

LITTLETON, COL RADO



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AMF REPORTS HIGHER FIRST QUARTER EARNINGS

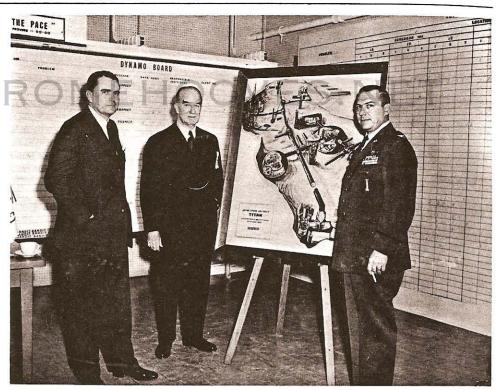
Morehead Patterson, board chairman of American Machine & Foundry Company, announced recently at corporate headquarters in New York City that earnings and revenues for the first quarter of 1962 were higher than for the corresponding period of 1961.

AMF's net income for the period ended March 31 totalled \$7,871,000 against \$7,550,000 for the first quarter a year ago, and equalled 48 cents per share of common stock against 46 cents per share for last year's first quarter. There were 16,260,121 shares of common stock outstanding at March 31 this year, 60,589 more shares than were outstanding at that point a year ago.

First quarter revenue of \$124,751,000 was \$9,619,000 greater than last year's first quarter of \$115,132,000. Sales increased to \$98,402,000 compared with last year's first quarter sales of \$89,492,000. Rentals were also higher, reaching \$26,349,000 compared with \$25,640,000 a year ago.

SEL TAKES A BOW

A letter of commendation was received by the Stamford Engineering Laboratory from Wehrner von Braun, Marshall Space Flight Center Director, for SEL's efforts made on the Orbital Launch Operations Program. Mr. von Braun said: "We look forward to a continued working relationship in future studies. All of our problems are not yet solved. Certainly your organization, among others, will help."



From left to right: Carter L. Burgess, President of American Machine & Foundry Company, Morehead Patterson, AMF Board Chairman, and Colonel J. H. Thompson, SATAF Commander at Site T-1, Lowry AFB, pause before an artist's conception of the typical 3 missile complex as they tour the Command Control Post at Buckley Field, Denver, Colorado.

Mr. Patterson was a recent visitor to TFOD headquarters in Littleton and was given a "behind the scenes" look at the day to day operation at TFOD headquarters and at the Buckley Field facility.

AMF-BEN HOGAN COMPANY INTRO-DUCES NEW LINE OF CLUBS TO JAPAN



To provide exactly the right kind of clubs for Japanese golfers, AMF's Ben Hogan Company, headed by the world-famous golf champion, recently introduced a new line of clubs designed specially for the Japanese golfers. His Imperial Highness, Tsunenori Takeda, right, vice president of the Organizing Committee for the Games of the 18th Olympiad in Japan in 1964, was among the celebrities looking over the new AMF-Ben Hogan 1962 Japanese line.

TULLIS ELECTED BOARD CHAIRMAN OF AMF'S AMERICAN IRON & MACHINE WORKS

Morehead Patterson, AMF board chairman, recently announced that John L. Tullis, president of The J. B. Beaird Company, Inc., Shreveport, Louisiana, has been elected board chairman of American Iron and Machine Works Company, Inc., of Oklahoma City, Oklahoma, both wholly owned subsidiaries of American Machine & Foundry Company.

Mr. Tullis will continue as president of The J. B. Beaird Company and Elmer E. Hubac as president of American Iron.

Mr. Tullis joined Beaird in 1947 as a sales engineer, was made general manager of sales in 1948, advanced to vice president for sales in 1954, and in 1957 became executive vice president and a director. He was elected president and general manager of the company in 1959.

In recent months, Beaird's activities have grown rapidly with the addition of defense contracts and new products including hydrocarbon separation plants, 'cryogenic vessels and transports, and manufacturing of equipment for production of fresh water from brackish or salt water by evaporation.

AEROSPACE FLIGHT FOOD HEATING

American Machine & Foundry Company, Mechanics Research Division, will study feasibility of methods for heating foods during aerospace flight, under contract with Air Force Systems Command, Aeronautical Systems Division, Wright-Patterson Air Force Base, Dayton, Ohio.

SITE T-1 NEWS REPORT

Facilities Department

C. O. Norwood took time out for a very enjoyable weekend in Nebraska. Mr. Norwood enjoys outdoor activities and his visit to Nebraska washighlighted by his participation in ranching activities and horseback riding.

Procurement

Jo Ann Brown and Nick Pappas tied the knot April 26th. Congrats.

Ed Hardigan enjoyed a weeks vacation in Phoenix, Arizona.

Tom Bowers was transferred to TFOD, Littleton.

Engineering

Kaye Reed, Engineering Department Secretary, has been transferred to TFOD, Littleton.

The Engineering Dept. held a party at the Surf Side for departing employees.

Management

Miss Lois Riordan has taken over as secretary of the T-1 management offices, replacing Linda Brooks and Darlene Matthews.

Mr. Richard L. Pierson, Administrative Manager of T-1, wishes to express his thanks in appreciation to all who have worked at T-1 for their contribution to a successful program at this base.

Accounting

Glenn Asbury has been transferred to TFOD. Glenn has been in charge of budget and cost analysis of this department.

Squadron 725

Bob French has been appointed Administrative Assistant for the 725 Squadron.

Mr. R. C. Huber, Squadron 725 Complex Manager, has been reassigned to the Greenwich Engineering Division.

Project Coordination

Andy Rector, Project Coordination Manager, has been assigned the task of filing and storing all records of the AMF T-1 Missile Program. This is no small job—good luck, Andy.

Bart Lockwood of the Project Coordination Dept. has been transferred to TFOD Littleton. Bart was the Assistant Project Coordination Manager at T-1 and had the dual responsibility of Cost Control & Contracts for this department.

Hank Williams, our very able draftsman, is now concentrating on real estate in the Denver and surrounding area.

ABC Department Mergers and Moves

The following departments at T-1 have relocated here at the Base Camp: Accounting, Contracts, Facilities, Quality Assurance, Safety, Security.

S & P having completed their contract at ABC have closed up shop at T-1. The new S & P office will be located in Aurora, Colorado.

Seen at T-1

Sal Colucci, Management Assistant for T-5, visited Denver for a Program Phasing meeting.

Major General B. Funk

Lt. Col. Smith

Lt. Col. Coe

Don McGillicudy, Senate Armed Services Committee

Ben Gilleas, Senate Armed Forces Committee Major Brower, Secretary Air Force Legislation and Liaison



WILLIAM G. CHRISTMAS

William G. Christmas, formerly General Manager of American Machine & Foundry Company's Titan Field Operations Division here, has been appointed a Divisional Vice President and Titan Project Director of AMF's Government Products Group, it was announced by Carter L. Burgess, AMF President.

