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FLIGHT LINES

FEDERAL AVIATION AGENCY-REGION 3



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FROM THE REGIONAL OFFICE

PROJECT STRAIGHT LINE

This is a subject in which we are all interested these days, the degree of our interest depending to some extent on how each of us personally is affected by it. There was considerable discussion of Straight-line at the Regional Manager's Conference in Washington September 26-30, and I am taking this opportunity to pass on some of the more important points to you.

The Plan is to be completely in effect by July 1, 1961. There are two principal phases. One is the change in Regional boundaries to coincide with Center control areas for Air Traffic Management, FM Maintenance and Materiel, and Flight Standards Procedures and Flight Inspection functions. With the exception of the State of Colorado which is being transferred from Region 4 to Region 3, the old state boundaries continue for F & M Establishment and Airports programs, Aviation Medicine, and for Flight Standards Operations and Maintenance functions. It now appears that the Flight Standards Operations and Maintenance responsibilities in Colorado will remain in Region 4. It is proposed to effect all of the boundary changes as of February 19, 1961.

The other phase is the establishment of new area offices in each city in which a Center is located. The purpose is to reduce the Regional Office span of control by decentralizing more authority to the field operation level. The new offices are not to be in the center buildings. They will be staffed by ATM, F & M Maintenance and Materiel, and Flight Standards Procedures personnel, with an ATM, F & M, and a Flight Standards chief reporting to his Division in the Regional Office. It is now proposed to have the first ATM segment functioning at Detroit, or possibly Chicago by January, 1961, with an additional office opened each succeeding month, in order to complete the project by June 30, 1961. F & M plans to have its portion of the offices activated on June 15, 1961. A date for Flight Standards Procedures has not yet been set.

Position descriptions are now being written in the Washington Office so that they may be advertised as soon as possible for all of the new offices.

There are many, many details remaining to be worked out and as more information becomes available it will be passed on to you immediately. The June 30 deadline is firm. I am sure we can make it with your same cooperation and understanding which you have shown in so many difficult assignments in the past.



Henry L. Newman
Regional Manager

OPERATION PATHFINDER

by Charles S. Irwin
Facility Planning & Procedure Officer
Indianapolis Center

OPERATION PATHFINDER

Commencing on October 15th that system of Positive Control termed "Operation Pathfinder" went into effect. Here is the story of this newest of ATM procedures as reported by Charles S. Irwin, ATM Facilities and Procedures Planning at Indianapolis.

It was so simple in the old days.

Not so many years ago a pilot could crank up his single-engine craft and wend his carefree way across the country, marking his progress by sighting the country crossroads and other easy-to-see landmarks, usually arriving safely at his destination without too much worry over possible collision with other aircraft.

Not any more.

Rapidly-increasing use of our air lanes in the past two decades has necessitated the application of many controls and safety programs in order to cope with the rising number of air problems, and the birth of the jet age has made even more mandatory an effective program to deal with these problems.

The wonderful advancements in jet air travel have brought with them a formidable number of problems which have plagued harried traffic controllers and have given rise to an ever-expanded program to make the air lanes safe for all pilots and travelers in this fast-moving age.

One of our major problems in this effort to provide maximum safety - especially in the case of jet planes flying at high altitudes has been that of insuring what we term "positive separation"; in other words, the prevention of high-speed jet aircraft getting too close to each other in flight and the

consequent danger of disastrous collisions.

To provide maximum safety for such craft, an entirely new concept in positive separation went into effect on October 15, 1960, in the FAA Chicago-Indianapolis flight advisory areas.

Termed "Operation Pathfinder", the project is designed to provide positive separation between all aircraft operating at specified altitudes.

"Operation Pathfinder" is the FAA's inaugural program to provide positive control between aircraft on an area basis.

Many of the problems of the jet age were recognized by the Government and in 1954, through the facilities of the Air Coordinating Committee, outstanding operational and technical leaders from government and industry conducted a comprehensive study of the existing navigation system and air traffic control system. These leaders were brought together for the purpose of recommending methods and procedures to solve problems created by the increasing volume and growing complexity of air navigation and traffic.

Part of their recommendations endorsed the concept that positive separation of aircraft could best be achieved at the higher altitudes. This recommendation was generally based on the fact that aircraft flying in the higher altitudes are equipped for instrument flight and the pilots are instrument certificated. The increased closure rates of high performance aircraft and the pilot's general inability to readily define the horizon or other aircraft create an environment which is urgently in need of positive control.

As a result of this committee's recommendations, the FAA Administrator, on

June 15, 1958, implemented Special Regulation 424 authorizing the establishment of certain airways between 17,000 and 22,000 feet as positive controlled route segments.



Radar coordinator and controller watching movements under positive control jurisdiction.

With the advent of the Civil Air carrier turbojet in the closing month of 1958, the Bureau of Air Traffic Management implemented a program of radar flight-following, using both FAA and military surveillance radar systems. This was not positive control, but it was definitely a step in the right direction.

Experience gained from these programs indicated that positive control on an area basis was feasible.

"Operation Pathfinder" is implemented in the major portion of the Indianapolis and Chicago Centers Flight Advisory Areas and a portion of the Cleveland Center Flight Advisory Area. The positive separation will be provided in these areas between Flight Levels 240 (24,000 feet) and upwards to and including Flight Level 350 (35,000 feet). The responsibility for the control of the Chicago and Indianapolis areas will fall to the respective centers with Indianapolis Center also assuming the responsibility for the control of that portion of the area lying within the Cleveland Center area.

The area wherein this new concept in air traffic control will be exercised is one in which all types of jet air activity exists. It is one whose geographical boundaries encompasses three large Strategic Air Command bases, approximately ten Air National Guard bases, and the heavily used civil jet airport at O'Hare Field in Chicago. It was, in fact, for this very reason that this area was selected. It is believed that this test ground contains the variety of jet air traffic needed to evaluate the FAA's capability to provide this new and safer method of air traffic control.

This plan will require that all aircraft operating between Flight Levels 240 and 350 regardless of the weather conditions when operating within the designated positive control area, operate on a flight plan and be known to the air traffic control center. With the centers concerned having knowledge of each flight they are in a position to provide the positive separation needed. No longer will the pilot have to rely on his ability to avoid other aircraft on a see and be-seen basis or have the safe conclusion of his flight rest on his ability to react in time to avert a disaster.

The new radar display equipment and ATCRBS equipment in the Indianapolis Center. The radar displays have a white presentation with an easy-on-the-eyes green scope



The primary tools that will be used to successfully perform positive control will be the long range surveillance FAA radar systems located at Chicago, Illinois; Indianapolis, Indiana; and London, Ohio. These radar installations have a surveillance range of approximately 160 nautical miles up to altitudes approximately 60,000 feet.

The controllers will also have at their disposal six new high altitude frequencies for use within the Indianapolis Area alone.

