleville    | Ill   | 295          | 2,343,775 | Oakland      | Calif | 18           | 143,010      |
| Olathe        | Kan   | 291          | 2,311,995 | Wake Is.     | Guam  | 12           | 95,340       |
| Hilliard      | Fla   | 267          | 2,121,315 | Seattle      | Wash  | 10           | 79,450       |
| Palmdale      | Calif | 257          | 2,041,865 | Atlanta      | Ga    | 5            | 39,725       |
| Fremont       | Calif | 252          | 2,002,140 | Pittsburgh   | Pa    | 4            | 31,780       |
| Memphis       | Tenn  | 252          | 2,002,140 | Boston       | Mass  | 3            | 23,835       |
| Miami         | Fla   | 245          | 1,946,525 | Abingdon     | Va    | 3            | 23,835       |
| Detroit       | Mich  | 204          | 1,620,780 | Jacksonville | Fla   | 2            | 15,890       |
| San Antonio   | Tex   | 198          | 1,573,110 | Atlantic Cty | N. J. | 2            | 15,890       |
| New Orleans   | La    | 197          | 1,565,165 | Chicago      | Ill   | 1            | 7,945        |
| Longmont      | Colo  | 196          | 1,557,220 | Lafayette    | Ind   | 1            | 7,945        |
| Salt Lake Cty | Utah  | 178          | 1,414,210 | Atlantic     | Iowa  | 1            | 7,945        |
| Farmington    | Minn  | 165          | 1,310,925 | Baltimore    | Md    | 1            | 7,945        |
| Albuquerque   | N. M. | 165          | 1,310,925 | Minneapolis  | Minn  | 1            | 7,945        |
| Auburn        | Wash  | 157          | 1,247,365 | Teterboro    | N. J. | 1            | 7,945        |
| Phoenix       | Ariz  | 137          | 1,088,465 | Cleveland    | Ohio  | 1            | 7,945        |
| St. Louis     | Mo    | 128          | 1,016,960 | Chantilly    | Va    | 1            | 7,945        |
| Honolulu Oahu | T. H. | 107          | 850,115   | King Salmon  | Als   | 1            | 7,945        |
| Norfolk       | Va    | 100          | 794,500   | Nome         | Als   | 1            | 7,945        |
| Anchorage     | Als   | 93           | 738,885   |              |       |              |              |
| Great Falls   | Mont  | 81           | 643,545   |              |       |              |              |
|               |       |              |           | TOTAL        |       | 6,810        | \$54,105,450 |

V. ALL REGIONS COMBINED

A. AIR TRAFFIC

2. TOWERS



TOTAL PERSONNEL 5,974

FUNCTION: "Provide for safe and orderly flow of aircraft movements on and around airports."

NOTE: This tabulation includes towers and combined station/Towers; approach and Non-approach control; RAPCONS, RATCCS and Military Tower Specialists.

2. TOWERS (Cont'd)

| <u>STATE</u> | <u>NO<br/>OF<br/>LCS</u> | <u>NO OF<br/>PERS<br/>RANK</u> | <u>ANNUAL<br/>COST</u> | <u>STATE</u> | <u>NO<br/>OF<br/>LCS</u> | <u>NO OF<br/>PERS<br/>RANK</u> | <u>ANNUAL<br/>COST</u> |
|--------------|--------------------------|--------------------------------|------------------------|--------------|--------------------------|--------------------------------|------------------------|
| Calif        | 35                       | 742                            | 5,895,190              | Minn         | 3                        | 81                             | 643,545                |
| Tex          | 21                       | 498                            | 3,956,610              | Okla         | 3                        | 79                             | 627,655                |
| N. Y.        | 12                       | 354                            | 2,812,530              | Wis          | 4                        | 79                             | 627,655                |
| Fla          | 12                       | 271                            | 2,153,095              | T. H.        | 4                        | 77                             | 611,765                |
| Ohio         | 8                        | 261                            | 2,073,645              | N. M.        | 4                        | 65                             | 516,425                |
| Pa           | 9                        | 222                            | 1,763,790              | Ariz         | 3                        | 62                             | 492,590                |
| Va           | 6                        | 221                            | 1,755,845              | Utah         | 3                        | 62                             | 492,590                |
| Ga           | 7                        | 185                            | 1,469,825              | Iowa         | 4                        | 59                             | 468,755                |
| Ill          | 7                        | 179                            | 1,422,155              | Als          | 5                        | 56                             | 444,920                |
| Mich         | 10                       | 164                            | 1,302,980              | Mont         | 4                        | 55                             | 436,975                |
| La           | 6                        | 143                            | 1,136,135              | Ark          | 3                        | 51                             | 405,195                |
| Mass         | 8                        | 132                            | 1,048,740              | R. I.        | 1                        | 46                             | 365,470                |
| Mo           | 4                        | 131                            | 1,040,795              | W. Va.       | 3                        | 45                             | 357,525                |
| N. C.        | 7                        | 129                            | 1,024,905              | Nev          | 2                        | 44                             | 349,580                |
| N. J.        | 5                        | 127                            | 1,009,015              | Conn         | 2                        | 41                             | 325,745                |
| Tenn         | 5                        | 121                            | 961,345                | Miss         | 3                        | 40                             | 317,800                |
| Ind          | 5                        | 110                            | 873,950                | Vt           | 1                        | 33                             | 262,185                |
| Wash         | 6                        | 110                            | 873,950                | P. R.        | 1                        | 30                             | 238,350                |
| Ala          | 4                        | 108                            | 858,060                | Ida          | 3                        | 27                             | 214,515                |
| Colo         | 4                        | 105                            | 831,225                | Wyo          | 2                        | 23                             | 182,735                |
| Kan          | 4                        | 100                            | 794,500                | N. D.        | 2                        | 21                             | 166,845                |
| S. C.        | 5                        | 100                            | 794,500                | Del          | 1                        | 14                             | 111,230                |
| Ky           | 3                        | 97                             | 770,665                | Me           | 2                        | 12                             | 95,340                 |
| Neb          | 2                        | 84                             | 667,380                | S. D.        | 1                        | 12                             | 95,340                 |
| Ore          | 5                        | 84                             | 667,380                |              |                          |                                |                        |
| Md           | 2                        | 82                             | 651,490                | TOTAL        | 266                      | 5,974                          | \$47,463,430           |

V. ALL REGIONS COMBINED

A. AIR TRAFFIC

3. FLIGHT SERVICE STATIONS



TOTAL PERSONNEL 3,980

FUNCTION: "Relay air traffic information and provide other flight assistance service to pilots."

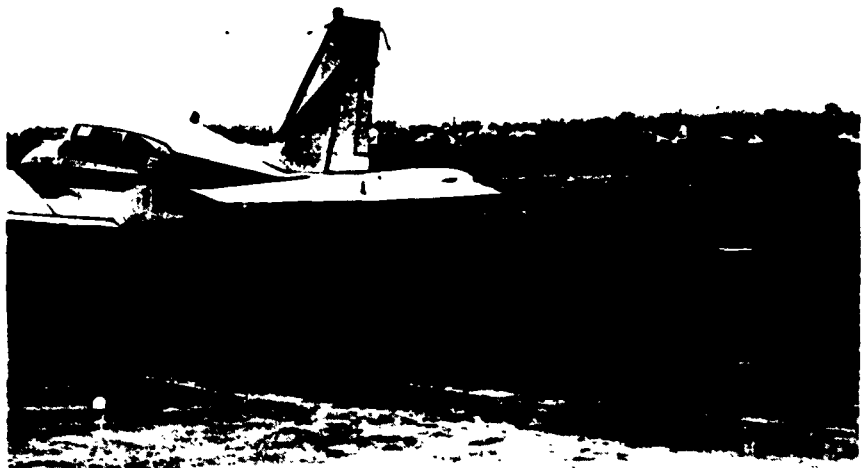
### 3. FLIGHT SERVICE STATIONS (Cont'd)