In his new position, Mr. Christmas will be in charge of all operational phases of the Titan ICBM program, including installation, activation and phase-out operations of the six Titan bases at Vandenberg Air Force Base, California, Lowry AFB, Denver, Colorado, Ellsworth AFB, Rapid City, S. D., Mountain Home AFB, Mountain Home, Idaho, Larson AFB, Moses Lake, Washington, and Beale AFB, Marysville, California.

Mr. Christmas joined AMF in 1952 as a chief engineer in the Electronics Division and in 1958 was made a project executive. He was appointed Deputy General Manager of the Greenwich Engineering Division in 1959 and in 1961 he was named Deputy General Manager of the Titan Denver Division. Later that year, he was appointed General Manager of Titan Field Operations Division with Headquarters here.

Prior to joining AMF, Mr. Christmas was head of the Special Test Equipment Section of the Martin Marietta Corporation. He served in the U. S. Marines for four years during World War II, and was educated at Pennsylvania State College and Princeton University. He is a member of the Institute of Radio Engineers and the American Ordnance Association.

Mr. and Mrs. Christmas and their four children reside temporarily at 1717 E. Stanford Avenue here and maintain their permanent home at 66 Spoonwood Lane, Wilton, Connecticut.

"Now, now, don't you worry about your son for one minute," the doctor assured the anxious mother. "It's perfectly normal for the boy to like making mud pies. It's also normal if at times he tries to eat one of them."

"Well I don't think it's normal!" snapped the worried mother. "And neither does his wife!"

He who indulges, bulges.

T-1 PROJECT COORDINATION STARS IN STRETCH DRIVE

During the final months of T-1, the Project Coordination department supervised by Andy Rector with a staff of six people, aided materially in the successful completion of the activation phase.

With accelerated efforts toward turnkey schedules being conducted in the field, extensive efforts in the area of overtime control were expended. Because of the accelerated efforts, close liaison and cooperation were maintained with the Air Force ACO and production specialists with AMF being granted their required overtime authorizations.

Timely progress reporting, keeping TFOD constantly informed of AEP progress, was another important Project Coordination function during this period. As Site T-1 was pioneering the first Titan I operational complexes, much interest in progress was evident all through AMF management and Project Coordination kept pace by becoming the eyes and ears of management.

As major milestones became more frequent, pictures became more important. The recording of many of these important events on film was handled by Phil Parson, who through close cooperation and liaison with The Martin Company photography department, coordinated the picture taking and compilation of important news articles to TFOD NEWS.

Manpower control became very important and fast moving. Close cooperation with Pacific Crane & Rigging management was maintained with the result that the constantly fluctuating complex requirements for craft personnel were fulfilled.

Charts, reflecting AEP progress, AEP runs and malfunctions and auto-cycles were maintained giving T-1 management a comprehensive view of status on a day-to-day basis. Manpower curve graphs, manpower versus budget charts and special phaseout charts became of major importance to management and were kept by Project Coordination on a timely basis.

Under the supervision of Andy Rector, the following personnel did excellent work in their areas of work. Phil Parson, special reports, news and pictures; Bob Gonzales, manpower control; Norm Poladsky, progress reporting and overtime; Bart Lockwood, budget and cost control; Hank Williams, draftsman and Dee Kenyon, clerk-typist.

AMF FOOD MACHINERY DIVISION MOVES SOME OPERATIONS TO CONNECTICUT PLANT

The Food Service division of American Machine & Foundry Company will take over the former AMF Sight Light division plant at Essex, Connecticut, it was announced by J. Joseph Cranmore, AMF divisional vice president and general manager of the division.

This decision culminates a five-year search for integrated administrative and manufacturing facilities for the division, Mr. Cranmore said. The Sight Light Corporation, which formerly worked on electrical design and development on Government and sub-contracts, was acquired by AMF in August, 1954. AMF plans to add to the facilities in the future.



HAROLD LIPCHIK

NEW GENERAL MANAGER APPOINTED FOR TFOD

W. G. Christmas, Divisional Vice President, Titan Project, announced at TFOD Headquarters in Littleton that effective April 23, 1962, Harold Lipchik, former Deputy General Manager of TFOD, had been elevated to the post of General Manager of TFOD.

Mr. Lipchik has had over thirteen years experience in project management and engineering design and development of hydraulic systems and automatic machinery. Hal came to AMF in 1955 as a Project Engineer, and worked on the design and development of hydraulic systems and control circuits for automatic machinery. In 1958, he was made Chief Project Engineer, Titan Project Section, and later, in 1959, became Manager of the Santa Barbara/Vandenberg Engineering Office. In 1961, he was named Deputy General Manager of the Titan Field Operations Division, responsible for direction of engineering, materiel, quality assurance, test, change control, administration and operational support functions.

Mr. Lipchik was employed from 1953 to 1955 by Air Associates where he was responsible for hydraulic and pneumatic product design which included all types of control valves and systems.

Hal worked for a brief time with Hamilton Standard, working on product development and electromechanical jet fuel controls, air valves and pneumatic starters for jet engines. He was associated briefly with Bendix Products where he worked with the development of aircraft carburetors and jet fuel controls, and production problems related to these products.

Hal received his Bachelor of Science Degree in Mechanical Engineering from Carnegie Institute of Technology and did graduate study work at the New York University.

He is a member of the American Rocket Society and American Management Association.

Mr. Lipchik and his wife, Elaine, and their two children Debra and Alan reside temporarily at 123 W. Powers Circle, Littleton, Colorado.

SITE T-2 NEWS REPORT

Mr. E. Lukacs has been appointed manager of the newly created Operational Support department.

Mr. Russ Heinz, Supervisor Drawing Control department, since the beginning of the program, has been transferred to Santa Barbara.

With demonstrations in full swing at all complexes, Turnkey is rapidly approaching reality at this location. AMF equipment has been functioning extremely well to date and is providing the men with a feeling of pride and satisfaction.

Helen Hallister, Accounting department, spent an enjoyable week with members of her bowling team, during their participation in the National Women's Bowling Tournament held at Phoenix, Arizona.

FAIL SAFE MEETING

On Saturday, April 21, 1962, a Technical Excellence and Fail-Safe Meeting was held at T-2. The meeting, which was modeled after a similar meeting held at Denver, was attended by thirty-three T-2 management and complex supervisory personnel.

The introduction by Mr. J. A. Kosh, Site Manager, was followed by talks by E. Williamson on Technical Excellence and the Pre-SAC Buy-off Team, R. Kimball on "Fail-Safe" Check List System, E. Kirchhoff on Locks, Key Control and Logic Rack Discipline, D. Dinney on Special Technical problems, J. Schaefer on Hot Components, and J. Bowman and R. Ahern on Unusual Incidents, Safety and Sabotage.