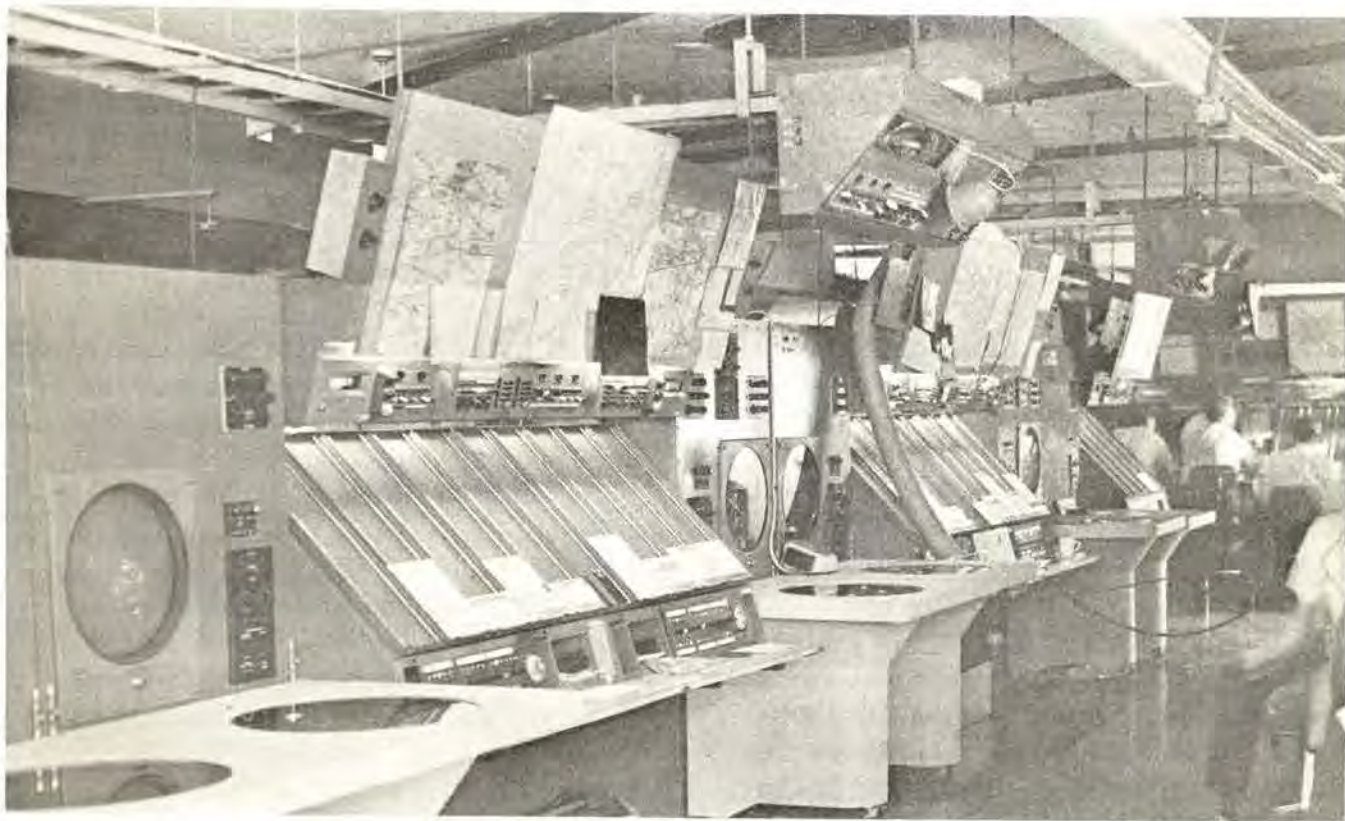
In addition to the extra equipment that the Indianapolis and Chicago centers will have to perform positive control, certain specific rules and regulations have been drafted which set forth the flight requirements that must be met prior to a pilot operating his aircraft in the selected positive control area. Primarily among these special requirements will be the pilot's responsibility

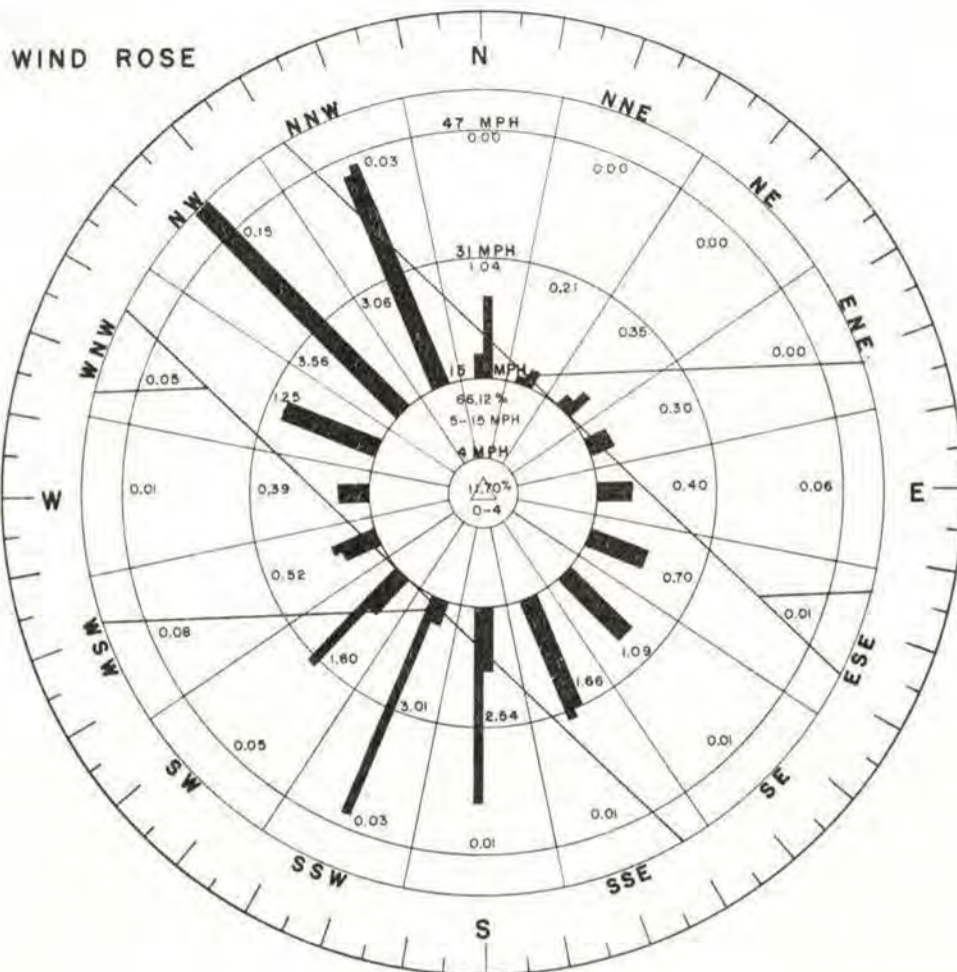
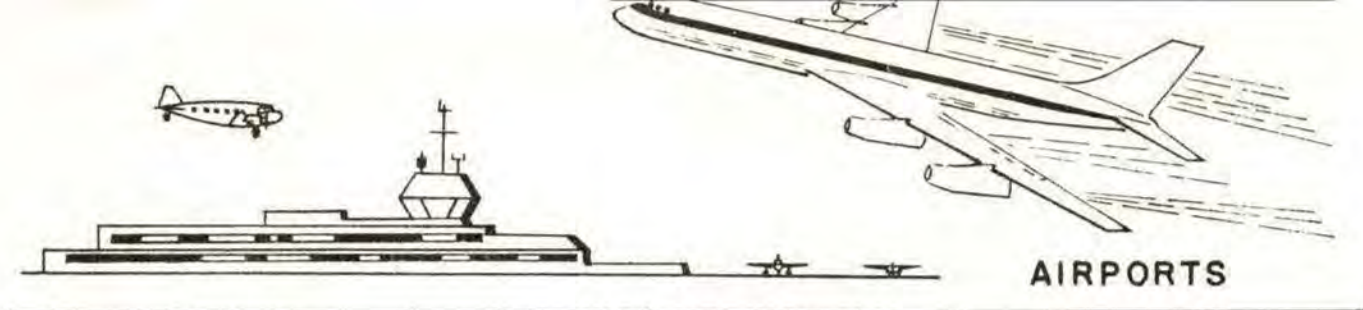
to insure that he is capable of performing two-way radio communications on the specific frequencies in use in the positive control area, and to insure that his aircraft is capable of transmitting special electronic interrogatory signals known as beacon codes. These beacon codes greatly reinforce the radar return normally expected from an aircraft.

It is expected that experiences gained in the forthcoming evaluation will assist in future planning of additional positive control areas. If the evaluation is a success, the positive control areas will undoubtedly expand both laterally and vertically.

We of the Third FAA Region should feel proud that the FAA had the confidence to entrust to us the job of making "Operation Pathfinder" a reality.

General view of the high altitude positive control area of the Indianapolis Air Route Traffic Control Center showing control boards and radar scopes.





The Airport Planning Section, Airports Branch, has found something that is "clearer than black and white." This is black, white, red, green, etc. In other words, we have gone to colors. On these two pages is a graphic example.

The practice of color coding has been found very helpful in all types of exhibits, including wind roses, master plan reviews, area studies, and site studies. To illustrate, we have shown two wind roses - one in black and white (Figure 1), and one in color (Figure 2). You will note how readily