| <u>STATE</u> | <u>NO<br/>OF<br/>LCS</u> | <u>NO OF<br/>PERS<br/>RANK</u> | <u>ANNUAL<br/>COST</u> | <u>STATE</u> | <u>NO<br/>OF<br/>LCS</u> | <u>NO OF<br/>PERS<br/>RANK</u> | <u>ANNUAL<br/>COST</u> |
|--------------|--------------------------|--------------------------------|------------------------|--------------|--------------------------|--------------------------------|------------------------|
| Calif        | 23                       | 339                            | 2,693,355              | W. Va.       | 7                        | 60                             | 476,700                |
| Tex          | 22                       | 312                            | 2,478,840              | Utah         | 5                        | 58                             | 460,810                |
| Als          | 32                       | 156                            | 1,239,420              | S. C.        | 5                        | 57                             | 452,865                |
| Mo           | 7                        | 155                            | 1,231,475              | N. C.        | 5                        | 56                             | 444,920                |
| Va           | 7                        | 146                            | 1,159,970              | Nev          | 5                        | 55                             | 436,975                |
| Fla          | 12                       | 143                            | 1,136,135              | Ore          | 6                        | 55                             | 436,975                |
| Ohio         | 8                        | 140                            | 1,112,300              | Wis          | 6                        | 55                             | 436,975                |
| N. Y.        | 9                        | 134                            | 1,064,630              | N. J.        | 2                        | 49                             | 389,305                |
| Pa           | 10                       | 116                            | 921,620                | Iowa         | 5                        | 48                             | 381,360                |
| Mich         | 9                        | 107                            | 850,115                | Ky           | 4                        | 48                             | 381,360                |
| Ga           | 7                        | 106                            | 842,170                | Idaho        | 5                        | 43                             | 341,635                |
| N. M.        | 10                       | 101                            | 802,445                | Wyo          | 6                        | 43                             | 341,635                |
| Wash         | 8                        | 98                             | 778,610                | S. D.        | 5                        | 42                             | 333,690                |
| Kan          | 11                       | 96                             | 762,720                | Me           | 4                        | 39                             | 309,855                |
| Okla         | 7                        | 93                             | 738,885                | Mass         | 2                        | 39                             | 309,855                |
| Mont         | 12                       | 91                             | 722,995                | N. D.        | 5                        | 39                             | 309,855                |
| Ala          | 7                        | 85                             | 675,325                | Miss         | 3                        | 30                             | 238,350                |
| Ind          | 5                        | 83                             | 659,435                | T. H.        | 2                        | 28                             | 222,460                |
| Tenn         | 6                        | 79                             | 627,655                | Conn.        | 1                        | 17                             | 135,065                |
| Ariz         | 5                        | 78                             | 619,710                | N. H.        | 2                        | 15                             | 119,175                |
| Ill          | 4                        | 77                             | 611,765                | P. R.        | 2                        | 14                             | 111,230                |
| Neb          | 8                        | 75                             | 595,875                | Md.          | 1                        | 11                             | 87,395                 |
| Colo         | 6                        | 74                             | 587,930                | Vt.          | 1                        | 11                             | 87,395                 |
| La           | 5                        | 63                             | 500,535                |              |                          |                                |                        |
| Ark          | 6                        | 61                             | 484,645                |              |                          |                                |                        |
| Minn         | 5                        | 60                             | 476,700                | TOTAL        | 340                      | 3,980                          | \$31,621,100           |

IV. ALL REGIONS COMBINED

A. AIR TRAFFIC

4. INTERNATIONAL FLIGHT SERVICE STATIONS



TOTAL PERSONNEL 594

FUNCTION: "Relay Air Traffic information and provide other flight assistance service to pilots."

4. INTERNATIONAL FLIGHT SERVICE STATIONS (Cont'd)

| <u>LOCATIONS</u>  |              | <u>NO. OF</u><br><u>PERSONNEL</u><br><u>RANKED</u> | <u>ANNUAL</u><br><u>COST</u> |
|-------------------|--------------|----------------------------------------------------|------------------------------|
| <u>CITY</u>       | <u>STATE</u> |                                                    |                              |
| Miami             | Fla.         | 108                                                | 858,060                      |
| Balboa Hts. C. Z. | P. R.        | 87                                                 | 691,215                      |
| Jamaica           | N. Y.        | 75                                                 | 595,875                      |
| Anchorage         | Alaska       | 73                                                 | 579,985                      |
| Honolulu Oahu     | T. H.        | 64                                                 | 508,480                      |
| San Francisco     | Calif.       | 59                                                 | 468,755                      |
| San Juan          | P. R.        | 58                                                 | 460,810                      |
| Wake              | Guam         | 29                                                 | 230,405                      |
| Agana             | Guam         | 19                                                 | 150,955                      |
| Cold Bay          | Alaska       | 9                                                  | 71,505                       |
| Canton Island     | Guam         | 7                                                  | 55,615                       |
| Lovelock          | Nev.         | 1                                                  | 7,945                        |
| Philadelphia      | Pa.          | 1                                                  | 7,945                        |
| Gravelly Point    | Va.          | 1                                                  | 7,945                        |
| Bettles           | Alaska       | 1                                                  | 7,945                        |
| Cordova           | Alaska       | 1                                                  | 7,945                        |
| Farewell          | Alaska       | <u>1</u>                                           | <u>7,945</u>                 |
|                   | TOTAL        | 594                                                | \$4,719,330                  |

SYSTEMS MAINTENANCE

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE



TOTAL PERSONNEL 9,963

| <u>ORGANIZATION</u>    | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO. OF<br/>LOCATIONS</u> |
|------------------------|-----------------------------|------------------------|-----------------------------|
| SYS MAINT SECTORS      | 7,928                       | 62,987,960             | 697                         |
| MAINT DIST OFFICES     | 1,054                       | 8,374,030              | 151                         |
| REGIONAL HQS           | 510                         | 4,051,950              |                             |
| FIELD MAINT PARTIES    | 424                         | 3,368,680              | 34                          |
| LANDING FLD CARETAKERS | 47                          | 373,415                | 47                          |
| TOTAL                  | 9,963                       | \$79,156,035           |                             |

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE

1. SYSTEM MAINTENANCE SECTORS



TOTAL PERSONNEL 7,928

FUNCTION: "Maintain and repair air navigation aids and traffic control communications and plant facilities."

1. SYSTEM MAINTENANCE SECTORS (Cont'd)

| <u>STATE</u> | <u>NO<br/>OF<br/>LCS</u> | <u>NO OF<br/>PERS<br/>RANK</u> | <u>ANNUAL<br/>COST</u> | <u>STATE</u> | <u>NO<br/>OF<br/>LCS</u> | <u>NO OF<br/>PERS<br/>RANK</u> | <u>ANNUAL<br/>COST</u> |
|--------------|--------------------------|--------------------------------|------------------------|--------------|--------------------------|--------------------------------|------------------------|
| Calif        | 49                       | 770                            | 6,117,650              | Neb          | 10                       | 108                            | 858,060                |
| Tex          | 41                       | 577                            | 4,584,265              | N. C.        | 14                       | 96                             | 762,720                |
| Als          | 37                       | 563                            | 4,473,035              | Minn         | 7                        | 94                             | 746,830                |
| N. Y.        | 30                       | 383                            | 3,042,935              | Ariz         | 13                       | 93                             | 738,885                |
| Fla          | 25                       | 333                            | 2,645,685              | Nev          | 10                       | 90                             | 715,050                |
| Va           | 24                       | 288                            | 2,288,160              | Okla         | 9                        | 90                             | 715,050                |
| Pa           | 23                       | 275                            | 2,184,875              | S. C.        | 9                        | 90                             | 715,050                |
| Ohio         | 21                       | 225                            | 1,787,625              | Wyo          | 13                       | 89                             | 707,105                |
| Ga           | 18                       | 215                            | 1,708,175              | Idaho        | 12                       | 75                             | 595,875                |
| Wash         | 15                       | 210                            | 1,668,450              | Ark          | 11                       | 72                             | 572,040                |
| Ill          | 15                       | 180                            | 1,430,100              | W. Va.       | 13                       | 72                             | 572,040                |
| Colo         | 14                       | 175                            | 1,390,375              | Md           | 7                        | 71                             | 564,095                |
| N. M.        | 16                       | 169                            | 1,342,705              | Ky           | 8                        | 66                             | 524,370                |
| Tenn         | 11                       | 163                            | 1,295,035              | Wis          | 10                       | 64                             | 508,480                |
| Utah         | 10                       | 161                            | 1,279,145              | Iowa         | 11                       | 63                             | 500,535                |
| Kan          | 15                       | 160                            | 1,271,200              | Miss         | 7                        | 47                             | 373,415                |
| Mo           | 13                       | 152                            | 1,207,640              | N. D.        | 6                        | 43                             | 341,635                |
| Ind          | 12                       | 146                            | 1,159,970              | Me           | 7                        | 41                             | 325,745                |
| T. H.        | 11                       | 142                            | 1,128,190              | N. H.        | 3                        | 40                             | 317,800                |
| Mich         | 17                       | 140                            | 1,112,300              | S. D.        | 9                        | 40                             | 317,800                |
| La           | 8                        | 133                            | 1,056,685              | Conn         | 4                        | 30                             | 238,350                |
| N. J.        | 12                       | 131                            | 1,040,795              | R. I.        | 2                        | 23                             | 182,735                |
| Mont         | 15                       | 124                            | 985,180                | Vt           | 2                        | 18                             | 143,010                |
| Ore          | 13                       | 123                            | 977,235                | Del          | 2                        | 11                             | 87,395                 |
| P. R.        | 5                        | 118                            | 937,510                | D. C.        | 1                        | 2                              | 15,890                 |
| Mass         | 11                       | 117                            | 929,565                | Bahamas      | 1                        | 1                              | 7,945                  |
| Ala          | 11                       | 116                            | 921,620                |              |                          |                                |                        |
| Guam         | 4                        | 110                            | 873,950                |              |                          |                                |                        |
|              |                          |                                |                        |              | 697                      | 7,928                          | \$62,987,960           |

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE

2. MAINTENANCE DISTRICT OFFICES



TOTAL PERSONNEL 1,054

FUNCTION: "Supervise the work program of several System Maintenance Sectors."