Mr. Kosh summarized the meeting making

Mr. Kosh summarized the meeting making particular note of the enthusiastic response of the attendees during the discussion periods.

One of the highlights of the meeting was the showing of the film "The Strange Story of Liquid Oxygen".

850th SQ. ESTABLISHES RECORD AT T-2

A Titan I missile emplacement team assgined to Ellsworth's 850th Strategic Missile Sq., holds the speed record for underground emplacement of Titan missiles and has earned the praise of Maj. General T. P. Gerrity, Commander, Ballistic Systems Division, Air Force Systems Command.

The speed record was set last month when the 850th became the first Titan squadron in the Air Force to emplace two missiles at one time. The dual emplacement took place at the squadron's Wicksville site, March 14, under the direction of an emplacement team led by Captain John H. Walters and T/Sgt. Lester G. Hasselfeldt.

In commending their achievement, Gen. Gerrity noted that "this historic feat was performed under extreme adverse weather conditions and was made possible only through the team effort of the Strategic Air Command, Air Force Systems Command, and industrial personnel."

Colonel Kenneth W. Northamer, Commander of Ellsworth's Site Activation Task Force (SATAF), added his praise for the record emplacement in a letter to Commander of the 850th, Colonel Michael J. Galer.

"The accomplishment of this dual emplacement," said Col. Northamer, "is a first milestone. The missile emplacement crews of your squadron who actually accomplished the work are to be commended for their professional and willing performance in this effort."

To accomplish the dual emplacement, Capt. Walter's 17-man emplacement crew was divided into two groups and supplemented by a like number of additional missile men from the squadron. Members of the team were required to stay on the complex for 20 hours in temperatures ranging from zero to ten below. It marked the first time two missiles were emplaced at one site in the same 24-hour period.



Colonel James H. Thompson, Site Activation Task Force Commander is awarded the Legion of Merit medal by General Thomas S. Power, left, SAC Commander, in ceremonies following the acceptance of the first squadron of Titan ICBM's by the Strategic Air Command. Maj. General C. H. Anderson, center, Commander of Lowry AFB, and Colonel Julius Pickoff, Commander of the 451st Strategic Missile Wing, observe the ceremony.

Maj. General Thomas P. Gerrity, Commander of

Maj. General Thomas P. Gerrity, Commander of the Air Force Ballistic Missiles Division, said Col. Thompson's performance as SATAF Commander was "outstanding and far beyond the call of duty."

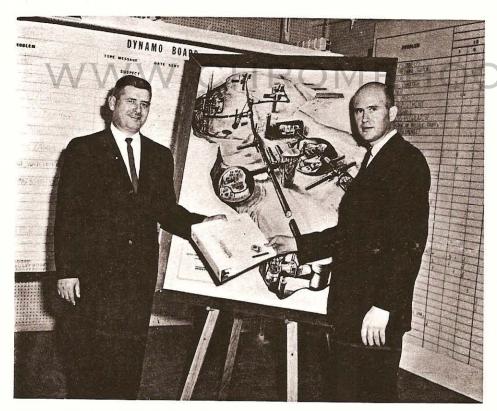
WHO'S WHO IN 451st SMW

Listed below are the Commander and key personnel of the 451st SMW (SAC) who will direct enlisted personnel in the performance of their duties as the first operational ICBM squadron in the nation's history.

Commander............Colonel Julius Pickoff Vice-Commander.........Colonel Donald W. Johnson Director of Operations..Colonel Theodore J. Michel Director of Maintenance..Colonel Richard L. Walker Director of Supply.......Lt. Col. James T. McNeely Director of Administrative Services......

Director of Comptroller..Colonel Samuel C. Cravens
Director of Civil Engineering.....

Lt. Col. Frank W. Klibbe Commander Hg. Sq. Sec...Lt. Col. George D. Timms Commander 724th SMS.....



SIGNED, SEALED AND DELIVERED to B. J. Rayburn, right, manager of Quality Assurance for AMF are the DD-250 forms as officially executed by John Mullins, left, chief of Air Force Quality Control. The signing of these official documents took place at the Command Control Post at Buckley Field April 12, 1962, and marked the acceptance by the Air Force of the first AMF launchers at Complex 1B.



Reflecting the happiness of the invited guests, Hal Lipchik, left, newly named General Manager, TFOD, greets Mr. and Mrs. William G. Christmas as they arrive at the surprise reception held in their honor marking Bill's appointment as Divisional Vice President and Titan Project Director of AMF's Government Products Group. The announcement was made by AMF President Carter L. Burgess.

SITE T-3 NEWS REPORT

New Assignments

Mr. Clarence Eldridge assumed the duties of Complex Manager at Complex "A" replacing Mr. H. Stone.

Mr. John Kosmicki has been promoted to Assistant Complex Manager in charge of test at Complex "C".

Bob Moore, former Field Manager of TFO #8, has been transferred to TFO #7 as Sub-Contracts Manager.

L. Weathers was sent to Denver Friday, April 27th, as T-3 "Good Will Ambassador" for a day. He can prove it with all the checks he picked up. Joe Vassallo, APD Maintenance Supervisor, is

transferring to Logistics Control at Stamford. Bill Schroeder, Assistant Maintenance Super-

visor, will assume the duties of Maintenance Supervisor at T-3.

Newlyweds

Dick Walters, Project Coordinator, and Barbara Jean Townsend, daughter of Test Chief Jessie Townsend, married May 5th in Boise.

Infanticipating

Mr. and Mrs. William Chukas in September

The Chick Kerwins in September

The Lynn Capps in May

The Bill Schroeders in October

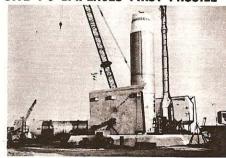
The John Vassallos in December

The John Morgans

SCHEDULE, INSTALLATION Let's Go Gang

Two additional launchers have become "ready for missile," both of which were accomplished better than 27 days ahead of the December 16, 1962 schedule at C-3, Mt. Home AFB. PERT network evaluation reveals anticipated completion of "readiness for missile" at the last T-3 launcher on May 18th, 43 days ahead of schedule.

SITE T-3 EMPLACES FIRST MISSILE



On April 25th, weeks ahead of schedule, T-3 put in its first missile at Mountain Home Air Force Base. This success was quickly followed up with the placing of a second "bird" at Complex C on May 1, 1962.

Defying all previously established schedules, T-3 is moving ahead rapidly in its Installation Program, surpassing the expectations of all concerned.

Asked what he thought of his newest accomplishment, Pete said, "Let's finish up by summer and go fishing".