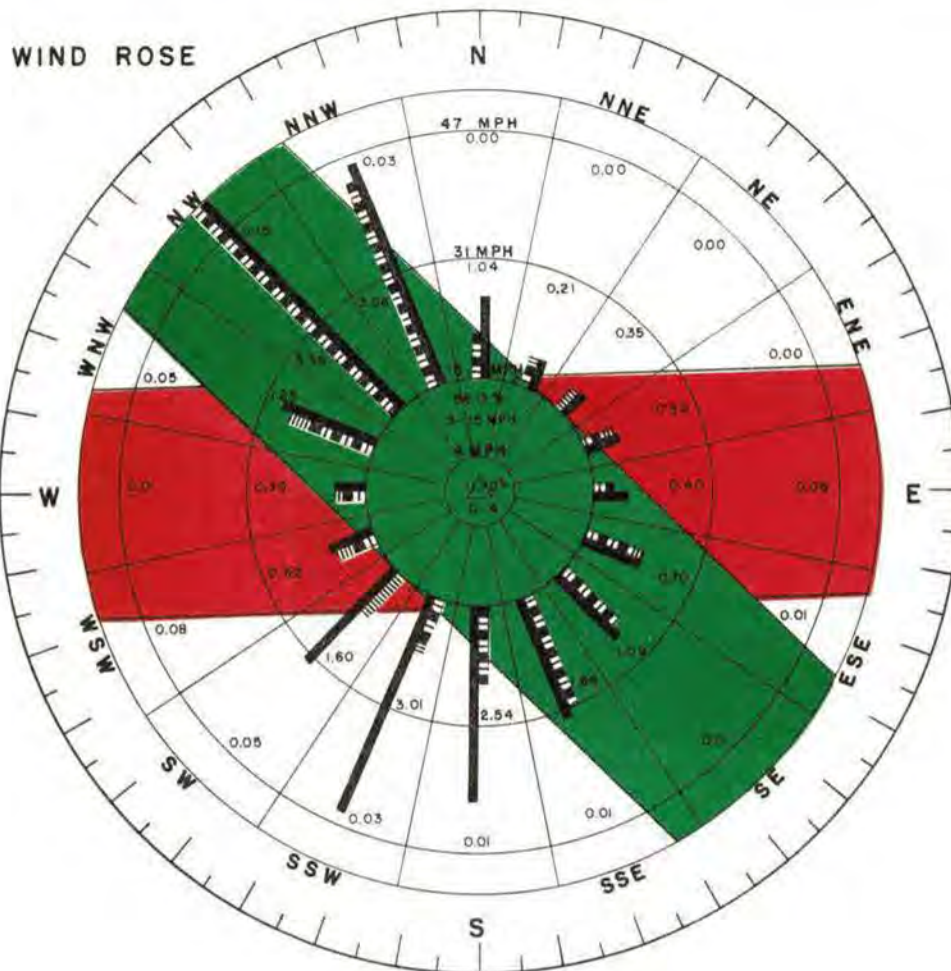
the various features of the colored wind rose can be picked out as compared with the black and white wind rose.

The black and white wind rose contains substantially the same information as the one shown in color. However, to be understood, the black and white rose requires more study than the colored one. A glance at the colored wind rose and you immediately have a picture of the primary runway direction shown in green and the secondary runway direction shown in red.

The percent of wind from a given direc-

USE OF COLOR TO TELL THE STORY

ADDS SIMPLICITY - UNDERSTANDING - EMPHASIS



tion, shown by the length of the solid black tape, and the wind coverage provided by each of the runways, shown by the length of the two different patterns of black and white striped tape, are immediately apparent. You will also note that it is much easier to describe component parts of a colored drawing because we can refer to them by color and we know that you are looking at the same component part to which we are referring.

Colors had been used generally with various exhibits and studies by the Airport

Planning Section for some time, but came into their own in connection with the 1960 and 1961 Federal-aid Airport Program review. Many of the exhibits submitted with Program projects were vague and it was difficult to pick out the specific proposals at an airport for which aid was being requested. To overcome this, the Airport Planning Section began to show proposed work by putting colored tape on exhibits. This proved very helpful, especially for committees that were reviewing projects late at night after many long hours of work.

Many of the black and white exhibits submitted required reference to an attached text for proper interpretation. Because everyone reviewing the submittal had to refer back to the reading material for clarification of the drawing, many man-hours were spent in duplication of effort. Also, casual perusal of the text led to misinterpretation of the intended meaning. Therefore, in the Region Three Program review, sketches showing the proposed items of work were color-coded. For example, the land which was proposed to be acquired was outlined with orange tape; clear zones were outlined in yellow; paving was shown in red; grading was shown in green; and lighting was indicated by black and white striped tape. By having one person responsible for studying the text and transferring the correct interpretation to the drawing through color-coded symbols, duplication of effort and different interpretation of the drawing were cut to a minimum.

For example, a black and white drawing may show the existing property line and the future property line by a very similar dashed line, requiring much study to determine just what additional property is to be acquired. By applying colored tape to the future property line, the property to be acquired stands out at a glance of the drawing. Assuming that a part of this property is for the airport proper and a part is for clear zones, reference to the text and careful study of a black and white drawing may be required to differentiate between the two items. However, by taping the items in two different coded colors, the use intended for the property is immediately apparent. One glance at the sketch immediately shows the type and extent of the work which is requested. This saved considerable time during the Program review because it was not necessary for each person to study the correspondence to determine what was involved in the Request for Aid.

The use of color on exhibits has not only been responsible for the smoothness with which reviews were made, but in some cases has been credited as the main factor in getting a problem settled at all. One colored exhibit was used in a meeting in which the discussion concerned approximately one million dollars. A picture is worth one thousand words, and a colored picture may be worth one million dollars. Colored exhibits, prepared during programming of Federal-aid Airport funds, greatly influenced the smoothness with which Region Three's program items were processed through the Washington Office. Clear exhibits greatly speed up the review of any problem being considered in a meeting, especially if those attending are not familiar with the general principles or specific problem involved.

The additional effort required to color exhibits is fully compensated for by the time saved in reading the exhibits and in the added effectiveness of the final results. Actually, the use of color by prepared tapes goes very rapidly for anyone with a minimum of practice. Members of the Airport Planning Section would be glad to demonstrate the use of color in the preparation of exhibits to anyone interested.

LUCKED OUT!

The R. O. Golf Tournament was held the afternoon of September 21 with 24 golfers (including wives of employees) participating. 15 remained for the dinner in the evening.

In order to provide an equitable means of allocating prizes a Calloway system of handicapping was used. The wins were as follows: Ladies - 1st prize, 2 golf balls, Mary Jane Erb; 2nd prize, 1 golf ball, Margaret Sparks; booby prize, 1 golf ball, Virginia Fite. Men - 1st prize, 2 golf balls, Tom Davis; tie for 1st prize, 1 golf ball, Dean Vanway; 3rd prize, 1 golf ball, Ed Marsh; booby prize, 1 golf ball, Len Jurden.

FLIGHT STANDARDS

It has been so long since I last tried to chronicle activities that many of the smaller events have disappeared into the past. However, I will see if I can recall a few of the major items.

Our recommendations regarding the ultimate configuration of the Flight Standards field organization were forward to Mr. Bakke on August 11, 1960. Before completing these recommendations, we had an opportunity to consult with the following field personnel:

Paul E. Cannom, FSDO 3-11 (Gen), Kansas City, Kansas

James P. Colton, FSDO 3-22 (Gen), Wichita, Kansas

Elliott O. Hammond, FSDO 3-14, Minneapolis, Minnesota

E. R. Michelsen, FSDO 3-18 (Gen), South Bend, Indiana

Wesley A. Murphey, Jr., FSDO 3-8 (Gen), Grand Rapids, Michigan

Frank W. Webb, FSDO 3-5 (Gen), Detroit, Michigan.

These individuals were chosen because of their experience and their geographical distribution over the region. I would like to have sent a copy of our recommendations to all offices but, since the document was actually a small book, reproduction did not seem feasible. Any of you who visit the Regional Office are welcome to review it.

Because of delays in acquiring the Division Administrative Officer, my visits to the field have not been nearly as extensive as they should have been; however, in the fairly recent past, I have been to the Chicago, Milwaukee and Wausau offices.

Mr. Lloyd N. Young, our new General Operations Section Chief, is planning visits to the District Offices as soon as possible and the undersigned will accompany him to as many facilities as possible.

I visited the Washington Office on September 26 and 27 and had interesting discussions with various individuals including Messrs. Bakke, Kemp, Masden, Walk and Weeks. Mr. Welling was attending the FAA Executive School.

Incidentally, Les Eichen was also attending the Executive School.

A meeting of all field division chiefs and branch chiefs is planned for the Aeronautical Center November 1 and 2. Subsequent to this meeting, it is my hope that we can have a meeting in the region of all supervisory personnel and, in the case of Air Carrier and General offices, the principal inspector in the opposite specialty. This meeting will probably be held in Kansas City in November and we hope to have many things to report to you from the discussions in Oklahoma City.

The organization of the field division is progressing - all of our branch chiefs are now in their new positions; all of the section chiefs in Engineering and Manufacturing are in their new positions and we are in the process of finalizing other section chiefs in the organization. Mr. John E. Caquelard has been selected as the Division Executive Officer and will report formally on October 3.

Mr. Newman, the Regional Manager, is in the Washington Office as of this writing getting a briefing on the plans for Project Straight-line. So far as is now known, the only part of Flight Standards that will be affected by Straight-Line will be Aircraft

Management. The Airways Flight Check function will follow the Straight-Line area concept with the possibility that one procedures specialist will be located in each Straight-Line headquarters. At this date, we have no information whatsoever regarding the assumption of the State of Colorado into Region 3 except that this will presumably take place.