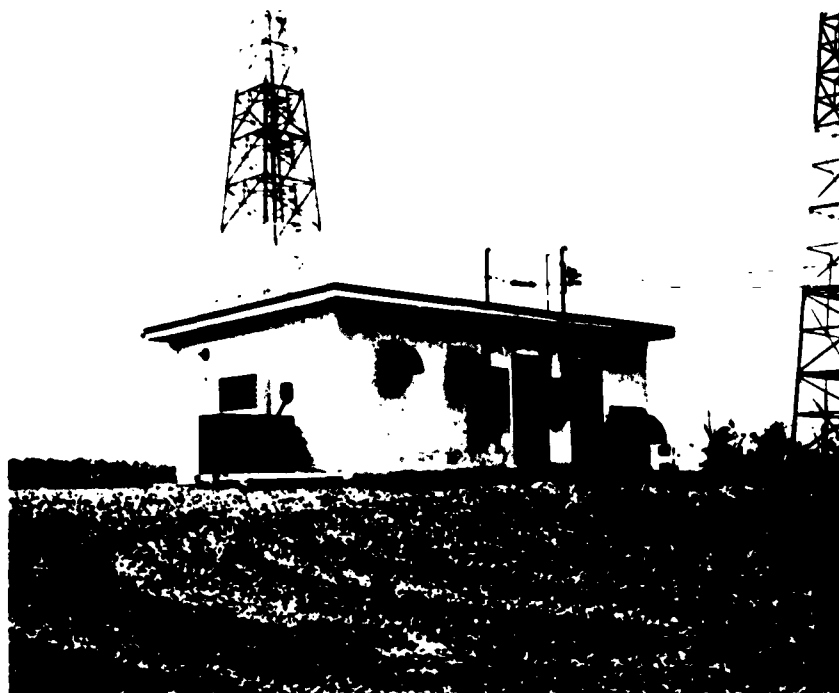
## 2. MAINTENANCE DISTRICT OFFICES ( Cont'd)

| LOCATIONS      |       | NO OF     | ANNUAL  | LOCATIONS    |       | NO OF     | ANNUAL      |
|----------------|-------|-----------|---------|--------------|-------|-----------|-------------|
| CITY           | STATE | PERS RANK | COST    | CITY         | STATE | PERS RANK | COST        |
| Miami          | Fla   | 37        | 293,965 | Portland     | Me    | 6         | 47,670      |
| East Point     | Ga    | 27        | 214,515 | Billings     | Mon   | 6         | 47,670      |
| El Paso        | Tex   | 26        | 206,570 | Syracuse     | N. Y. | 6         | 47,670      |
| San Antonio    | Tex   | 26        | 206,570 | Arlington    | Va    | 5         | 39,725      |
| Seattle        | Wash  | 26        | 206,570 | Green Bay    | Wis   | 5         | 39,725      |
| Albuquerque    | N. M. | 25        | 198,625 | Aurora       | Ill   | 4         | 31,780      |
| Los Angeles    | Cal   | 24        | 190,680 | Des Moines   | Iow   | 4         | 31,780      |
| Tulsa          | Okla  | 24        | 190,680 | Olathe       | Kan   | 4         | 31,780      |
| Memphis        | Tenn  | 24        | 190,680 | Juneau       | Als   | 4         | 31,780      |
| Denver         | Colo  | 23        | 182,735 | Atlanta      | Ga    | 3         | 23,835      |
| Detroit        | Mch   | 23        | 182,735 | Chicago      | Ill   | 3         | 23,835      |
| Oakland        | Cal   | 21        | 166,845 | Moline       | Ill   | 3         | 23,835      |
| New Orleans    | La    | 21        | 166,845 | Peoria       | Ill   | 3         | 23,835      |
| Raleigh        | N. C. | 21        | 166,845 | Rockford     | Ill   | 3         | 23,835      |
| Salt Lake City | Utah  | 21        | 166,845 | Hutchinson   | Kan   | 3         | 23,835      |
| Fort Worth     | Tex   | 20        | 158,900 | Kansas City  | Mo    | 3         | 23,835      |
| Montgomery     | Ala   | 18        | 143,010 | Fairbanks    | Als   | 3         | 23,835      |
| Phoenix        | Ari   | 18        | 143,010 | Joliet       | Ill   | 2         | 15,890      |
| Jacksonville   | Fla   | 18        | 143,010 | Springfield  | Ill   | 2         | 15,890      |
| Kansas City    | Kan   | 18        | 143,010 | Evansville   | Ind   | 2         | 15,890      |
| Minneapolis    | Min   | 18        | 143,010 | Fort Wayne   | Ind   | 2         | 15,890      |
| San Francisco  | Cal   | 16        | 127,120 | Cedar Rapids | Iow   | 2         | 15,890      |
| Valley Stream  | N. Y. | 16        | 127,120 | Anthony      | Kan   | 2         | 15,890      |
| Indianapolis   | Ind   | 15        | 119,175 | Garden City  | Kan   | 2         | 15,890      |
| Portland       | Ore   | 15        | 119,175 | Salina       | Kan   | 2         | 15,890      |
| Bedford        | Mass  | 14        | 111,230 | Topeka       | Kan   | 2         | 15,890      |
| St. Louis      | Mo    | 14        | 111,230 | Grand Rapids | Mch   | 2         | 15,890      |
| Cleveland      | Oho   | 14        | 111,230 | Jackson      | Mch   | 2         | 15,890      |
| Great Falls    | Mont  | 13        | 103,285 | Rochester    | Minn  | 2         | 15,890      |
| Omaha          | Neb   | 13        | 103,285 | Farmington   | Mo    | 2         | 15,890      |
| Spokane        | Wash  | 13        | 103,285 | Lincoln      | Neb   | 2         | 15,890      |
| Park Ridge     | Ill   | 12        | 95,340  | Roswell      | N. M. | 2         | 15,890      |
| Los Vegas      | Nev   | 12        | 95,340  | Charlotte    | N. C. | 2         | 15,890      |
| Boise          | Ida   | 11        | 87,395  | Pierre       | S. D. | 2         | 15,890      |
| Wichita        | Kan   | 11        | 87,395  | Milwaukee    | Wis   | 2         | 15,890      |
| Reno           | Nev   | 11        | 87,395  | Palmdale     | Cal   | 1         | 7,945       |
| Alexandria     | Va    | 11        | 87,395  | Hilliard     | Fla   | 1         | 7,945       |
| Anchorage      | Als   | 11        | 87,395  | Orlando      | Fla   | 1         | 7,945       |
| Grand Junction | Colo  | 10        | 79,450  | Pahokee      | Fla   | 1         | 7,945       |
| South Bend     | Ind   | 10        | 79,450  | Bradford     | Ill   | 1         | 7,945       |
| Louisville     | Ky    | 10        | 79,450  | Champaign    | Ill   | 1         | 7,945       |
| Glens Falls    | N. Y. | 10        | 79,450  | Chicago Hts  | Ill   | 1         | 7,945       |
| New Rochelle   | N. Y. | 10        | 79,450  | Quincy       | Ill   | 1         | 7,945       |
| Erie           | Pa    | 10        | 79,450  | Vandalia     | Ill   | 1         | 7,945       |
| Harrisburg     | Pa    | 10        | 79,450  | La Grange    | Ind   | 1         | 7,945       |
| Philadelphia   | Pa    | 10        | 79,450  | Terre Haute  | Ind   | 1         | 7,945       |
| Richmond       | Va    | 10        | 79,450  | Burlington   | Iow   | 1         | 7,945       |
| Roanoke        | Va    | 10        | 79,450  | Sioux City   | Iow   | 1         | 7,945       |
| Fresno         | Cal   | 9         | 71,505  | Waterloo     | Iow   | 1         | 7,945       |
| North Platte   | Mch   | 9         | 71,505  | Chanute      | Kan   | 1         | 7,945       |
| Cincinnati     | Oho   | 9         | 71,505  | Emporia      | Kan   | 1         | 7,945       |
| Medford        | Ore   | 9         | 71,505  | Goodland     | Kan   | 1         | 7,945       |
| Agana          | Guam  | 9         | 71,505  | Baton Rouge  | La    | 1         | 7,945       |
| Fargo          | N. D. | 8         | 63,560  | Flint        | Mch   | 1         | 7,945       |
| Pittsburgh     | Pa    | 8         | 63,560  | Houghton     | Mch   | 1         | 7,945       |
| Sioux Falls    | S. D. | 8         | 63,560  | Muskegon     | Mch   | 1         | 7,945       |
| Casper         | Wyo   | 8         | 63,560  | Traverse Cy  | Mch   | 1         | 7,945       |
| Honolulu Oahu  | T. H. | 8         | 63,560  | Other        |       | 35        | 278,075     |
| Santa Monica   | Cal   | 7         | 55,615  | Total        |       | 1054      | \$8,374,030 |

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE

3. FIELD MAINT PARTIES



TOTAL PERSONNEL 424

FUNCTION: "Perform major repairs and maintenance to buildings, structures and roads by use of FAA personnel or with contractor assistance."