SITE T-1 CEREMONY

451st STRATEGIC MISSILE WING TAKES OVER FIRST COMBAT-READY TITAN ICBM'S AT LOWRY AFB

The newest and mightiest link in this country's global defense chain was forged, cast and cooled to combat readiness at Site T-1 on the plains east of Denver. Wednesday, April 18th, nine giant Titan missiles were turned over to SAC Commander General Thomas S. Power and the 451st Strategic Missile Wing of the Strategic Air Force, under the Command of Colonel Julius Pickoff assumed control of the first Titan ICBM squadron to stand combat-ready to assure this nation that the peace which we love and desire will be provided. A second squadron of nine Titan ICBM's was officially turned over to SAC on Friday, May 4, 1962, bringing to 60 the number of ICBM's in the American arsenal of missiles.

In the words of Major General Thomas P. Gerrity, "The United States will have 180 Intercontinental Ballistic Missiles combat-ready by January 1st, and will triple that figure during 1963." General Gerrity called 1962 the "year of the pay-off" for the nation's \$15.5 billion ICBM program.

General Gerrity called 1962 the "year of the pay off" for the nation's \$15.5 billion ICBM program. The number of the 5,000-mile-range weapons cocked and ready to go by January 1, 1964 will be 540, he said, as additional Atlas and Titan bases, and the first of the Minuteman launch sites became operational. The mighty Titans increase substantially the nation's survivability and "form a very significant contribution to our deterrent force", General Gerrity said.

General Bernard A. Schriever, Commander of the Air Force Systems Command, took an active part in the turn-over ceremonies and said that construction of the nation's first Titan sites here

was a major step forward in the ICBM program.

In addressing the group assembled for the ceremony, General Power, Commander of SAC said the rate of advancement in the ICBM program during the past eight years was "fantastic". He said the addition of these Titans to the deterrent force was a "highly significant contribution to the security of our country and for the preservation of an honorable peace".

Contributing mightily to this effort as outlined by General Power were thousands of AMF personnel who engaged in an extensive program of research, development and construction to provide

a completely automatic launcher system design for the "Big Bird".

Now that the Titan I missile has been added to the nation's arsenal of weapons in a state of readiness, the missile's launching silo provides the maximum protection from enemy attack while it is maintained ready for firing in a matter of minutes.

The AMF-designed launcher system can withstand ground shock effects resulting from an initial enemy salvo of nuclear weapons and then, by pushing a single button, perform automatically all of the many operations required to raise the missile from its protected vertical underground

storage silo to ground level preparatory to launch.

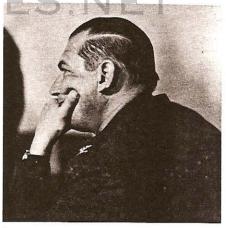
AMF's Government Products Group's Greenwich Engineering Division, Greenwich, Connecticut, under contract to the Air Force Ballistic Systems Division located at Inglewood, California, designed the launcher system, and activation of the 451st Strategic Missile Wing Squadron fulfills a major phase in AMF's role as prime contractor to the Air Force for the design, development, fabrication and installation of the Titan silo-lift launcher system. Similar launcher systems are being installed by AMF at additional sites located at Ellsworth AFB, Rapid City, South Dakota; Mt. Home AFB, Mt. Home, Idaho; Larson AFB, Moses Lake, Washington; Beale AFB, Marysville, California; and Vandenberg AFB, California.



Lt. General Archie J. Old, Jr., commander of SAC's Fifteenth Air Force, answers a question at the press conference which preceded the ceremonies



Lt. Colonel W. J. McGinty, director of information for BSD, served as moderator for the press conference.



As newsmen are briefed on the days events, the commander of "Thompson's Titan Tigers". Colonel James H. Thompson, SATAF Commander at Site T-1, reflects on the events that brought this day to reality.



General Thomas S. Power, right, commander of the U. S. Air Force Strategic Air Command, holds the oversize key just presented to him by General Bernard A. Schriever, commander of the Air Force System Command, during turnkey ceremonies at the first operational ICBM Site east of Denver.



This closeup of the commemorative key presented to General Thomas S. Powers by General Bernard A. Schriever, AFSC Commander, shows clearly the inscribed message marking the historic occasion.

MARKS AMF MILESTONE



AMF Vice President, Lt. General L. C. Craigie, USAF (Ret.), left, and Carter L. Burgess, President of American Machine & Foundry Company, are shown above as they discussed the days events.



Bill Rimmler, AMF T-1 Site Manager, center, is shown with his wife and W. G. Christmas, AMF Divisional Vice President, as they viewed the closing of the ceremonies in Denver.



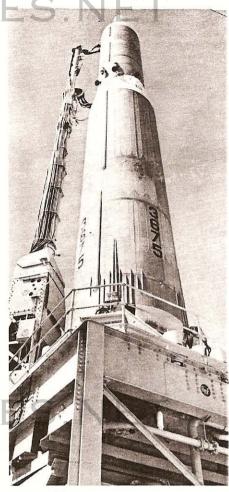
Dick Pierson, center, is shown above with his wife Pat, left, and Mrs. R. Q. Brown.



TFOD General Manager, Hal Lipchik and wife Elaine watch as a B-52 flies over in salute to this nation's first operational ICBM Site.



THE MAN . . . Major General Thomas P. Gerrity, AFSC's Ballistic Systems Division Commander, acted as master of ceremonies and hailed the turnover as, "indeed a proud day . . ."



THE MISSILE . . . cradled on its AMF launcher, stands like a giant needle, ready if necessary, to thread its way through trackless skies to safeguard our way of life.



Approximately 170 newsmen from all over the country gathered at Lowry AFB for the briefing session and orientation conducted before the start of the turnover ceremonies. Above, Maj. General Thomas P. Gerrity, Commander, BSD, addresses the group.

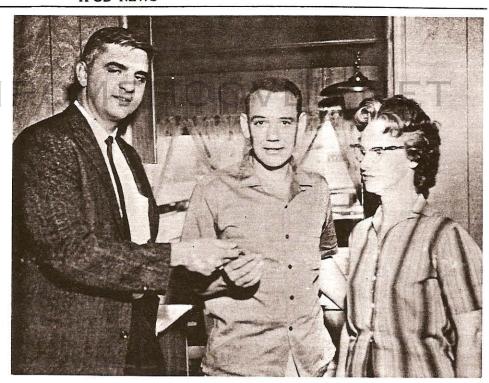
THE OLDTIMER

The whir of movie cameras and the clicking of shutters punctuated the words of Mai. General Thomas P. Gerrity as he addressed those assembled at cercinonies marking the acceptance of this country's first operational ICBM Site. Those seated ahead of the speakers platform shielded their eyes from the bright western sun, while others moved to vantage points to hear his words, wafted first in one direction then the other by the shifting wind. I stood there in silence yet with a strange feeling that, here was history. My thoughts were interrupted by an older man standing at my elbow, and I considered his request for a match - a travesty on my reverie as I drank in the words of the speaker. Without turning my head, I passed him the matches and ignored his mumbled thanks. The pipe smoke tumbled into a shapeless mass crossing my path of vision and for a brief moment, hazed the profile of the speaker as he stood silhouetted against the western sky. Then it happened. The sounds were fading fast, I couldn't feel the wind in my face, there was a stillness that was indescribable and the elderly gentleman seemed to be looking at me with quizical expectancy. The people standing near me seemed to fade and disappear in a gray morass. There was no way to reckon time, but I had the feeling it was only seconds when I realized I was removed from the crowd and was seated with my pipe-smoking friend on the concrete cap of Silo Three about 150 yards from the spot where I first stood.