Hope to see some of you soon on your home grounds.



MAINTENANCE

We are happy to announce that several deserving promotions have been made recently.

The St. Louis Air Carrier Office has a new Supervising Inspector with Edmund Benben moving from the ranks of the working maintenance inspector to the management area. Our best wishes for a successful career go out to Ed.

The Indianapolis Air Carrier Office has "Tom" Peterec as the new Supervising Inspector. This is a boost to a very deserving man; may he also have a successful tour in that position.

We have the word that Sam Corso of the West Chicago District Office has been picked as the new Chief of General Maintenance, FS-3340, and will move to the Regional Office some time during the month of October. He has been detailed to this position for several months so Sam is no stranger to these parts. Anyway, welcome to the fold, Sam.

The new Air Carrier Maintenance Chief, Mr. Ernest Fountain from FS-320 Washington, will also report to duty in the R. O. some time during the month of October.

At the same time we have lost an old standby of the Third Region, Mr. "Sid"

Denfip, who has been shuffled from here to Region 2 in the Regional Office. We are sorry to see him go. Good luck, Sid, and again best wishes from all of us in Region 3.

We have rumors of other changes in personnel but will confirm these in the next issue of FLIGHT LINES.

Training of our inspectors is always a never-ending procedure, but when the Chief goes off to acquire more polish that is news. "Les" Eichem attended a course in Management at Charlottesville, Virginia.

"Bill" Weis played Father-Son baseball. Father became a casualty. So far he is making progress in recovering his mobility, the cast is off his leg, and he does get around with the aid of a crutch.

OPERATIONS

Eye-Opening Statistics

Did you know that in the Third Region there are 663 certificated Air Taxi Operators? There are 802 companies employing 1488 professional pilots operating 1309 executive aircraft and 866 of these aircraft are multiengine type.

The above is from a Business Operations survey conducted in May, 1960. It is estimated that there are roughly again as many aircraft owned by companies which do not employ professional pilots.

Gratifying Results of Re-examination

Many pilots are re-examined under the authority of Section 609 of the Federal Aviation Act as a result of their involvement in accidents, violations, or when there is other reason to question their knowledge or proficiency. Some of these pilots have a high opinion of their aeronautical capabilities and openly resent the FAA's right to question their ability. It is therefore gratifying when an occasional level-headed and conservative pilot sees the logic behind such action.

The following is an excerpt from a letter received by Supervising Inspector Mel Wood.
"Dear Mr. Woods:

Several weeks ago, I had an accident with my airplane, which was of the nature that required FAA investigation. After studying and analyzing the accident, FAA felt that there were certain conditions involved in the incident which made them feel it would be to the best interest of all concerned if I were asked to present myself to their office in Lincoln for a check ride. When I received this letter, I will admit, that I was perturbed as I had been flying for 30 years and had over 4700 hours time, 437 of these being in a twin engine plane in the last three years.

"After thinking the letter over for a few days, I took a different attitude. I realized that I had had an accident, and after all, most airplane accidents are pilot failure and not mechanical failure. Taking this into consideration, I realized that perhaps I was not as sharp as I thought I was and that FAA was no doubt right in asking that I have a check flight.

"My next move was to pick an instructor in whom I had implicit faith and contact him to see if he would check me out before I took my check ride with FAA.

"At the appointed date and time I appeared for an hour check ride with the instructor and much to my surprise I found that I had developed habits that were very bad. I also found that there were some things that I did not understand about my own plane and there were many things being done differently in flying today than they were taught 30 years ago when I learned to fly.

"Personally, I feel that FAA did me a great favor by requesting that I appear for a check ride. I feel so strongly about this that from now on I know that I myself will have a check ride with a good instructor at least once a year. I think it would be a good idea if all pilots were required to have periodic check rides, as we are all human and

it is only natural that many of us will unconsciously develop some bad habits that might prove to be dangerous."

Incidentally, this pilot was re-examined with satisfactory results.

R. O. "INS" AND "OUTS"

Gordon K. Lankford transferred from the Aeronautical Center to the Regional Office on August 7, as an Air Carrier Operations Specialist.

Lloyd N. Young, former Chief General Operations Section for Region 1, transferred to Region 3 in the same position replacing Lee Covert, who assumed the duties on September 4 as Chief, Business Operations Section for Region 4.

Lou Ola leaves on October 3 for Washington, D. C. to become Chief, Aircraft Requirement Section.

MARK YOUR CALENDARS

We will all be wanting to tune our dials on November 20, Sunday, 5:30-6:00 CST to CBS channels.

We have been advised by CBS Producer Burton Benjamin that the "Twentieth Century" television production "Traffic Jam Up-Stairs" is scheduled to be aired nationwide by CBS networks November 20. This half-hour production will depict the present jet age aviation situation and provide some indications of what lies ahead for aviation in the future. It includes interviews by commentator Walter Cronkite with Mr. Quesada, Mr. Thomas and Mr. Anast. And, it covers FAA activities at NAFEC and Region One centers and towers, etc.

Dick Witkin, Aviation Editor of the New York Times, was the writer of this television show. CBS "Twentieth Century" production recently won top honors and an "EMMY" award for the best public affairs TV show of the year.



FOCUSING ON



Kirksville, Mo. - FAA's newly expanded Flight Service Station Facility. Dedication of Kirksville's new airport was held on October 30 with our Regional Manager, Henry L. Newman, as the principal speaker.



Interior view of the control room at the Wichita Radar Approach Control (RAPCON), which is one of three such facilities in Region 3. Based at McConnell Air Force Base, this facility handles both civilian and military departures and arrivals in the Wichita area.



THINGS TO COME - It won't be long now. Remember last year when people had to dig their buggies out of the lot? The three stalwarts shown here (left to right - James E. Christopher, Floyd C. Emanuel, and Bill Godfrey) seem not too unhappy about their situation. Bill Godfrey has now transferred to Oklahoma City Aeronautical Center as Chief, Materiel Division, FM Depot. Maybe the snow won't be so deep down there.





BIG DIGGIN'S

FAA personnel viewing the progress in the construction of the new Minneapolis Air Route Traffic Control Center at Farmington.

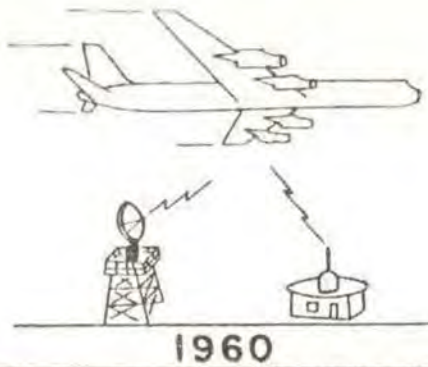
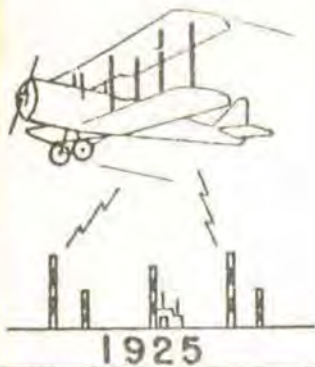


FIELD VISITS. Marty Noteboom (KC-622A) and Ken Whitney (KC-420) on a recent trip to Cedar Rapids Airport to check FAA facilities and runways there.



WEATHER VANE AND RADIO MAST give versatility to a unique fire truck at Kansas City's Mid-Continent International Airport, home of TWA's overhaul base. R. M. Weaver, supervisor of TWA's plant protection, points out the tri-cupped anemometer atop the mast. D. L. Honn, left, and R. E. Peacher, right, are fire inspectors. This unique truck also serves TWA as a mobile control tower for their operation at the airport.





AIR TRAFFIC MANAGEMENT

*"FAA's MOST
CHALLENGING
MISSION"*

STRAIGHTLINE PLANS

All of you by now have undoubtedly read the special issue of FLY-BY, published by the Washington Office in September, which contained considerable information on project "STRAIGHTLINE".

As this article stated, the Administrator approved the application of the Straightline pattern of operations in Regions 1 through 4, with a target date of July 1, 1961, for complete implementation. Plans are now in the mill for establishing Area Offices under the Straightline concept in each of the ARTC Center areas. The office will be located at the same city as the Center. However, where a Center is being relocated into one of the new buildings now under construction at a nearby site in the same general metropolitan area, the Area Office will most likely be in the major city, as it will not be co-located in the same building as the Center and will preferably be at an airport site, if space can be obtained.

The FLY-BY article included some details on the scope of responsibility and supervision to be exercised by the Area Office, so we will not repeat these here.