### 3. FIELD MAINT PARTIES (Cont'd)

| <u>LOCATIONS</u> |              | <u>NO. OF</u>    | <u>ANNUAL</u> |
|------------------|--------------|------------------|---------------|
| <u>CITY</u>      | <u>STATE</u> | <u>PERSONNEL</u> | <u>COST</u>   |
|                  |              | <u>RANKED</u>    |               |
| Anchorage        | Alaska       | 118              | 937,510       |
| Wake Island      | Guam         | 86               | 683,270       |
| Kansas City      | Mo.          | 22               | 174,790       |
| Jamaica          | N. Y.        | 15               | 119,175       |
| Columbus         | Ohio         | 11               | 87,395        |
| Honolulu Oahu    | T. H.        | 11               | 87,395        |
| Palmdale         | Calif.       | 10               | 79,450        |
| San Mateo        | Calif.       | 10               | 79,450        |
| Watertown        | S. D.        | 10               | 79,450        |
| Joliet           | Ill.         | 9                | 71,505        |
| Ft. Wayne        | Ind.         | 9                | 71,505        |
| Worcester        | Mass.        | 9                | 71,505        |
| Avaco            | Pa.          | 9                | 71,505        |
| Gravelly Point   | Va.          | 9                | 71,505        |
| Vichy            | Mo.          | 9                | 71,505        |
| Phoenix          | Ariz.        | 8                | 63,560        |
| Minneapolis      | Minn.        | 8                | 63,560        |
| Seattle          | Wash.        | 8                | 63,560        |
| Denver           | Colo.        | 7                | 55,615        |
| Salt Lake City   | Utah         | 7                | 55,615        |
| Atlanta          | Ga.          | 6                | 47,670        |
| Pittsburgh       | Pa.          | 6                | 47,670        |
| Boise            | Idaho        | 5                | 39,725        |
| Yahutat          | Alaska       | 4                | 31,780        |
| Canton Island    | Guam         | 4                | 31,780        |
| Sanannah         | Ga.          | 3                | 23,835        |
| Missoula         | Mont.        | 3                | 23,835        |
| Cold Bay         | Alaska       | 2                | 15,890        |
| Hilliard         | Fla.         | 1                | 7,945         |
| Baton Rouge      | La.          | 1                | 7,945         |
| Leesburg         | Va.          | 1                | 7,945         |
| Bethel           | Alaska       | 1                | 7,945         |
| King Salmon      | Alaska       | 1                | 7,945         |
| Agana            | Guam         | 1                | 7,945         |
|                  | TOTAL        | 424              | \$3,368,680   |

FLIGHT STANDARDS

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS



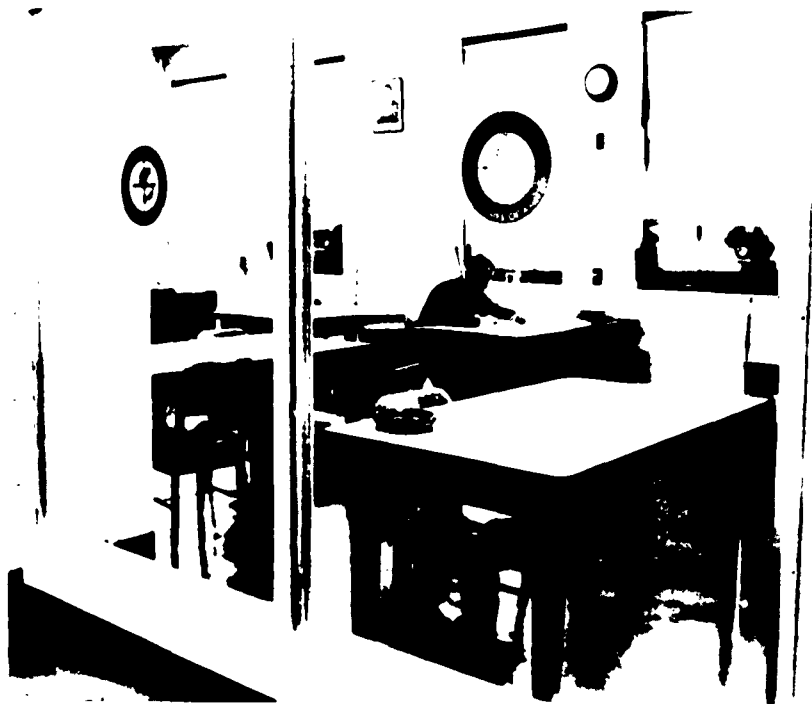
TOTAL PERSONNEL 2,904

| <u>ORGANIZATION</u>  | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO. OF<br/>LOCATIONS</u> |
|----------------------|-----------------------------|------------------------|-----------------------------|
| REGIONAL HQS         | 1,070                       | 8,501,150              | 23                          |
| GEN'L AVIA DIST OFF  | 593                         | 4,711,385              | 81                          |
| FLT INSPECT FLD OFF  | 525                         | 4,171,125              | 21                          |
| AIR CARRIER DIST OFF | 502                         | 3,988,390              | 33                          |
| ENGR & MFG DIST OFF  | 129                         | 1,024,905              | 25                          |
| FLT STDS DIST OFF    | 85                          | 675,325                | 10                          |
| TOTAL                | 2,904                       | \$23,072,280           |                             |

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

1. GENERAL AVIATION DISTRICT OFFICES



TOTAL PERSONNEL 593

FUNCTION: "Examine and certificate general airmen, air agencies, and air taxi operators. Maintain surveillance over executive, business, pleasure and instructional flying to assure compliance with safety rules and standards."

# 1. GENERAL AVIATION DISTRICT OFFICES (Cont'd)

| LOCATIONS      |       | NO OF     | ANNUAL  | LOCATIONS     |       | NO OF     | ANNUAL      |
|----------------|-------|-----------|---------|---------------|-------|-----------|-------------|
| CITY           | STATE | PERS RANK |         | CITY          | STATE | PERS RANK |             |
| Miami          | Fla   | 16        | 127,120 | Spokane       | Wash  | 7         | 55,615      |
| West Chicago   | Ill   | 15        | 119,175 | Birmingham    | Ala   | 6         | 47,670      |
| Minneapolis    | Minn  | 15        | 119,175 | Sacramento    | Calif | 6         | 47,670      |
| Oakland        | Calif | 14        | 111,230 | San Diego     | Calif | 6         | 47,670      |
| Van Nuys       | Calif | 13        | 103,285 | Louisville    | Ky    | 6         | 47,670      |
| Teterboro      | N. J. | 13        | 103,285 | Grand Rapids  | Mich  | 6         | 47,670      |
| St. Louis      | Mo    | 12        | 95,340  | 5530          | Mich  | 6         | 47,670      |
| Oklahoma City  | Okla  | 12        | 95,340  | Albany        | N. Y. | 6         | 47,670      |
| Los Angeles    | Calif | 11        | 87,395  | Charlotte     | N. C. | 6         | 47,670      |
| Denver         | Colo  | 11        | 87,395  | Fargo         | N. D. | 6         | 47,670      |
| Kansas City    | Kan   | 11        | 87,395  | Columbus      | Ohio  | 6         | 47,670      |
| Pittsburgh     | Pa    | 11        | 87,395  | Harrisburg    | Pa    | 6         | 47,670      |
| Dallas         | Tex   | 11        | 87,395  | Philadelphia  | Pa    | 6         | 47,670      |
| Indianapolis   | Ind   | 10        | 79,450  | Little Rock   | Ark   | 5         | 39,725      |
| Des Moines     | Iowa  | 10        | 79,450  | Shreveport    | La    | 5         | 39,725      |
| Ypsilanti      | Mich  | 10        | 79,450  | El Paso       | Tex   | 5         | 39,725      |
| Lincoln        | Neb   | 10        | 79,450  | Boise         | Ida   | 4         | 31,780      |
| Lindenhurst    | N. Y. | 10        | 79,450  | Reno          | Nev   | 4         | 31,780      |
| Cleveland      | Ohio  | 10        | 79,450  | Albuquerque   | N. M. | 4         | 31,780      |
| Portland       | Ore   | 10        | 79,450  | Raleigh       | N. C. | 4         | 31,780      |
| San Antonio    | Tex   | 10        | 79,450  | Rapid City    | S. D. | 4         | 31,780      |
| Milwaukee      | Wis   | 10        | 79,450  | Salt Lake Cty | Utah  | 4         | 31,780      |
| Phoenix        | Ariz  | 9         | 71,505  | Honolulu Oahu | T. H. | 4         | 31,780      |
| Fresno         | Calif | 9         | 71,505  | Jacksonville  | Fla   | 3         | 23,835      |
| St. Petersburg | Fla   | 9         | 71,505  | Billings      | Mont  | 3         | 23,835      |
| Atlanta        | Ga    | 9         | 71,505  | Helena        | Mont  | 3         | 23,835      |
| Wichita        | Kan   | 9         | 71,505  | Columbia      | S. C. | 3         | 23,835      |
| Cincinnati     | Ohio  | 9         | 71,505  | Memphis       | Tenn  | 3         | 23,835      |
| Houston        | Tex   | 9         | 71,505  | Cheyenne      | Wyo   | 3         | 23,835      |
| Lubbock        | Tex   | 9         | 71,505  | Flushing      | N. Y. | 2         | 15,890      |
| Long Beach     | Calif | 8         | 63,560  | Gravelly Pt   | Va    | 2         | 15,890      |
| Springfield    | Ill   | 8         | 63,560  | Tulsa         | Okla  | 1         | 7,945       |
| Norwood        | Mass  | 8         | 63,560  | Monongahela   | Pa    | 1         | 7,945       |
| Westfield      | Mass  | 8         | 63,560  | 4304 *        | Tex   | 1         | 7,945       |
| Allentown      | Pa    | 8         | 63,560  | San Juan      | P. R. | 1         | 7,945       |
| Seattle        | Wash  | 8         | 63,560  |               |       |           |             |
| Ontario        | Calif | 7         | 55,615  | TOTAL         |       | 593       | \$4,711,385 |
| South Bend     | Ind   | 7         | 55,615  |               |       |           |             |
| New Orleans    | La    | 7         | 55,615  |               |       |           |             |
| Portland       | Me    | 7         | 55,615  |               |       |           |             |
| Baltimore      | Md    | 7         | 55,615  |               |       |           |             |
| Jackson        | Miss  | 7         | 55,615  |               |       |           |             |
| Rochester      | N. Y. | 7         | 55,615  |               |       |           |             |
| Nashville      | Tenn  | 7         | 55,615  |               |       |           |             |
| Ft. Worth      | Tex   | 7         | 55,615  |               |       |           |             |
| Richmond       | Va    | 7         | 55,615  |               |       |           |             |