"Young fellow," he started. "I'm sorry to shake you up like this, but you see I haven't much time to spend here, there are similar things going on in other parts of this old world, and it takes a heap of travel to keep up on everything. I've been here since early morning, when they brought those missiles up, and it was quite a sight to see them rise out of the ground. 'Course, I'm used to some pretty fantastic sights, been around to some pretty important events. Take for instance that time in 1807 in New York. I remember it as though it happened yesterday. I got there early too, and listened to the crowd that gathered on the banks of the Hudson River as they laughed and joked about Mr. Fulton and his steamboat. Said it would blow up, wouldn't amount to a thing; he was just some crazy inventor with a crackpot idea. Well the old Clermont showed them a thing or two. Guess you read about that. S'pose you read about the Wrights at Kitty Hawk too. Well I was there and it was the same old story...but as I see it...both these events were mighty important; brought new eras to the country and to the world, and that's just what we're doing here today. We're makin' history young fellow, a whole new era."

He tamped his pipe once...twice...three times and shook his head slowly, "It's too bad you haven't learned. Nothing personal mind you, I mean all you folks...all over the world. You had a good thing in both cases; you harnessed steam to work for you, then you conquered the air, and...well, you know what happened. Men just get to misusing things now and then, s'pose it's all part of livin'. Look! Look over there, those big doors are closing now. I hope they never have

Continued Page 10



Pete Kassaris, left, AMF Site Manager at Mt. Home AFB, Idaho, presents to Jackson McVey, center, and his wife Madeline the keys to their new trailer, which will be their home at the T-3 location where McVey is employed by AMF.

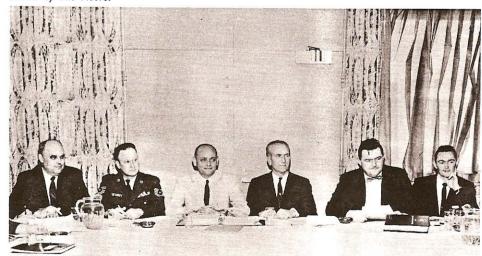
Recently, Jackson McVey and his family were the subject of a feature article which appeared nationally in American Weekly.

T-3 HOSTS QUALITY ASSURANCE SEMINAR

A Quality Assurance Seminar for the T.2 through T.5 QA Managers and their representatives was held on April 3.5, 1962 at the Downtown Motel in Boise, Idaho. This meeting, the third in the series started by B. J. Rayburn, Manager, TFOD Quality Assurance, in December 1961, had the best attendance and the most active interest of any meeting to date.

Claude Moore, QA Manager of T.3, was host for the gathering, while Hyatt Bailey, Assistant QA Manager, and Chick Kerwin, QA Training Instructor, insured a successful meeting through their advance planning and active participation and gavel wielding.

The general discussion area of the meeting covered problems common to all sites. Case histories with their solutions from various sites were presented for review by all site representatives. An active interest was shown in the meeting by the Air Force, QC and SATAF members from T-3 who were invited by Mr. Moore.



Shown above from left to right are J. Rodek, T-3 Site Administrative Assistant; Sgt. B. Spence, T-3, USAF/Q.C.; H. Bailey, T-3 Assistant Quality Assurance Manager; K. Nothnagle, PHI Quality Assurance Manager; E. O'Connell, TFOD Quality Assurance Training Supervisor; and C. Kerwin, T-3 Quality Assurance Training Instructor, some of the active participants in the recent Quality Assurance seminar held at Site T-3, Mt. Home, Idaho.

SITE T-4 NEWS REPORT





John Hawkins, left, is the new Deputy Site Manager at T-4. He recently transferred from T-1, Denver, where he was manager of Engineering.

Gordon Renner, above right, formerly a group leader at Vandenberg AFB is presently serving as manager of Operational Field Support Group here at T-4.

E. Ritchie replaced Ray Rickel as Complex Manager at Site "C". Ray is now Assistant Maintenance Operations Manager.

B. Willey is the new Complex Manager at Site "A".

H. Rhoades has been named Maintenance Operations Manager. He was formerly head man on the Marauder Team at T-2.

Ron Oddo promoted to Assistant Test Manager on April 23rd. This is a well deserved promotion and all hands say, "Congratulations, Ron".

Mrs. Pam Shifflett, Secretary for E. Przybylski, and Mrs. Carolyn Snyder, Personnel, honored Mrs. Carole A. Boone, Personnel, with a surprise baby shower Tuesday, April 24, 1962, at the home of Mrs. Shifflett. After opening of the gifts, games were played and refreshments served. A good time was had by all.





Hal Rudi, above left . . . the new Site Reporter for TFOD NEWS. He also serves as Personnel Supervisor and Security Officer at the T-4 Site. At the right, "Sal" Colucci who recently transferred from Field Administrator, T-1, to Special Management Assistant at this site.

How come E. J. Howey, Shepherd for T-4, is spending so much time hereabouts??? Could it be due to the fact that fishing season opened in Washington, or is it because Century 21 opened in Seattle? Anyway, he is always welcome at T-4!

After 32 weeks of "ups and downs" on the AMF Titans bowling league standing sheet, the Toolies, first place team, romped home free. Good goin', gang! The winners were: Helen Watson, I-4 Property (Team Captain); Ted Lee, T-4 Property; Tom Burdine, T-4 Procurement; Wanda Holby, wife of QA Inspector; and Bud Westby, Westby Motors, Moses Lake, Washington.

Who? WHAT, HOW? WHEN? Why?

Infanticipating

Elaine (Personnel Dept.) and Lee Roy Baker sometime in September.

Engaged

Al Roznicki (Project Control) and Nancy Guiffre are to be married May 26th.

Farewell Party

Mr. N. R. Bacon, Manager Program Controls, GOVPG, was guest of honor at a farewell party held April 18th, 1962 at the Wolhurst Club, where he was presented with a giant "Hot Book". Mr. Bacon has returned to AMF at Greenwich, Connecticut.