One bit of news that came to us via the FLY-BY article was that the ATM facilities located in the Denver ARTC area will become members of Region 3, as this had not been previously discussed with us during any meetings or talks concerning Project Straightline". Perhaps we can say that these facilities in Colorado and part of Wyoming "again become a part of the Kansas City Region", since under the old Fifth Region both of these states were a part of our territory and there are still some of us around who are familiar with the Stations,

Towers, CS/T's, and of course the Denver Center, and those personnel in the facilities who date back to the days before the former Third and Fifth Regions were combined in 1953. Welcome back!

The Denver area ATM facilities, plus those we will pick up from Region 1 in the Indianapolis ARTC area and from Region 2 in the St. Louis and Kansas City areas, will bring our total group of facilities to: 88 FSS, 35 Towers, 25 CS/T's, 4 RAPCONS, 7ARTC Centers, plus CARF, with a total authorized personnel complement of more than 4,000 for F/Y 1961.

Geographically, the real estate in Region 3 will now extend from Colorado to West Virginia and from the U.S.-Canada border to Oklahoma and Arkansas - a lot of mileage any way you choose to measure it. We will lose 3 Flight Service Stations under the Straightline area concept; Cape Girardeau, Dodge City, and Garden City.

Each Area Office will have a staff representing the three major Program Divisions: ATM, Facilities & Materiel, and Flight Standards (Procedures), each of which will be under the direction of an Area Supervisor for ATM, F&M, or FS, for each component. The Area Office will become the first line of supervision for all ATM field facilities located in that area and Region 3 will have seven such ATM Area Offices: Denver, Minneapolis, Detroit, Chicago, Indianapolis, St. Louis, and Kansas City. Present plans call for each Region to establish one Area Office by January 1961, and it now looks as if it will be Detroit, instead of Indianapolis.

Since July 1, 1961, is the announced target date for full implementation of the Straight-

line concept. this action will give us a score of 1 down and 6 to go during the last half of F/Y 1961, which is a very tight schedule. The problem of space acquisition will be no small one and this factor may well determine the order of establishment in some instances. The task of planning and acquiring office space will be undertaken by a coordinating committee in the Regional Office composed of representatives from the various Divisions concerned, with the Regional Manager serving as Chairman.

Bob Davison, currently serving as Acting Asst. Operations Branch Chief, will be the ATM Division representative on this committee, which had its first meeting on October 13. Bob is the only one in Region 3 who has had any experience with an actual Straightline Area Office type of operation, since he served as a member of the select group that staffed and operated the test office at Cleveland (Oberlin), Ohio, earlier this year.

Regions have been given their authorized staffing for each of the Area Offices for F/Y 1961, which will probably also be the staffing figures for F/Y, '62. The number of personnel authorized for each of our offices is as follows (numbers include total personnel, both technical and clerical): Denver 7, Minneapolis 5, Detroit 6, Chicago 8, Indianapolis 8, St. Louis 6, Kansas City 8.

The Region is authorized to make staffing adjustments between these offices as long as they do not exceed the total number of such positions authorized for the seven offices, so some minor changes may be required.

We are required to decrease our present ATM Division Office staff by a total of 12 positions, which will go toward making up the Area Office overall staffing; however, at this time we do not know which specific positions will be affected. It is our present understanding that ATM Regional boundary

changes to coincide with ARTC area boundaries will become effective during February, 1961. You can easily understand that this will present some complex problems in exchanging all of the necessary personnel records, payroll data, and facility files and records between Regions concerned, not to mention the information required for budgetary and fiscal programs.

In ATM, we will pick up 35 new facilities and around 900 additional personnel on our rolls, and Facilities & Materiel will also gain a large number of people. It will be reasonable to anticipate a rather rough transition period extending for several weeks, during which things will become more confused than usual. But you can understand why, so we ask for tolerance and understanding on your part if payroll and personnel actions cannot be handled promptly. The personnel in the Payroll Section and the Personnel Division will be working nights and weekends to cope with this big influx of records and the numerous problems that are invariably associated with such a task.

More details on the Area Office program, together with the changes in our ATM Regional boundaries and the acquisition of the field facilities involved, will follow as further developments occur.

NEW ATM FACILITIES

The Rochester CS/T at Lobb Field was decommissioned on September 25 and a separate FSS and Tower were commissioned in new quarters on the new Rochester Municipal Airport. Harry Johnson is the Tower Chief, and Lazar Shorter, formerly of BRL FSS, took over as Station Chief of the new FSS. All operations at Lobb Field have been discontinued and moved to the new airport located southwest of Rochester. The old airport will be used for building sites and real estate development.

The operational layout at the new airport is rather unique in that the air carrier passenger terminal building, plus a separate airport service building that houses the Tower and Airport Manager's office and maintenance vehicles, and an operations building that houses the FSS and the Weather Bureau, are all separately located on the east side of the field; with the FSS/USWB being located adjacent to the general aviation parking and service area. Both the FSS and the Tower are new and modern facilities, which should be quite a contrast from the old RST CS/T in more ways than one.

A new Tower (VFR) was commissioned at Timmerman Field, Milwaukee, Wis., on October 1, providing for 16-hour operation 0600-2200C. Keith Taylor, formerly of ICT RAPCON/Tower, is the Tower Chief.

This airport has no scheduled air carrier operations, but it handles a considerable volume of general aviation operations and has approximately 150 based aircraft. The only chance I have had to see this tower was during a short stop at Timmerman on Sept. 11, a Sunday, when returning to MKC from observing Exercise "Sky Shield" at 30th Air Division (SAGE) at Madison, and, since this was before the facility was commissioned, the new tower building was locked and no one at the airport seemed to have a key. However, from outside appearances, the new Timmerman Tower should be one of our most modern and up-to-date facilities.

Another new facility, insofar as FAA operation is concerned, is the Lincoln AFB Tower at Lincoln, Nebraska, where as assumed responsibility for operation on October 1 under Ralph Frick, Tower Chief, and 5 Watch Supervisors, plus a Training Supervisor. AACS personnel are still assigned to tower duties under FAA supervision. By December 1, 1960, full FAA operation is expected, since we now have 12 controllers



assigned to this facility and all are expected to be fully checked out for handling the approach control (ANC) and tower functions by that date, at which time all military personnel will be phased out. When the RAPCON, now under construction, is commissioned this will be a completely FAA operated facility.

The date of October 1 seems to be synonymous with the establishment and commissioning of a number of new ATM facilities and services. Precision approach radar service was commissioned at Willow Run Tower Oct. 1. St. Louis beat them by about 48 hours and commissioned their PAR Sept. 29; whereas Indianapolis followed suit several days later and commissioned PAR on Oct. 12. All three of these Towers have the PAR-2 (Bendix) equipment. Kansas City Tower should follow shortly with their PAR-2.

Malden, Mo. FSS was decommissioned Sept. 30 and the air-ground facilities are remotely controlled from Cape Girardeau FSS, as were the facilities at Farmington when it was decommissioned as an FSS.

PERSONNEL CHANGES.

We have had a few of these since those reported in the last issue of FLIGHT LINES. Here are a few of the principal changes that occurred.

Field: Roy L. Messmore, formerly Chief at RSL FSS, moved into the Station Chief position at SLN.

I. W. Olson, formerly at SLN FSS, promoted to Station Chief, RSL FSS.

Wesley J. Mosley, formerly Chief at MAW FSS, moved into Station Chief position at HLC following the decommissioning of MAW as reported earlier in this issue.

H. E. Casey, formerly at MCW FSS, promoted to Station Chief, ABR.

Fred Chincholl, formerly Watch Supervisor at STL Tower, promoted to the Resident Air Traffic Management Specialist position (vacated by Joe Bosslet's transfer to the R. O. in August) at Scott AFB.

REGIONAL OFFICE

Art Morse, formerly at MKC ARTCC, promoted to fill the Long Range Radar-Automation Specialist position in the Planning Branch.

There are also several changes and re-assignments of key personnel in the ATM Division that will shortly come about as the result of (1) the selection of R. O. (Bob) Ziegler as Assistant Division Chief, and E. G. (Ed) Basel as Chief, Airspace Utilization Branch; and (2) the creation of a new Program Planning Branch, which will abolish the present Program Control and Planning Branches and incorporate their combined planning and program functions under a single Branch.

Both Bob Ziegler and Ed Basel are scheduled to report for duty in their new assignments on October 17 from their previous assignments in the Regulations and Procedures Division, BATM Washington. Both are former Region 3 boys who left us and

made good in the Ivory Tower League and are well known to many of you in the field, since Bob was formerly Tower Chief at MDW before doing a tour of duty at the R. O., and Ed was in the Detroit Center prior to working in the R. O. in the Procedures Branch. We welcome the addition of both to our staff and you will be seeing and hearing more of them after they get settled in their new jobs.