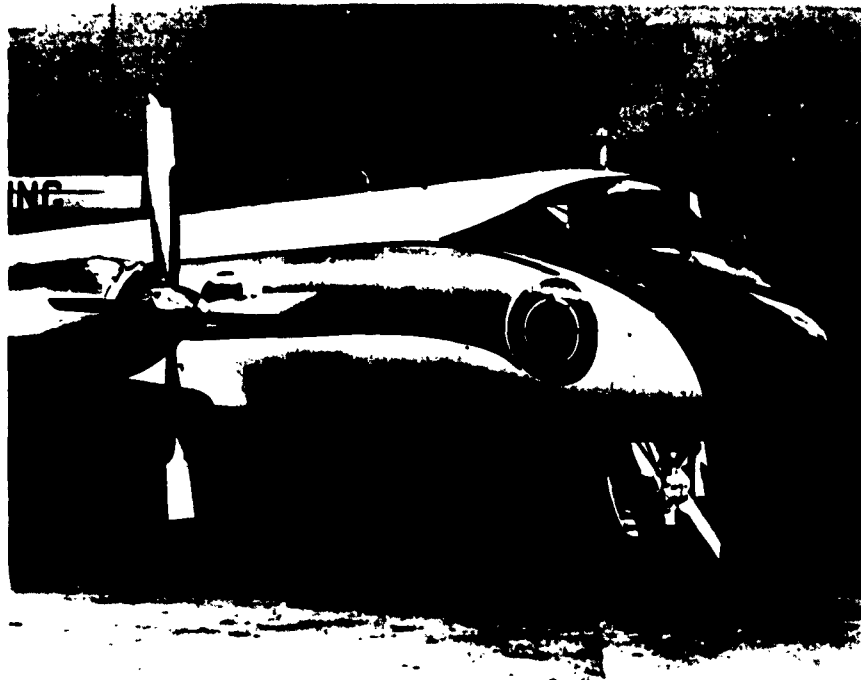
\* City name for code 4304 not known.

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V. ALL REGIONS COMBINED

C. FLIGHTS STANDARDS

2. FLIGHT INSPECTION FIELD OFFICES



TOTAL PERSONNEL 525

**FUNCTION:** "Perform flight inspection to certify the reliability of the signals emanating from ground electronic equipment used as aids to air navigation. Checks are made to calibrate newly installed, relocated or modified facilities."

2. FLIGHT INSPECTION FIELD OFFICES (Cont'd)

| LOCATIONS      |              | NO. OF                            | ANNUAL       |
|----------------|--------------|-----------------------------------|--------------|
| <u>CITY</u>    | <u>STATE</u> | <u>PERSONNEL</u><br><u>RANKED</u> | <u>COST</u>  |
| Atlanta        | Ga.          | 95                                | 754,775      |
| Ft. Worth      | Tex.         | 46                                | 365,470      |
| Jamaica        | N. Y.        | 45                                | 357,525      |
| Battle Creek   | Mich.        | 31                                | 246,295      |
| Kansas City    | Mo.          | 30                                | 238,350      |
| Minneapolis    | Minn.        | 29                                | 230,405      |
| Columbus       | Ohio         | 28                                | 222,460      |
| Bradford       | Mass.        | 26                                | 206,570      |
| Oakland        | Calif.       | 24                                | 190,680      |
| Santa Monica   | Calif.       | 24                                | 190,680      |
| Orlando        | Fla.         | 23                                | 182,735      |
| Meridian       | Miss.        | 22                                | 174,790      |
| Seattle        | Wash.        | 22                                | 174,790      |
| Anchorage      | Alaska       | 21                                | 166,845      |
| Richmond       | Va.          | 17                                | 135,065      |
| Albuquerque    | N. M.        | 16                                | 127,120      |
| Salt Lake City | Utah         | 14                                | 111,230      |
| Denver         | Colo.        | 9                                 | 71,505       |
| Los Angeles    | Calif.       | 1                                 | 7,945        |
| Sidon          | Miss.        | 1                                 | 7,945        |
| Honolulu Oahu  | T. H.        | <u>1</u>                          | <u>7,945</u> |
|                | TOTAL        | 525                               | \$4,171,125  |

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

3. AIR CARRIER DISTRICT OFFICES



TOTAL PERSONNEL 502

FUNCTION: "Examine and certificate air carriers, airmen, and air agencies. Maintain surveillance over all U. S. air carrier activities to insure continuing compliance with civil air regulations. Investigate accidents & violations."

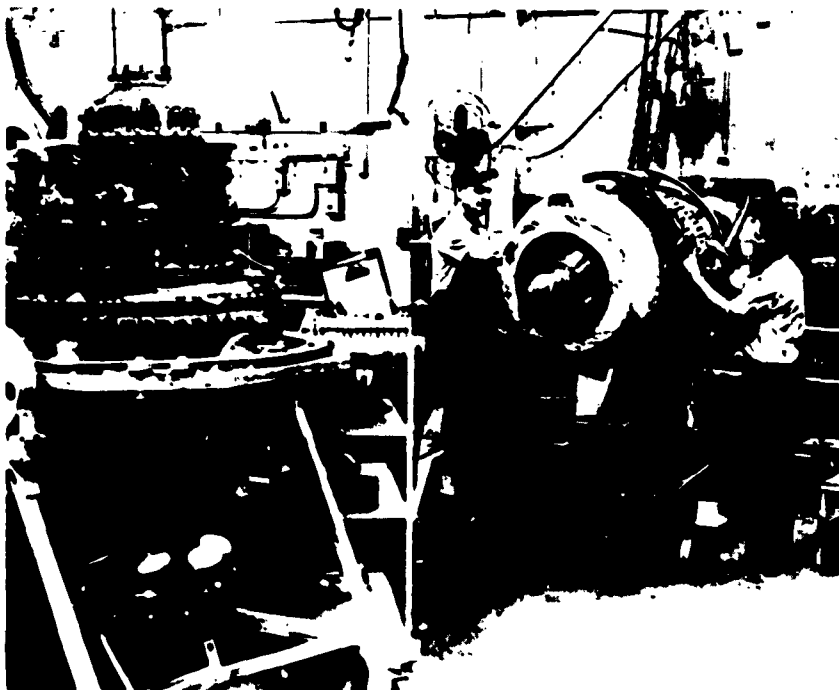
### 3. AIR CARRIER DISTRICT OFFICES (Cont'd)