Transferred

The following personnel from Quality Assurance were transferred to Santa Barbara Quality Assurance:

W. Dembiczak

G. Testa

P. Moran

Bill Brown

R. Heubschman

J. Uliasz

Fred Moldenhauer (TFOD Quality Assurance) transferred to Santa Barbara Operational Support.
Sue Manning (TFOD Quality Assurance) transferred to Santa Barbara Engineering.

Test & Engineering

W. Dembiczak and his wife, Anita, enjoyed a weeks vacation in Acapoco.

T-1 Bowling Champs Challenge . . .

The AMF Titan I bowling team will challenge the AMF professionals to a three-game match in Denver during the Rocky Mountain News-AMF Bowling Clinic (May 8-13). The T-1 champs are: Ed Bautz (Materiel), Guy MacArthur (Test), Asa Pysher (Test), Lou Decolator (Quality Assurance) and Don Blessing (Contracts). For the outcome . . . see next issue.



To James Fouts (TFOD Project Control) and his wife Margaret Ann, a 6 lb. 7 oz. baby boy born Tuesday, May 1st.

Phil DiMatteo, T-2 Operational Support tech writer, passed out the cigars for the third time when Mrs. DiMatteo gave birth to 7 lb. 14 oz. Stephen on April 14th.

To Ken Williamson, T-1 Complex 1B Test, and his wife Carney Sue, a baby girl, 7 lbs. 1 oz., born March 22, 1962.

COLONEL PICKOFF COMMANDS 451st STRATEGIC MISSILE WING

Colonel Julius Pickoff assumed command of the 451st Strategic Missile Wing, Lowry AFB, Colo., on March 13, 1962. He was selected to command the first Intercontinental Ballistic Missile Wing (Titan), because of his vast background in the Strategic Air Command and the missile field.



COLONEL JULIUS PICKOFF

Rated a Master Navigator, Colonel Pickoff first enlisted in the military service in 1939 in his native state of Texas. In 1941 he graduated from Aviation Cadet training and was commissioned a second lieutenant.

During World War II, Colonel Pickoff flew 28 combat missions as a bombardier on the B-17 Flying Fortress in the European Theater which included raids on Berlin, Normandy and the Rhineland.

In 1950, he received his first assignment in SAC, where he was assigned to the Intelligence Section at SAC Headquarters, Offutt AFB, Nebraska. He remained at SAC headquarters until an assignment took him to 2nd Air Force Headquarters, Barksdale AFB, La., where he became Director of Intelligence.

The following year Col. Pickoff was reassigned to Hqs., 5th Air Division, North Africa, where he also served as Director of Intelligence.

Upon his return to the states, he was again assigned to SAC headquarters with duty as Deputy Director of Intelligence for the Strategic Air Command.

Colonel Pickoff entered the missile field at Cook AFB, Calif., on an assignment as Guided Missile Operations Staff Officer, 704th Strategic Missile Wing, in 1958. Later that year he assumed command of the 564th Strategic Missile Squadron at Francis E. Warren AFB, Cheyenne, Wyoming.

Advancing up the chain of command, Colonel Pickoff became Division Director of Operations, 13th Air Division, Warren AFB, a position he held until he received his present assignment as commander of the 451st SMW.

A gradaute of Southern Methodist University, Dallas, Texas, Colonel Pickoff possesses many military awards and decorations, including the French Croix de Guerre, the Distinguished Flying Award with three oak leaf clusters, the Air Medal with five oak leaf clusters and the Legion of Merit.

SATAF CHIEF DISCUSSES SOUND MANAGEMENT PRINCIPLES

As the Site Activation Task Force Commander for Site T-1, Lowry AFB, Colonel James H. Thompson had the responsibility to constantly exhort all SATAF personnel under his command to greater effort.

On one occasion recently he had reason to bring to the attention of the men of his command the importance of Management and Organization in effecting a successful conclusion to a program of the magnitude of the Titan ICBM program.

His remarks are reprinted here:

"There are few, if any, organizations which could not be improved by the application of sound management principles. The principles of management apply to any situation involving more than one man, where some degree of command is involved.

Now, these four principles of good management are:

Unity of Command: There is only ONE boss.

Span of Control: The right number of people to do the job, assembled in a locality where distance relative to supply and communication is compatible, and a time is defined wherein the job can be done.

Homogeneous Assignment: Functions must be specific, not overlap, be assigned to one person, and be within the capabilities of

the individual.

Delegation of Authority: Must accompany delegation of responsibility and must be limited

at the operating level.

These principles of organization are based on actual human behavior in group-working relations since primitive times. They are not rules or bits of policy developed by individuals. They are as immutable as the principles of science, such as the laws of physics, and cannot be changed to fit individual or local conditions. You can use these principles and have an efficient organization, or you can ignore them and court distaster—but, you can't change them!

In managing any activity, the supervisor per-

forms five functions:

Planning—He plans activities of subordinate groups.

Organizing—He organizes group efforts Commanding—He issues necessary orders. Controlling—He maintains controls

Coordinating—He coordinates activities

These functions of management apply to any echelon of command, and when properly understood and executed, they make collective group effort possible.

The process of supervision is a control function of management and is one of the major determinants of the success or failure of an endeavor. Standards of performance must first be established, and then, through constant supervision, procedures and results must be checked against the standards. Any deviation from the standards, no matter how minor, should be noted and prompt corrective action taken.

Standards of performance in the form of SOPs, checklists, and inspection guides were developed

for our task here after extensive research, years of experience, and coordination between highly qualified personnel. No one individual has the mental capacity and the necessary experience level to allow him to depart from the standard procedure and be able to predict the consequences, under all conditions. The fact that many variations in procedures or sequence will produce similar results, under normal conditions, is an insidious trap which has snared many qualified personnel. In the stress of an unusual situation, or emergency, these nonstandard procedures are found to be inadequate.

The commander, leader, boss, call him what you wish, of an organization has several direct and indirect methods of exercising control of the functions within his jurisdiction. Inspectors, staff and supervisory personnel, in addition to personal observation, provide him with basic supervisory control, which is limited only by the ability and integrity of the individuals concerned. Commanders, bosses, those who run the show, must provide the necessary leadership to establish and maintain sound management procedures within their organizations. The integrity of his subordinates must be such that dynamic interest is aroused in developing their own management capability.

As a group, the Air Force, as practitioners of these principles, is capable of reaching unprecedented heights of effectiveness, if each action is calculated to comply with the basic principles of management as we have discussed them here.

It has always been my personal feeling throughout this program that when anything went wrong in this organization it was my responsibility. Just one more thought. There is a word that I feel has no place in good management, that word is, accident. In ninety per cent of the cases where it is applied, it's a misnomer. Accidents don't just happen . . . they are caused, usually by mismanagement" . . .