Retirement

James A. Houston, GSH FSS, will retire after some 25 years service with FAA/CAA with 20 years duty at Goshen, effective Nov. 1; however, he stood his last tour of duty at GSH FSS on Oct. 7. The South Bend TRIBUNE Sunday morning edition on Oct. 9 carried a nice writeup and a picture of Jim making a weather broadcast at the A/G console during his last day watch at the Station.

ITEMS OF INTEREST

Two of our ATM Division members are currently at the FAA Aeronautical Center (OEX) taking the 4-week course in Pilot Briefing for FSS personnel. Clair B. Colburn (Operations Branch) and George G. Garrett (Operations Evaluation Branch) are the two who are participating in this course, which is receiving high priority attention and emphasis in the FSS expanded service program.

Ed Johnson (FSS Training Specialist) went through the course while he was Station Chief at SLN, so this gives the ATM Division three members who will have completed the same course as FSS personnel in the field facilities.

Temporary control tower service was established at Flora, Ill. Airport Sept. 25-27 using Gonsett portable VHF transceiver equipment set up on 119.3, 121.5, and 122.5 (RONLY), and two controllers from STL Tower, Nathan C. Yow, Jr. and Don Phillips, plus Herbert A. Teckenbrock

(SEIT) to provide the service from a temporary tower structure which was a former Ground Observer Corps observation post. Fred Blackburn, ATAS St. Louis, handled the coordination with the local airport authorities for this project, and the Flora Tower was commissioned for a 3-day span of life.

In case you have never heard of Flora, Ill. (and we never had), it is about 100 miles E of STL and 30 miles S of EFF, a town with a population of approximately 6,000. According to the last census, Flora is the geographical center of population for the U. S. The Ford Motor Co. seized on this as a publicity gimmick and selected Flora as "Ford Town, U. S. A." for the site to hold the premiere showing of their 1961 models for their Ford dealers and distributors throughout the country. Further, each family in Flora was allowed to select a 1961 Ford model of their choice (Thunderbird, Galaxie, Falcon, etc.) and drive it for their own personal use for the week of Sept. 25. Accordingly, over 1,500 '61 model Fords (you name the model and they had it) were delivered to the townspeople of Flora for this event and were in conspicuous evidence throughout the town and surrounding countryside.

How did FAA get into this act with a temporary control tower? Well, the Ford Motor Co. executive fleet of DC-3's were used to run a shuttle service between STL-Flora, together with two chartered DC-3's from Remmert-Werner, carrying Ford dealers, distributors, publicity men and press representatives from the STL terminal to Flora.

Additionally, a large number of chartered and private aircraft were expected to arrive for this event, which attracted nationwide interest in the automotive industry.

Dedication ceremonies for Flora's new paved runway, which was completed just in time for the "Ford Week" activities, plus other recent airport improvements, were

also held on Sept. 27, including a fly-by of Indiana ANG F-84's from HUF, and speeches by the Governor of Illinois and other State and local community representatives. Joe McLaughlin (Airports Branch) and the writer represented the FAA. Borderline VFR weather limited the airport activity considerably. However, this event undoubtedly will be a topic of conversation in Flora for years to come, since it put them in the national spotlight for a brief but hectic period. We will have to admit that, despite its modest size, the City of Flora has some of the most cooperative and nicest people you would want to meet anywhere. Flora Tower was decommissioned at 1900C on Sept. 27.

We also thought we would have another "temporary tower" operation this month at Chillicothe, Mo. Municipal Airport, following a request from the Airport Manager to establish tower service to handle an estimated 250-300 private aircraft expected to arrive and depart there Oct. 20-21 for the National Cornpicking Contest - mostly Flying Farmers. However, after preparing our cost estimates for establishing this temporary facility (amounting to some \$360) and submitting them to the Airport Manager for his approval, he advised that the Junior Chamber of Commerce, sponsors of the event, voted against this item of expense. So we will not have a "Chillicothe Tower" on the air after all.

We attended a meeting of Nebraska general aviation pilots, airport operators, flight training school operators, agricultural applicators (crop dusters and sprayers), and repair station operators in Fremont, Neb. on Sept. 30, sponsored by the State Aeronautics Commission and a Nebraska Congressman; at which Mr. Pyle and Mr. Bob Reynolds, his Assistant, appeared to answer the questions and complaints on FAA brought up by the assembled group.

On Oct. 6-8, the writer also attended the annual meeting of the National Pilots Association at Wagoner, Okla. and participated in their program of speakers from various segments of civil and governmental aviation organizations.

There was one thing that was predominant at both the Fremont and Wagoner meetings, particularly during their "open forum" and "gripe" sessions where the people in attendance spoke freely and in a completely uninhibited manner about what they think is wrong with the FAA - and there are evidently many in the industry who have such opinions. However, as was obvious at both meetings, the majority of the complaints were directly attributable to misinterpretation and misunderstanding of proposed regulations developed by the agency, or those already in effect, or information on procedures that affect various types of operations. The basic fault appears to be a lack of adequate or effective publicity to keep industry people fully informed as to the specific purposes and reasons for certain programs and actions of the agency.

Our field personnel can do much to assist in this problem by developing and maintaining a good public relations program with those segments of the industry that they specifically serve and come in frequent contact with, and making a sincere effort to explain, to the best of their ability, the background and objectives of rules, regulations, and procedures that are adopted, rescinded, or modified. No matter how small you feel your individual efforts in this direction may contribute toward dealing with the tremendous problem of public relations, each little bit is important.

In connection with public relations, our Public Affairs Officer, Marshall Benedict, asked me sometime ago to again remind the ATM field facilities to be on the alert for any news items concerning FAA that appear in local newspapers and to clip them and

send them in to RM-305. These are helpful for RM-305 to see what items are receiving publicity in the local press throughout the Region and often indicate possible sources where follow-up work on the part of our Public Affairs Office is indicated. Remember to save these clippings for RM-305 before you consign your local paper to the garbage can or incinerator!

CARF GLOBETROTTER

A. D. Scott, CARF Chief, departed from LNK on Oct. 3 on a SAC 98th Bomb Wing "Reflex Action" mission to the U.K. (Upper Heyford AFB) in a B-47 to learn some of the SAC crew problems in conducting one of these missions in which CARF has an active part. His scheduled return date to LNK is Oct. 17, after which he should be good for a series of stories of his experiences on this trip for many months.

One thing he will probably be quick to agree on - riding as an extra crew member in the B-47 for a long non-stop trip of this type is not a comfortable or even enjoyable experience - interesting, yes!

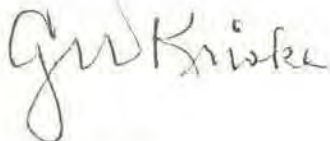
VISITS

Since the August-September issue of FLIGHT LINES was published, the writer visited the following facilities and points in the Region: SEN TWR, FSS; YIP TWR, DTW TWR, FSS, CNTR, ATAS Office; SPI CS/T; PIR FSS; STL TWR, FSS, CNTR, ATAS Office; IRK FSS; RST CS/T plus new TWR, FSS (prior to commissioning); EAU FSS; MCW FSS; STJ CS/T; MSN 30th AIR-DIV (SAGE); MKE (Timmerman) TWR; PIA CS/T; MDW TWR, CNTR, ATAS Office; DSM FSS, TWR; Flora, Ill. Airport; Mexico, Mo. Airport; OMA TWR, FSS; Wagoner, Okla. Airport.

We will make a determined effort to visit as many of the new facilities we will acquire when our ATM Regional boundaries change in the near future as quickly as

time will permit, in order to become personally acquainted with as many of the personnel as possible and to obtain a first hand look at their facility layouts.

We have received a number of reports of outstanding work on the part of several of ATM field personnel in handling aircraft in emergency or distress situations, or on unusual incidents, and we would like to publish them in this issue. However, the lack of time and space will make it necessary to keep them on file for inclusion in later issues. Please continue to send these in as they are recorded examples of the fine work our people are doing in carrying out their daily individual responsibilities and, in many instances, are also educational for other personnel who may be faced with similar situations in the future.



DO GOOD-ING

Being able and doing deeds for individuals is a rewarding and exciting experience. It is my hope that the employees of the FAA in Region 3 will adopt a policy of performing some worthwhile deed for society. There are numerous organizations and agencies we could work with to help others.

I personally would like for the FAA to work with the American Field Service, an organization that brings foreign exchange students to this country and sends our students abroad. This is a program that not only helps individuals, but does much in improving relations abroad. This is an open door to understanding and friendship. President Eisenhower said in 1959 "There is nothing that I can think of that could more improve this project sponsored by the Field Service than to multiply your numbers. I hear that this year there are more than

1, 100 of you. I would hope that I can live until the day I see 11, 000 of you."