| <u>LOCATIONS</u> |              | <u>NO. OF</u><br><u>PERSONNEL</u><br><u>RANKED</u> | <u>ANNUAL</u><br><u>COST</u> |
|------------------|--------------|----------------------------------------------------|------------------------------|
| <u>CITY</u>      | <u>STATE</u> |                                                    |                              |
| Miami            | Fla.         | 52                                                 | 413,140                      |
| Kansas City      | Mo.          | 33                                                 | 262,185                      |
| San Francisco    | Calif.       | 31                                                 | 246,295                      |
| Minneapolis      | Minn.        | 30                                                 | 238,350                      |
| Jamaica          | N. Y.        | 30                                                 | 238,350                      |
| East Point       | Ga.          | 28                                                 | 222,460                      |
| Los Angeles      | Calif.       | 27                                                 | 214,515                      |
| Denver           | Colo.        | 26                                                 | 206,570                      |
| Dallas           | Tex.         | 22                                                 | 174,790                      |
| Burbank          | Calif.       | 20                                                 | 158,900                      |
| Boston           | Mass.        | 20                                                 | 158,900                      |
| Chicago          | Ill.         | 17                                                 | 135,065                      |
| Seattle          | Wash.        | 15                                                 | 119,175                      |
| Newark           | N. J.        | 14                                                 | 111,230                      |
| Flushing         | N. Y.        | 13                                                 | 103,285                      |
| Ft. Worth        | Tex.         | 13                                                 | 103,285                      |
| Honolulu Oahu    | T. H.        | 12                                                 | 95,340                       |
| Houston          | Tex.         | 11                                                 | 87,395                       |
| Ypsilanti        | Mich.        | 10                                                 | 79,450                       |
| St. Louis        | Mo.          | 10                                                 | 79,450                       |
| Tulsa            | Okla.        | 10                                                 | 79,450                       |
| Indianapolis     | Ind.         | 9                                                  | 71,505                       |
| Utica            | N. Y.        | 8                                                  | 63,560                       |
| Winston Salem    | N. C.        | 8                                                  | 63,560                       |
| Nashville        | Tenn.        | 8                                                  | 63,560                       |
| San Antonio      | Tex.         | 6                                                  | 47,670                       |
| Gravelly Point   | Va.          | 6                                                  | 47,670                       |
| Pittsburgh       | Pa.          | 5                                                  | 39,725                       |
| San Juan         | P. R.        | 4                                                  | 31,780                       |
| Washington       | D. C.        | 1                                                  | 7,945                        |
| New Orleans      | La.          | 1                                                  | 7,945                        |
| South Belmar     | N. J.        | 1                                                  | 7,945                        |
| Oklahoma City    | Okla.        | 1                                                  | 7,945                        |
| TOTAL            |              | 502                                                | \$3,988,390                  |

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

4. ENGR & MFG DISTRICT OFFICES



TOTAL PERSONNEL 129

FUNCTION: "Inspect and certificate aircraft modifications and factory production of aircraft and components. Witness tests for proof of compliance with airworthiness design standards."

4. ENGR & MFG DISTRICT OFFICES (Cont'd)

| <u>LOCATIONS</u> |              | <u>NO. OF</u>    | <u>ANNUAL</u> |
|------------------|--------------|------------------|---------------|
| <u>CITY</u>      | <u>STATE</u> | <u>PERSONNEL</u> | <u>COST</u>   |
|                  |              | <u>RANKED</u>    |               |
| East Point       | Ga.          | 20               | 158,900       |
| Seattle          | Wash.        | 12               | 95,340        |
| Miami            | Fla.         | 8                | 63,560        |
| Long Beach       | Calif.       | 7                | 55,615        |
| Burbank          | Calif.       | 6                | 47,670        |
| Windsor          | Conn.        | 6                | 47,670        |
| Marietta         | Ga.          | 6                | 47,670        |
| Muskegon         | Mich.        | 6                | 47,670        |
| Vandalia         | Ohio         | 6                | 47,670        |
| Ft. Worth        | Tex.         | 6                | 47,670        |
| San Diego        | Calif.       | 5                | 39,725        |
| Santa Monica     | Calif.       | 5                | 39,725        |
| Wichita          | Kan.         | 5                | 39,725        |
| Indianapolis     | Ind.         | 4                | 31,780        |
| Bethany          | Okla.        | 4                | 31,780        |
| Harrisburg       | Pa.          | 4                | 31,780        |
| San Antonio      | Tex.         | 4                | 31,780        |
| Ypsilanti        | Mich.        | 3                | 23,835        |
| Hasbrouch Hts.   | N. J.        | 3                | 23,835        |
| Bethpage         | N. Y.        | 3                | 23,835        |
| Stratford        | Conn.        | 2                | 15,890        |
| Hagerstown       | Md.          | 1                | 7,945         |
| 9380             | Md.          | 1                | 7,945         |
| Teterboro        | N. J.        | 1                | 7,945         |
| Williamsport     | Pa.          | <u>1</u>         | <u>7,945</u>  |
|                  | TOTAL        | 129              | \$1,024,905   |

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

5. FLIGHT STANDARDS DISTRICT OFFICES



TOTAL PERSONNEL 85

FUNCTION: "A combined office consisting of any combination of ACDO, GADO or EMDO. Used where the office size of the ACDO, GADO or EMDO at the same location is so small that it is more efficient to combine into a FSDO."

5. FLIGHT STANDARDS DISTRICT OFFICES (Cont'd)

| <u>LOCATIONS</u> |              | <u>NO. OF</u>    | <u>ANNUAL</u> |
|------------------|--------------|------------------|---------------|
| <u>CITY</u>      | <u>STATE</u> | <u>PERSONNEL</u> | <u>COST</u>   |
|                  |              | <u>RANKED</u>    |               |
| Anchorage        | Alaska       | 40               | 317,800       |
| Flushing         | N. Y.        | 12               | 95,340        |
| Fairbanks        | Alaska       | 10               | 79,450        |
| Gravelly Point   | Va.          | 8                | 63,560        |
| Juneau           | Alaska       | 6                | 47,670        |
| Philadelphia     | Pa.          | 3                | 23,835        |
| Washington       | D. C.        | 2                | 15,890        |
| Abingdon         | Va.          | 2                | 15,890        |
| Battle Creek     | Mich.        | 1                | 7,945         |
| Richmond         | Va.          | <u>1</u>         | <u>7,945</u>  |
|                  | TOTAL        | 85               | \$675,325     |

AIRPORTS

V. ALL REGIONS COMBINED

D. AIRPORTS



TOTAL PERSONNEL 389

| <u>ORGANIZATION</u> | <u>NO. OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO. OF<br/>LOCATIONS</u> |
|---------------------|-----------------------------|------------------------|-----------------------------|
| AIRPORT DIST. OFF'S | 224                         | 1,779,680              | 25                          |
| REGIONAL HQS        | <u>165</u>                  | <u>1,310,925</u>       | <u>7</u>                    |
| TOTAL               | 389                         | \$3,090,605            |                             |

V. ALL REGIONS COMBINED

D. AIRPORTS

1. AIRPORT DISTRICT OFFICES



TOTAL PERSONNEL 224

FUNCTION: "Gather airport data that is used in establishing engineering standards. Plan the development of airports. Determine compliance with the terms of agreements under which funds or facilities have been made available to municipalities. Administer the Federal-Aid Airport Program."

1. AIRPORT DISTRICT OFFICES (Cont'd)

| LOCATIONS      |              | NO. OF                            | ANNUAL      |
|----------------|--------------|-----------------------------------|-------------|
| <u>CITY</u>    | <u>STATE</u> | <u>PERSONNEL</u><br><u>RANKED</u> | <u>COST</u> |
| Ft. Worth      | Tex.         | 16                                | 127,120     |
| Miami          | Fla.         | 12                                | 95,340      |
| Lansing        | Mich.        | 12                                | 95,340      |
| Shreveport     | La.          | 11                                | 87,395      |
| Boston         | Mass.        | 11                                | 87,395      |
| St. Paul       | Minn.        | 11                                | 87,395      |
| Seattle        | Wash.        | 11                                | 87,395      |
| Chicago        | Ill.         | 10                                | 79,450      |
| Lincoln        | Neb.         | 10                                | 79,450      |
| Oklahoma City  | Okla.        | 10                                | 79,450      |
| Los Angeles    | Calif.       | 9                                 | 71,505      |
| Oakland        | Calif.       | 9                                 | 71,505      |
| East Point     | Ga.          | 9                                 | 71,505      |
| Charlotte      | N. C.        | 9                                 | 71,505      |
| Columbus       | Ohio         | 9                                 | 71,505      |
| Harrisburg     | Pa.          | 9                                 | 71,505      |
| Denver         | Colo.        | 8                                 | 63,560      |
| Jackson        | Miss.        | 8                                 | 63,560      |
| Kansas City    | Mo.          | 8                                 | 63,560      |
| Jamaica        | N. Y.        | 7                                 | 55,615      |
| Phoenix        | Ariz.        | 6                                 | 47,670      |
| Alexandria     | Va.          | 6                                 | 47,670      |
| Reno           | Nev.         | 5                                 | 39,725      |
| Helena         | Mont.        | 4                                 | 31,780      |
| Gravelly Point | Va.          | 4                                 | 31,780      |
|                | TOTAL        | 224                               | \$1,779,680 |

V. ALL REGIONS COMBINED

E. INSTALLATION AND MATERIEL



TOTAL PERSONNEL 2,843

| <u>ORGANIZATION</u>  | <u>NO OF<br/>PERSONNEL</u> | <u>ANNUAL<br/>COST</u> | <u>NO OF<br/>LOCATIONS</u> |
|----------------------|----------------------------|------------------------|----------------------------|
| COMMISSARIES ,       | 67                         | 532,315                | 5                          |
| MESS & DOMESTIC SCVS | 2,776                      | 22,055,320             |                            |
| REGIONAL HQS         | 2,843                      | \$22,587,635           |                            |
| TOTAL                |                            |                        |                            |