OLDTIMER (CONTINUED)

to open them again...except maybe for practicin'".

His words edged out of hearing as again that haziness seemed to envelop me. I found myself standing where I stood originally and involuntarily the words, "I'm with you, mister," tumbled from my lips.

The tall man in the Air Force captain's uniform looked at me and said, "I beg your pardon." "Nothing," I replied, "nothing, I guess I was thinking out loud; It's quite a sight, isn't it?"

If the captain replied, I failed to catch his words as I made my way to the bus for the trip back to town. As I rode through the pleasant countryside the old man's wish became my prayer ... "I hope they never have to open them again ... except maybe for practicin'".

DETECTION, RECOGNITION,

American Machine & Foundry Company, Alexandria, Va., will study and investigate development of optical techniques applicable to detection, recognition, and identification of man-made objects and phenomena in aero-space under contract with Rome Air Development Center, Griffiss Air Force Base, Rome, N. Y.

■ SITE T-5 NEWS REPORT

T-5 HOSTS AWARDS DINNER FOR MARYSVILLE PERSONNEL

Wednesday evening, May 4th, an Awards Dinner was held at the El Dorado Hotel in Sacramento, California, in recognition of the completion of the installation and test phases at the AMF/Titan ICBM site at Marysville, and the progress made thus far in the activation phase. Marvin Rimland, Site Manager for AMF, said that the activation phase at the local site was moving along at a good pace and will proceed at the three complexes at the accelerated pace it has assumed in this, the final phase of the program, until the site is taken over by the Strategic Air Command, (SAC).

On February 13, 1961, twenty-two AMF employees arrived in Marysville as the initial work force assigned to the Titan ICBM site. Since that time this number was increased steadily until January of this year when AMF personnel numbered over six hundred. These employees were engaged in the installation of the AMF designed and fabricated launcher system for the giant missile, and staffed the many positions in the administrative and support section offices.

Site T-5 has been fortunate in being in a position to capitalize on experience gained by AMF at the other Titan sites which were started before the local installation got under way. In December 1961, the work forces at the Chico, Lincoln and Sutter Buttes complexes were at full strength and engaged in an accelerated drive to complete the installation phase of the program. At that time, a group of AMF key personnel led by "Rimland's Raiders" began transferring to the T-5 site from the facility at Lowry Air Force Base in Denver, Colorado-bringing with them the experience and knowhow gained "in the holes" at that site; the first ICBM base to be initiated as the initial link in the AMF/ Titan ICBM chain designed to harness the ambitions of any aggressor.

AMF instituted the policy of "transferring knowledge" to the "downstream" sites when it became apparent that experience gained at the Colorado base would result in up-dating methods and procedures for the installation and test phases of the program at the other sites which would mean a savings of millions of

dollars to the American taxpayers.

Site Manager Rimland and his deputy, Bob Mayer, were both former Complex Managers at Lowry AFB in Denver. Assistant Site Manager, Joe Kilcoyne, was brought to Marysville from the AMF Greenwich Engineering Division in Greenwich, Connecticut, and Gary Fulbright, Administration Manager for the Marysville operation served for a time as an assistant complex manager at the Denver T-1 base. This nucleus of AMF trained and experienced personnel spearheaded the drive at the Marysville site, bringing with them Joe Zak, Lee Jasienski and H. B. Chambers, experienced test and installation engineers, to serve as complex managers.

Continued next page

SBEL HOSTS FIRST MGE CONFERENCE

For two weeks, presentations had been made and decisions rendered on the 100 items of MGE (maintenance ground equipment) submitted by AMF to the Air Force. Ihe MGE Conference had fulfilled AMF's obligation, as per WDT Exhibit 57.1, to research and justify MGE in support of the Titan Weapons System. Joe Lyons, Chairman of the Air Force team, shook hands with Tom Morrissey, AMF's Chairman. Both men were pleased, and tired. They knew the months of hard work and planning that lay behind the final Air Force acceptance of 80% of the items with a value, including peripheral acquired business, approaching one million dollars.



John Barteau (right center), General Manager of AMF's Santa Barbara Engineering Laboratory greets Air Force MGE Chairman Joe Lyons as Al Nagy (left), SBEL Tech Services Manager, and Jack Creighton (right), Air Force Co-Chairman, look on.

It had started back in January when Tom Morrissey joined SBEL as MGE Supervisor, under Al Nagy, Technical Services Section. First, Tom checked through all existing items proposed for MGE, including 25 from Vandenberg and about ten from the GED package. He then asked all field operations to notify him of any equipment needed, and evaluated these requests. All ECP's (equipment change proposals) and CR's (change requests) were checked for MGE possibilities, and items discarded from previous conferences for corrections and resubmittal were reviewed.

"We generated about 100 items by that time," says Tom, "and had thrown out 35 which were not good. Every item was evaluated exhaustively and we made certain we had justification and complete back-up data on each one we would submit. We researched the Air Force technical information file and all AF stocklists to see if they had any similar equipment and held a review with the Air Force on our preconference documentation. The SBAMA equipment allowance people validated the items and gave us "preferred numbers."

"We worked very closely with Engineering on sketches and pooled our ideas on the best design for the equipment. Much credit for the success of the conference belongs to the back-up data, presentations and technical support of Engineering which was in many cases, the dominant factor in obtaining Air Force approval of the items."

"Before we came here," said Joe Lyons, "each member of the Air Force team had checked out the item requirements within his own area of activity and decided on questions to ask, and whether the suggested MGE should be used with other equipment, or be altered or replaced. When you are working from engineering sketches, it is sometimes difficult to visualize the end product and to decide if the item is needed."

"Although everything is evaluated in terms of overall usefulness, its utility in the "hard" (protected) state is usually the deciding factor. Some items were questionable because they had to be used when the missile system was "soft" (exposed)." We try to put the minimum amount of equipment in the silo to do the job right and we feel we got what we needed. There was no confusion about what the item was for, or why it was needed. The items were presented in such a manner as to make our decisions easier, which showed fine planning by the planning committee whose co-chairman was Rocco Portanova. He was assisted by Jim Decker, Fred Metzler, Tom Morrissey, Arnie Silverman and George Uriyu.

The Management Services Group coordinated all administrative detail and handled the many other functions tangent to such a meeting.

Special Publications produced all graphic and illustrative material required for the conference.

In short, it was the team work of many people; the forward planning of the MGE group, SBEL, TFOD, Buffalo, GED, OB site personnel and AMF contractors, which led to the results which Joe Lyons summed up as, "This was without any doubt the best prepared and most enjoyable conference I ever attended."