This program brings students to this country for a full school year in our public schools. These are students who have completed our equivalent of high school education in their country, and who attend the senior year of high school in the states. Their ages will vary from 16 to 18 years, an age of adaptability, open minds, and eagerness to learn. The United States participates in two types of programs; sending students to foreign lands to attend their schools, and sending students abroad for 6 weeks of summer, living with a family.

Foreign students arrive in the United States approximately August 20 and leave their American Parents' home about June 25 for a tour of American cities and communities, then depart for their homes the latter part of July. While in the United States they stay with their American parents for the full period.

Competition is keen in the AFS program, and only the "cream of the crop" is selected. Each student is thoroughly screened prior to coming to the United States.

The present cost of bringing a student to us for a full year is \$650. The cost of sending an American student abroad for the summer months is \$350. These costs vary somewhat from year to year, but remain the same regardless of whether students come from France, Japan, or elsewhere in the world.

The students who come to this country are expected to make public appearances, to tell Americans about their country, to learn about ours, and take this information back to their homelands.

In adopting a plan of this kind much ground work would be required. It would be necessary to find an American home for the student, preferably an FAA employee's home in an area not now participating in this program, also, coordinated and ac-

cepted by the public high school. The American family keeps the student without compensation.

My family had the pleasure of keeping Miss Inge Jensen from Kongerslev, Denmark during the school year 1959-60. This was an experience we shall never forget, filled with memories we shall always cherish.

I am a member of the local AFS committee and have talked with nearly 100 students from many countries, their reactions all being the same, "The greatest experience of my life."

There are many FAA employees in Region 3. The cost of adopting a foreign student for a year and sending one abroad would be very small per individual, approximately the cost of 1 package of cigarettes per employee. They would be eternally grateful and we could all keep in touch with their progress through FLIGHT LINES.



BELOW - New service was added in the Milwaukee area on October 1 with the commissioning of TIMMERMAN Tower to serve General Aviation. This facility is staffed with 7 controllers and headed by Keith D. Taylor as Tower Chief. Tower service to begin with will be provided from 6 a. m. to 10 p. m.

CHICAGO SOFTBALL

On August 31, 1960 Chicago Midway Tower was the victor of a playoff game to determine the Championship of the Chicago ARTC Softball League. Both the Tower and Center teams #4 finished the season with 11 wins and 3 losses, necessitating the playoff. The score was 20 - 7. Hugh Doyle starred for the Tower on defense, while Clyde Denham was the big man at the plate with two singles and a double, driving in six runs and scoring three more for a perfect performance.

Midway Tower is interested in meeting any FAA teams, if it can be arranged.



ATCA's "controller of the year" award went to Clyde L. Denham, an FAA Traffic Controller at Chicago's Midway Tower, for his assistance to the pilot of a single engine Beechcraft lost over Lake Michigan last summer.

TWA Capt. Don Aageson who responded to Denham's request for assistance by tucking the lost private aircraft under the wing of his airliner and guiding it to a safe landing at Joliet Airport, also received a special citation for outstanding airmanship.



FACILITIES & MATERIEL

FIELD DIVISION NO. 3

Recently N-136 left Kansas City on a trip to several points in the Region with Wm. L. Higgason, Acting Chief, Maintenance Branch, Fred Trotter, Chief, Electronic Engineering Section, Clyde W. Pace Jr., Chief of F&M Field Division No. 3, and Marshall C. Benedict, Regional Public Affairs Officer, on board. Evidence of this trip is shown in several photographs showing business being transacted, equipment being inspected and construction being watched. These pictures show that Regional Office personnel do get around at various times on unannounced schedules and can cause some disruption to your routine daily tasks if such things bother you.

This trip began by landing at a closed airport as its first stop (Kirksville, Mo.), but permission to land was easily gained from the city because of the business at hand. One of the pictures shows Mr. Emil (Punk) Lehr, City Engineer of Kirksville, looking over transfer papers just given to him by Mr. Higgason, which gives the City possession of the airport lighting system, previously installed by the FAA a number of years ago and now to be operated by the City of Kirksville.

This is just one action of many recently undertaken by the City to gain airline service by Ozark Airlines. The Airports Branch has worked with the City on a runway reconstruction project which was essential also.

Coincident with this work the Maintenance Branch has completed an enlargement of the FSS at Kirksville and we should see more activity and better service to the aviation public in the future as a result of everyone's effort.



Kirksville, Mo. Left to right: Frank L. Ramsbottom, SEMT; Wm. L. Higgason, Chief, Maintenance Branch; Emil Lehr, City Engineer, Kirksville; and Fred Trotter, Chief, Electronics Engineering Section; discussing the new runway.

Our visit to IRK led us into a corn field about 3 miles northwest of the airport where we found the VORTAC (non-airconditioned), and tried the emergency generator and felt around on the equipment racks getting scorched fingers as a result. M. Benedict took a nice portrait of the VORTAC and some tall North Missouri corn silhouetted against the hot summer sky and fleecy clouds. It might grace the cover of FLIGHT LINES some day and is a beautiful picture.

The next stop was a short one at Quincy, Ill., where we arrived after working hours and stayed for only 15 or 20 minutes. This was long enough to visit the FSS (air conditioned) and the ATFO (non-air conditioned). The ATFO Chief being gone for the day we didn't linger but went on to Springfield, Ill. for the night.

At Springfield, Ill. we flew down the ILS for a simulated instrument approach and

saw work being done on the sequence flashers which are being added to the approach light system.

The next morning M. Benedict had a field day with his camera again and it is safe to say the approach light system at Springfield, Ill., is one of the best photographed systems in the region. Benedict took pictures at close range and at several points remote to the different pieces of equipment, and increased his library of pictures considerably at this stop. These pictures will undoubtedly show up in **FLIGHT LINES** at some future date. However, copies of some of the equipment pictures are being distributed to airport district offices and to others who have a need for such pictures when trying to explain what some of our equipment looks like to persons outside the FAA.

From Springfield, Ill., N-136 took us to Champaign, Ill., for lunch and a visit with the local tower and maintenance chiefs in their new quarters at the airport. Here everything is air conditioned and we prolonged our stay on this hot August day as long as we could in order to enjoy the attractive surroundings at the University of Illinois Airport.

Benedict was busy again and we had to call him down from the top of the control tower when we were ready to leave because he was taking pictures again and was getting a portrait of the 36" airport beacon mounted on top of the tower cab.

Our next stop was Lafayette, Ind., for about 30 minutes, and then on to Fort Wayne. Evidence of our trip to Fort Wayne is shown in the picture where Mr. Desjardins, the ATFO Chief at Fort Wayne, along with Messrs. Higgason and Trotter and Warring are looking inside one of the equipment cabinets at the antenna site for the ASR-4.

Our stay at Fort Wayne was much too short for our technical appetites, which had been whetted during our trip to a rather



Viewing the new ASR-4 radar equipment being installed at Fort Wayne, are Joseph W. Desjardins (SES); Wm. L. Higgason and Fred Trotter; and Eugene R. Warring, Electronics Installation.

high degree by this time. Our destination this evening had to be Indianapolis and it was with the promise of an early return that we took off about 5:30 p. m. to go there.

The next morning in Indianapolis a hard-hat tour of the construction of the new Center building at Indianapolis was taken by Mr. Higgason and Mr. Trotter while Pace and Benedict met with Mr. Petro, the Airport Manager, and discussed some problems largely concerned with financing the completion of the Center building construction. The previous week Benedict and Pace had had their hard-hat tour, as is shown in one of the pictures where Ray Chalfant, our Resident Inspector, and Roger Beck, recently assigned to the Farmington, Minn. project, are all grouped under some of the framework of the Center building at Indianapolis.

About 10:30 in the morning our plans for spending the rest of the week visiting different facilities had to be changed due to urgent business back in Kansas City. We stopped briefly at Evansville, Indiana, for lunch, then Cape Girardeau, Mo., where we again saw new modern facilities for the FSS, and finally found ourselves at Springfield, Mo. - again after working hours around 5 p. m. Here we were able to see

modification work on the control tower where it is being enlarged to provide more space for equipment and offices. It was too late to get any pictures at this point so we had a late supper and at 9:30 p. m. took off for Kansas City, arriving at Fairfax about an hour later.



Marshall C. Benedict, RM-305; Clyde W. Pace, Jr., FM-3000; and Ray Chalfant and Roger Beck, FAA inspectors; inspecting the construction of the new Indianapolis ARTCC.

As we said at the beginning of this article, this trip shows that regional personnel do get out of the office at times and can be expected to come to your facility at odd hours and under circumstances that permit only a very hurried itinerary. There will be more trips like this one in the future in that I am hopeful of seeing all of our facilities just as quickly as time will permit me to do so. A simple calculation of the number of the facilities we have in the region and the time that will be possible for such trips as these shows that it will take about 2 years at least before the circuit can be completed.