1. COMMISSARIES, MESSING, AND DOMESTIC SERVICES (Cont'd)

| <u>LOCATIONS</u> |               | <u>NO OF</u>     | <u>ANNUAL</u>    |
|------------------|---------------|------------------|------------------|
| <u>STATE</u>     | <u>CITY</u>   | <u>PERSONNEL</u> | <u>COST</u>      |
|                  |               | <u>RANKED</u>    |                  |
| Guam             | Wake Is.      | 40               | 317,800          |
| Guam             | Canton Is.    | 15               | 119,175          |
| Alaska           | Anchorage     | 9                | 71,505           |
| T. H.            | Honolulu Oahu | 2                | 15,890           |
| Ky               | Covington     | 1                | 7,945            |
|                  | TOTAL         | <u>67</u>        | <u>\$532,315</u> |

VI. AERONAUTICAL CENTER



TOTAL PERSONNEL 4,083

1. AERONAUTICAL CENTER (Cont'd)

| LOCATIONS      |       | NO OF     | ANNUAL     | LOCATIONS    |       | NO OF     | ANNUAL       |
|----------------|-------|-----------|------------|--------------|-------|-----------|--------------|
| CITY           | STATE | PERS RANK |            | CITY         | STATE | PERS RANK |              |
| Oklahoma City  | Okla  | 3,950     | 31,382,750 | Owls Head    | Me    | 1         | 7,945        |
| Washington     | D. C. | 45        | 357,525    | Waterville   | Me    | 1         | 7,945        |
| Gravelly Point | Va    | 23        | 182,735    | Baltimore    | Md    | 1         | 7,945        |
| Los Angeles    | Calif | 20        | 158,900    | 7575 *       | Md    | 1         | 7,945        |
| 8907 *         | Ariz  | 1         | 7,945      | Boston       | Mass  | 1         | 7,945        |
| Gateway        | Ark   | 1         | 7,945      | 5147 *       | Mass  | 1         | 7,945        |
| Moro           | Ark   | 1         | 7,945      | Detroit      | Mich  | 1         | 7,945        |
| 3028 *         | Ark   | 1         | 7,945      | 8342 *       | Miss  | 1         | 7,945        |
| 9100 *         | Ark   | 1         | 7,945      | 0125 *       | Mo    | 1         | 7,945        |
| Culver City    | Calif | 1         | 7,945      | Kansas City  | Mo    | 1         | 7,945        |
| Pasadena       | Calif | 1         | 7,945      | Sleeper      | Mo    | 1         | 7,945        |
| 3000 *         | Conn  | 1         | 7,945      | Loup City    | Neb   | 1         | 7,945        |
| 7305 *         | Conn  | 1         | 7,945      | New York     | N. Y. | 1         | 7,945        |
| Miami          | Fla   | 1         | 7,945      | Cleveland    | Ohio  | 1         | 7,945        |
| Orlando        | Fla   | 1         | 7,945      | Oilton       | Okla  | 1         | 7,945        |
| Lewiston       | Idaho | 1         | 7,945      | Tulsa        | Okla  | 1         | 7,945        |
| 6900 *         | Idaho | 1         | 7,945      | Latrobe      | Pa    | 1         | 7,945        |
| Chicago        | Ill   | 1         | 7,945      | Philadelphia | Pa    | 1         | 7,945        |
| Earlton        | Kan   | 1         | 7,945      | Dallas       | Tex   | 1         | 7,945        |
| Kincaid        | Kan   | 1         | 7,945      | El Paso      | Tex   | 1         | 7,945        |
| Wichita        | Kan   | 1         | 7,945      | Richmond     | Va    | 1         | 7,945        |
| 8360 *         | Ky    | 1         | 7,945      | Seattle      | Wash  | 1         | 7,945        |
| 8595 *         | Ky    | 1         | 7,945      | Tacoma       | Wash  | 1         | 7,945        |
| New Orleans    | La    | 1         | 7,945      |              |       |           |              |
| 3913 *         | La    | 1         | 7,945      |              |       |           |              |
| 2280 *         | Me    | 1         | 7,945      |              |       |           |              |
|                |       |           |            | TOTAL        |       | 4,083     | \$32,439,435 |

\* City name for code number not known.

VI. N A F E C



TOTAL PERSONNEL 1,680

| <u>ORGANIZATION</u> | <u>NO. OF PERSONNEL</u> |                       | <u>ANNUAL COST</u>  |
|---------------------|-------------------------|-----------------------|---------------------|
|                     | <u>ATL CITY</u>         | <u>BOSTON-BEDFORD</u> |                     |
| TECH SVCS DIV       | 688                     | 15                    | \$5,585,335         |
| SUPPORT SVCS DIV    | 366                     |                       | 2,907,870           |
| EXPERMT'L DIV       | 301                     | 8                     | 2,455,005           |
| EVALUATION DIV      | 121                     |                       | 961,345             |
| RESEARCH DIV        | 77                      |                       | 611,765             |
| MGT SVCS DIV        | 73                      |                       | 579,985             |
| OTHER               | 31                      |                       | 246,295             |
| <u>TOTAL</u>        | <u>1,657</u>            | <u>23</u>             | <u>\$13,347,600</u> |

## VIII. THE PERSONNEL DATA CARD DECK

The source of the personnel data contained in this report was the IBM Personnel Card Deck on file in the FAA Data Processing Branch, MS-170. Complete information concerning this deck is contained in FAA Handbook PT P-3290.1 dated May 7, 1962.

The card deck contains one card for each FAA employee. In processing the deck to obtain the required tabulations, for this report the following card columns were used.

### Card Column 6 - Headquarters Codes

|               |                 |
|---------------|-----------------|
| 1 - Eastern   | 5 - Alaskan     |
| 2 - Southwest | 6 - Pacific     |
| 3 - Central   | 7 - Aero Center |
| 4 - Western   | 8 - NAFEC       |
|               | 9 - Southern    |

### Card Columns 7 thru 10 - Organization Codes

#### Regional Headquarters

G010 Flight Standards District Offices  
G510 Flight Inspection Field Offices  
G310 Aircraft Eng. & Mfg. District Offices  
G610 General Aviation District Offices  
G710 Air Carrier District Offices  
G000, 100, 200, 300, 400, 600, 700, 800 Flt. Standards Regional Hqs.

H410 Airport District Offices  
H000, 100, 200, 300 Airport Regional Headquarters

M950, 960 Commissaries, Mess. & Domestic Services  
M000, 100, 900 Installation and Material Regional Headquarters

N910, 920, 930, 970 Systems Maintenance Sectors, SMS Electronic,  
SMS Plant, SMS Sage.  
N940 Systems Field Maintenance Parties  
N950 Systems Maintenance District Offices  
N960 Landing Field Caretakers  
N000 System Maintenance Regional Hqs.

VIII. THE PERSONNEL DATA CARD DECK (Cont'd)

P510 Flight Service Stations

P520 International FSS

P610 ATC Towers-Non-Approach Control

P620 " " - Approach Control

P630 " " - Radar Approach Control

P640 Combined Station/Towers - Non Approach Control

P650 " " " - Approach Control

P660 " " " - Radar Approach Control

P670 RAPCON or RATCC

P680 Resident ATM Specialists - Military Towers

P710, 720, 740 Air Route Traffic Control Centers, Combined  
Center/Towers, Sage Sector ATC Personnel

P000, 100, 200, 300, 400, 500, 810 Air Traffic Regional Hqs, Air  
Traffic Supervisors (Area)

All Other Regional Codes combined. A000, 120, 300, C000, D000, 300,  
400, D500, 530, E000, 300, 400, F000 - I000, J000, R000, S000, Z000.

Washington Headquarters

G Flight Standards Service

H Airports Service

M Installation & Materiel Service

N Systems Maintenance Service

P Air Traffic Service

Q Systems Research and Development Service

All Other Washington Headquarters Codes combined.

NAFEC

Q1 Research Division

Q2 Evaluation Division

Q3 Experimentation Division

Q4 Technical Services Division

Q5 Supporting Services Division

Q8 Management Services Division

All Other NAFEC Codes combined.

### VIII. THE PERSONNEL DATA CARD DECK (Cont'd)

Card Columns 73 - 74 Duty Station, States Codes

Card Columns 75 - 78 Duty Station, City Codes

The information in the report pertaining to the location and organization of FAA employees was obtained directly from the computer runs. In some cases the number of locations for field offices, obtained by counting the cities where FAA personnel are based, does not agree with other FAA publications. Differences occur where more than one of the same type office is located in the same city.

For example, there are two Systems Maintenance Sector offices located at Jamaica, N. Y. In terms of SMS locations this shows up as one, however, in terms of number of SMS offices it would be reported as two.

In any large scale data processing program, errors inevitably occur. No attempt was made to reconcile discrepancies. The data presented in the tables is as recorded on the IBM tabulations obtained from MS-170. As a result, errors due to incorrect basic input data, updating errors, coding errors, card punching errors, and data processing errors appear in the report exactly as they appear in the MS-170 tabulations. Personnel may be shown at locations where none are actually assigned, and vice versa, more personnel may be listed at a location than are actually there.