T-5 AWARDS (Continued)

As honored guests at the Awards Dinner, and sharing the speakers' table with Colonel Sault, Colonel R. E. Gay and Lt. Colonel Donald W. Rush were William G. Christmas, AMF Divisional Vice President and Titan Project Director, Harold Lipchik, General Manager of the Titan Field Operations Division, Littleton, Colorado, and Ed Przybylski, Site Manager at T-4, Moses Lake, Washington.

High jinx for the affair centered around a theme of "Be Kind To Lipchik Week", and the T-5 Shepherd was presented with a scroll and several "graphs" that brought laughter from the assembled guests. W. G. Christmas, speaking for AMF President Carter L. Burgess, who was unable to attend, told the T-5 group that their efforts were greatly appreciated by himself, Mr. Burgess and the entire Titan Team.

Framed AMF/Titan Awards were made to Marvin Rimland, Site Manager; Robert W. Mayer, Deputy Site Manager; Joseph Kilcoyne, Assistant Site Manager; Colonel William E. Sault, Site Activation Task Force Commander; Colonel W. L. Reynolds, Commander, 851st SMS; Joseph Zak, Complex Manager (4A); Lee Jasienski, Complex Manager (4B); H. B. Chambers, Complex Manager (4C); Zack McIlroy, Manager Test & Engineering; Alfred L. Morton, Manager Quality Assurance; Erwin Solloway; John Costo; and Anthony Paolitto; Battle Streamers were presented to department managers for distribution to personnel under their supervision.

SITE TF-1 NEWS REPORT

JAMES W. COX APPOINTED SITE MANAGER AT VANDENBERG AIR FORCE BASE

John Barteau, General Manager of AMF's Santa Barbara Engineering Laboratory, announced today the appointment of James W. Cox as Site Manager of American Machine & Foundry Company operations at Vandenberg Air Force Base. In his new position, Jim will be responsible for all functions of Project Control, Contracts, Operations, Quality Control, Administrative Services, Materiel and Personnel located at Vandenberg.



JAMES W. COX

Jim joined AMF in July, 1960 as assistant to the supervisor in charge of structural section in Engineering, and was soon responsible for design decisions when required by field changes at the Titan and Atlas missile sites. In 1961 he was appointed Complex Manager of the Titan site and held that position until his recent promotion to Project Manager of the Category II Test Program, which involves the phasing in of Strategic Air Command personnel on the Titan weapons system following "turnkey." Prior to joining AMF, Jim was a Supervisory Engineer with the Campbell Steel Co., in Corpus Christi, Texas.

Jim served five years in the U. S. Air Force, and was discharged as a 1st Lieutenant. He received his B.S. degree in Civil Engineering in 1952 from the University of Texas and is currently a member of the National Society of Professional Engineers and the American Rocket Society.

He and his wife June and their daughter Terri, 14, live in Lompoc, California.

SHOW UP or PAY UP!

Effective May 1, 1962, should you hold confirmed air line reservations and should your plans change and you are unable to make the flight, a penalty charge of \$5.00 minimum, and \$40.00 maximum, will be made by the air line should the passenger fail to cancel out the reservation.

AMF's position is that the employee must cancel the ticket and should this not be done, the employee himself will be responsible for the penalty.

725th SMS Declared Operational – SAC

The Air Force added nine more giant twostage Titans to its rapidly growing mixed force of Intercontinental Ballistic Missiles and manned bombers Friday, May 4, 1962, when the 725th Strategic Missile Squadron of Titan ICBM's at Lowry AFB, Denver, Colorado, was declared operational by the Strategic Air Command.

The Air Force operational ICBM's inventory also includes seven Atlas Squadrons and the first Titan I Squadron, the 724th Strategic Missile Squadron, also located at Lowry AFB. The Titan missile can roar from its AMF launcher to a target more than 6,300 miles away in a matter of minutes.

Acceptance of the second operational Titan squadron by SAC from Ballistic Systems Division of the Air Force Systems Command came only two weeks and six days from the turnover of the first operational squadron, which was then singled as a major milestone in the nation's rapid buildup of its ballistic missile force. These two squadrons comprise the 451st Strategic Missile Wing.

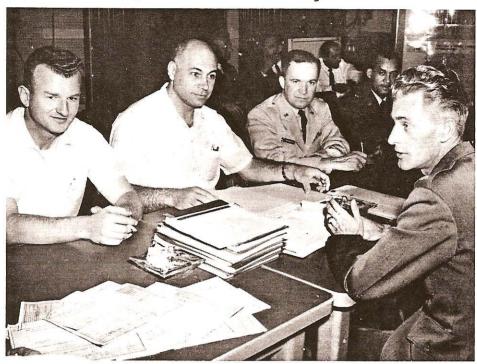
The seven operational Atlas Squadrons and two operational Titan Squadrons comprise a missile force which will be expanded even more greatly when the remaining six Atlas Squadrons, the other four Titan I Squadrons and the first Minuteman solid propellant three-stage missile of eventual five-wing force all come into the SAC inventory before the end of the year.

The Air Force launched its 39th successful Titan at Vandenberg AFB, California, May 4th. Speaking of today's turnover of the second Titan operational squadron, Colonel James H. Thompson, SATAF Commander at Lowry, said: "This is another significant milestone in the Titan program. The two Lowry squadrons were completed exactly three years to the day of the ground breaking. Achievement of this giant task has only been possible with the continued hard work and devotion to duty of all members of our military industry team."

Colonel Thompson was responsible for all aspects of getting the underground missle site into the hands of SAC.

The second squadron gives the United States Air Force eighteen operational Titan missiles, all in underground protected silos perched on AMF designed, fabricated and installed launchers, and capable of total retaliation if necessary. Additional Titan I squadrons are expected to become operational with SAC some time this year at Ellsworth AFB, Rapid City, South Dakota; Mt. Home AFB, Idaho; Beale AFB, Marysville, California; and Larson AFB, Moses Lake, Washington.

Concurrent with the announcement of the completion of the second squadron of Titan ICBM's, Colonel Thompson announced award of the Air Force Commendation Medal to eight officers of his Site Activation Task Force.



Shown above at the signing of official documents as the 725th SMS was turned over to the Strategic Air Command are, left to right: Bill Rimmler, AMF Site Manager; John D'Errico, AMF Manager of Quality Assurance; Lt. Colonel Anthony Monaco, SAC; Lt. Colonel Alfred E. Scott, chief of SATAF Turnover Control Board; and Major W. Kearney, SAC.



John Lynch, right, AMF Quality Assurance Supervisor of Configuration and Activation, greets Lt. Colonel Alfred E. Scott, chief of SATAF Turnover Control Board, at the turnover ceremonies marking the Air Force's acceptance of the second squadron of nine operational ICBM Missiles at Site T-1.