IX. APPENDIXES

1. CALCULATION OF PERSONAL SERVICES COST AS  
PERCENT OF TOTAL BUDGET COST

FAA Budget Estimate

FY 1963 Vol I

Page 2 Schedule of Permanent Positions

| <u>1962</u>   | <u>1963</u>   |
|---------------|---------------|
| Dept-Field    | Dept-Field    |
| 3431 - 40,322 | 3578 - 44,173 |
| Total 43,753  | Total 47,751  |

TOTAL COST OF PERSONAL SERVICES

| <u>1962</u>   | <u>1963</u>   |
|---------------|---------------|
| \$349,181,529 | \$379,361,618 |

Page 10

1962

1963

Total All Appropriations

No. of Permanent Positions

43,753

47,751

Appropriation or Estimates

\$799,800,000

\$810,800,000

$\frac{0.436}{\$799.8/349.2}$

$\frac{0.467}{\$810.8/379.4}$

% = 43.6

% = 46.7

Calculation of Avg Annual Cost per FAA employee.

Personnel  $\frac{43753}{\$7,980/349,181,529}$

$\frac{47751}{\$7,945/379,361,618}$

IX. APPENDIXES

2. METHOD USED TO CALCULATE PERSONNEL RATIOS

| <u>SVC</u>  | <u>ORG</u> | <u>HEADQUARTERS</u> |              | <u>ORG</u> | <u>FLD OPERATING UNITS</u> |              |
|-------------|------------|---------------------|--------------|------------|----------------------------|--------------|
|             |            | <u>PERSONNEL</u>    | <u>RATIO</u> |            | <u>PERSONNEL</u>           | <u>RATIO</u> |
| ATS         | Wash       | 440                 |              | Cen        | 6,810                      |              |
|             | Reg        | 538                 |              | Tow        | 5,974                      |              |
|             |            |                     |              | FSS        | 3,980                      |              |
|             |            |                     |              | IFSS       | 594                        |              |
|             |            |                     |              | Spec       | 55                         |              |
|             | <u>TOT</u> | <u>978</u>          | <u>1</u>     | <u>TOT</u> | <u>17,413</u>              | <u>18</u>    |
| SMS         | Wash       | 137                 |              | SMS        | 7,928                      |              |
|             | Reg        | 510                 |              | MDO        | 1,054                      |              |
|             |            |                     |              | FMP        | 424                        |              |
|             |            |                     |              | LFC        | 47                         |              |
|             | <u>TOT</u> | <u>647</u>          | <u>1</u>     | <u>TOT</u> | <u>9,453</u>               | <u>15</u>    |
| F. S.       | Wash       | 771                 |              | GADO       | 593                        |              |
|             | Reg.       | 1,070               |              | FIFO       | 525                        |              |
|             |            |                     |              | ACDO       | 502                        |              |
|             |            |                     |              | EMDO       | 129                        |              |
|             |            |                     |              | FSDO       | 85                         |              |
|             | <u>TOT</u> | <u>1,841</u>        | <u>1</u>     | <u>TOT</u> | <u>1,834</u>               | <u>1</u>     |
| IM          | Wash       | 633                 |              | COM        | 67                         |              |
|             | Reg        | 2,776               |              |            |                            |              |
|             | <u>TOT</u> | <u>3,409</u>        | <u>1</u>     | <u>TOT</u> | <u>67</u>                  | <u>0.02</u>  |
| FAA         | OKC        | 4,083               |              | ATS        | 17,413                     |              |
| TOT         | ACY        | 1,680               |              | SMS        | 9,453                      |              |
|             | WASH       | 4,522               |              | FS         | 1,834                      |              |
| (Reg)       | ATS        | 538                 |              | APT        | 224                        |              |
|             | SMS        | 510                 |              | IM         | 67                         |              |
|             | FS         | 1,070               |              |            |                            |              |
|             | APT        | 165                 |              |            |                            |              |
|             | IM         | 2,776               |              |            |                            |              |
|             | OTH        | 1,512               |              |            |                            |              |
| GRAND TOTAL |            | <u>16,856</u>       | <u>1</u>     | <u>TOT</u> | <u>28,991</u>              | <u>1.7</u>   |

IX. APPENDIXES

3. ALL REGIONS COMBINED. This tabulation contains locations providing several types of FAA service, the "Graded Service Concept." These locations are potential candidates for consolidation at sub-regional level under one area manager, to achieve a configuration of personnel deployment which makes the best over-all use of FAA resources, and establishes the FAA image as an integrated service-minded organization in the eyes of the public.

| CODE LETTER  |       | P   |       |       |             | N   |    |    |           | G                |    |    |    | H  |      | Annual<br>Cost |           |
|--------------|-------|-----|-------|-------|-------------|-----|----|----|-----------|------------------|----|----|----|----|------|----------------|-----------|
| CODE NUMBER  |       | 71  | 61-67 | 51-52 | Air Traffic | 91  | 95 | 97 | Sys Maint | 61               | 71 | 31 | 01 | 51 | Apts |                |           |
| City         | State | C   | T     | F     |             | S   | D  | F  |           | Flight Standards |    |    |    | A  |      |                |           |
|              |       |     |       |       |             |     |    |    |           | G                | A  | E  | D  |    |      |                | F         |
| Phoenix      | Ariz  | 137 | 23    | 25    |             | 39  | 18 | 8  |           | 9                |    |    |    |    | 6    | 265            | 2,105,425 |
| Los Angeles  | Calif | 29  | 70    | 46    |             | 57  | 24 |    |           | 11               | 27 |    |    | 1  | 9    | 274            | 2,176,930 |
| Oakland      | Calif | 18  | 40    | 32    |             | 91  | 21 |    |           | 14               |    |    |    | 24 | 9    | 249            | 1,978,305 |
| Denver       | Colo  |     | 51    | 40    |             | 57  | 23 | 7  |           | 11               | 26 |    |    | 9  | 8    | 232            | 1,843,240 |
| Miami        | Fla   | 245 | 64    | 110   |             | 115 | 37 |    |           | 16               | 52 | 8  |    |    | 12   | 659            | 5,235,755 |
| Chicago      | Ill   | 1   | 40    |       |             | 28  | 3  |    |           |                  | 17 |    |    |    | 10   | 99             | 786,555   |
| Shreveport   | La    |     | 48    |       |             | 31  |    |    |           | 5                |    |    |    |    | 11   | 95             | 754,775   |
| Boston       | Mass  | 3   | 52    | 27    |             | 44  |    |    |           |                  | 20 |    |    |    | 11   | 157            | 1,247,365 |
| Jackson      | Miss  |     | 17    |       |             | 10  |    |    |           | 7                |    |    |    |    | 8    | 42             | 333,690   |
| Kansas City  | Mo    |     | 58    | 69    |             | 41  | 3  | 22 |           |                  | 33 |    |    |    | 8    | 234            | 1,859,130 |
| Helena       | Mont  |     | 5     | 6     |             | 8   |    |    |           | 3                |    |    |    |    | 4    | 26             | 206,570   |
| Lincoln      | Nebr  |     | 43    | 11    |             | 22  | 2  |    |           | 10               |    |    |    |    | 10   | 98             | 778,610   |
| Reno         | Nev   |     | 15    |       |             | 11  | 11 |    |           | 4                |    |    |    |    | 5    | 46             | 365,470   |
| Jamaica      | N. Y. | 470 | 88    | 106   |             | 101 | 1  | 15 |           |                  | 30 |    |    | 45 | 7    | 863            | 6,856,535 |
| Charlotte    | N. C. |     | 25    |       |             | 20  | 2  |    |           | 6                |    |    |    |    | 9    | 62             | 492,590   |
| Columbus     | Ohio  |     | 49    | 17    |             | 22  |    | 11 |           | 6                |    |    |    | 28 | 9    | 142            | 1,128,190 |
| Oklahoma Cty | Okla  |     | 41    | 30    |             | 44  |    |    |           | 12               | 1  |    |    |    | 10   | 138            | 1,096,410 |
| Harrisburg   | Pa    |     | 26    | 15    |             | 19  | 10 |    |           | 6                |    | 4  |    |    | 9    | 89             | 707,105   |
| Ft Worth     | Tex   | 320 | 42    | 50    |             | 107 | 20 |    |           | 7                | 13 | 6  |    | 46 | 16   | 627            | 4,981,515 |
| Seattle      | Wash  | 10  | 13    | 38    |             | 95  | 26 | 8  |           | 8                | 15 | 12 |    | 22 | 11   | 258            | 2,049,810 |

Code: C - Center, T - Tower, F - FSS, S - Sys Maint Sec, D - Maint Dist Off., F - Field Maint Party  
G - Gen Avia Dist Off., A - Air Carr. Dist Off., E - Eng & Mfg Dist Off., D - Flt Std Dist Off.,  
F - Flt Insp. Fld Off., A - Airport Dist Off.