In the meantime I hope that no one will be bashful on trips to Kansas City and will do me the pleasure of meeting you by taking the time to come by the Field Division headquarters where the door is always open.

Clyde W. Pace Jr.



F & M personnel who recently received awards are shown below.





PERSONNEL HI-LITES

DEVELOP KEY EMPLOYEES FOR MORE RESPONSIBILITY

If your KEY employees are not preparing themselves for more responsibility, you may not be doing the job you're supposed to do. Every manager must help his people develop greater responsibilities by making them accountable for their present responsibilities - even on a small scale. Emphasize results; don't just concentrate on the means to attain results. All training should be geared to getting results. . . .

Make each job a small-scale model of the next-higher job. Don't avoid giving responsibilities to your subordinates, on the theory that it's too costly if they make mistakes. A foreman's job is actually a small replica of a superintendent's job; but the decisions he makes are smaller decisions; at this stage, they don't cost the company as much. . . .

Teach your people to think through solutions to problems. Many managers mistakenly assume it's enough to teach their subordinates methods: What to do when a certain problem comes up. This is all right as far as it goes; and this method is adequate when training people to perform simple routine jobs. But it doesn't develop key employees' abilities to exercise judgment or solve new problems.

Ask your people to recommend a course of action, when a problem comes up in their area. You may want a straight yes-or-no answer; or you may want to know the pros and cons. But don't tell them how to collate the facts that are necessary before they can arrive at the proper decision. If an inexperienced supervisor overlooked some

essential details, and therefore made the wrong decision this would be a mistake, and he would learn from it. Because his level of authority matches his ability to handle responsibility, the error would be comparatively minor, from the overall company viewpoint.

Set an example. Employees up and down the line very quickly respond to the example set by top management. A president who delegates extensively to his division heads will soon find that delegation is a company-wide fact. Even first-line supervisors will delegate minor decision-making, as far as possible.

The Training Branch introduced the Secretarial Development course at the Chicago Center the week of September 9, 1960. Sessions were held from 1:00 p. m. -3:00 p. m. each day. The course included two hours on each of the following subjects: Role of the Secretary, Secretary and Public Relations, Secretary and Human Relations, Communication Skills, Planning Organization, and Job Growth. This course will be offered at each of the Center areas. Those completing the course were: Laura Evans, Mary Ann Wessel and Anna Vanacek from the Center; Jeanne Weiss and Nancy Eifert (FSDO 3-31 (AC); Lucienne Frenette from Midway Tower; and Joan Regelbrugge (GSDO #3).

Training Officers Bernard M. Anderson and Cleo A. Brock, also conducted a 40-hour Management course at the Chicago Center the week of September 19, 1960. The same course was given at Des Moines the week of September 26, 1960. Sixteen super-

visors attended this instruction at Chicago and fourteen participated in the session at Des Moines.



Chicago - Management Class. Seated, left to right: Dale Girls, Donald Kemmerling, Gilbert Piker, and Philip Coulter. Standing, left to right: Bernard M. Anderson, John Murphy, Sam Marcus, Raymond Van James Gerrits, Russel Lawson, Clarence Pederson, Harold Dingfield, Edward Jensen, Thomas Rauner, Warren Murray, Stanley Pasternak, Daniel Comerford.



Des Moines - Supervisory Management Course. Seated, left to right: Raymond Kruke, Howard Peterson, Anton Hern, Charles Bottum, Emerson Capps, and Vernon Harris. Standing, left to right: E. J. Thomas, William Christensen, Bernard Anderson, Jean Ostiguy, Norbert Moh, Robert Yates, Cleo Brock, Donald Murphy, Loren Long, James Smith, Gordon Atzen.

The new 15-hour Effective Writing course was also given at Chicago and Des Moines. The Training Branch plans to offer this course at each major city. The sessions include discussions and workshops on Think Before You Write, Consider Your Reader, Use Your Talking Vocabulary, Watch Your Beginnings and Endings, Put Action in Your Verbs, Shorten Your Sentences, Paragraph Effectively, Use Concrete Terms, Strike the Right Tone, and Does Your Grammar Show.



Regional Manager Henry L. Newman (left) making the award presentation to Richard L. Carter, Air Traffic Control Specialist at CARF; Mansell Rosenbaum, St. Louis ARTCC; and Clyde J. Humphreys, (KC-650); for successfully completing the U. S. Civil Service Management Intern program.



MANAGEMENT INTERNS

FAA employees Mansell (Gordon) Rosenbaum, Air Traffic Control Center, St. Louis Mo., Richard L. Carter, Central Altitude Reservation Facility, Kansas City, Mo., and Clyde J. Humphreys, Facilities and Materiel Field Division, completed the inter-agency Management Intern Program in June, 1960. This program is an intensive full-time course of five months' duration. It is conducted jointly by the Ninth Region of the U. S. Civil Service Commission and the Federal Agencies which it serves.

Rosenbaum is the first participant in this program from the St. Louis area, also the first participant outside the Regional Office. This is the third year the Management Intern Program has been available to FAA employees in the Kansas City area. Each year one or more of our Kansas City employees has had the opportunity of taking part in this program.



OUTSTANDING

Alex Artimovich, deputy SES at ATFO 37, Minneapolis, was recently recognized for Outstanding Performance by presentation of the appropriate award by his boss, H. G. Kreger

DID YOU KNOW?

Ten percent of the 40,700,000 Americans paying Federal income taxes, or about 5,000,000 folks like you and me are on Uncle Sam's payroll, as either civilians or military.

Wedding bells were clanging down those long halls of justice on September 2, when Sue Ann Thomas, dark-haired beauty in the Legal Division, became the bride of J. C. Bambini, who is with the USAF at Richards Gebaur AFB, Comptroller Division of Hq 33d Air Division (SAGE). Mr. Bambini is a native of Peru and attended the Peruvian Air Force Academy. Prior to coming to the United States in 1957 he was employed by the USOM (United States Operations Mission) in Lima, Peru. Congratulations and mucho gusto to the happy couple!

Heard at a recent pilots' meeting this sage comment, "I may not always be right but I am never without an opinion."

HAVING TROUBLE PAYING YOUR INCOME TAX ?

Does April 15th each year cause you to dig deep into the sock for more of the green stuff to give to Uncle Sam, in spite of the withholding taken out of each paycheck? If this is your problem, take note. According to word just received from the U. S. Treasury Department the solution is simple. All you need to do is drop one or more exemptions (on paper, that is) for tax withholding purposes. For each exemption dropped, the amount of tax withheld will be increased by about \$120 a year.

Dropping the exemption for tax purposes does not mean you lost the exemption. You may still claim the proper number on your Federal income tax returns, just as though they had not been dropped for withholding purposes. If one less doesn't do the trick, drop another. If all this still leaves you having to fork up, you may request paymasters to withhold an additional amount from the paycheck (if there is any left by now).

Editor's note: All this information should make filing of tax returns a happier event, come April 15th, if you act now.

MORE MEDICS

Business is good these days in the Regional Flight Surgeon's Office. While much has been written about the shortage of designated Aviation Medical Examiners since the inauguration of this program in June of this year Region 3 has been busy adding to its numbers.

As of October 25th there were 891 Designated Examiners, which is up from 535 as of June 15th. Every effort is being made to fill in the geographical areas not yet covered in order to serve General Aviation better.



KIRBY L. BRANNON JOINS
3rd REGION AS ASSISTANT
REGIONAL MANAGER

Kirby L. Brannon, a 14-year veteran with the FAA and the former CAA, joins the Region 3 staff in the Kansas City Regional Headquarters as the Assistant Regional Manager. Kirby arrived for duty on Monday, October 24th, having transferred from the Washington Headquarters of the FAA where, since March of this year he has served as Assistant Chief, Operations Division.

Kirby Brannon fills the vacancy created when Henry Newman moved up to Regional Manager, following the recent retirement of Len Jurden.

Brannon, a native Texan, attended Texas A. & M. University, and after a hitch in the U. S. Coast Guard during WWII, joined the then CAA in 1946 as an Electronics Maintenance Technician in the Balboa Heights Canal Zone office.

In April 1947 Kirby went to the Washington Headquarters for training and then to Atlanta, Georgia, as a CAA Air Carrier Electronics Inspector. He returned to Washington in November, 1947, and served successively as Air Carrier Electronics Specialist in the Maintenance Branch, Assistant Chief, Special Operations Branch, Assistant Chief Air Carrier Maintenance Branch, Staff Assistant Air Carrier Safety Division, and Assistant Chief, Operations Division of the Bureau of Flight Standards, which position he held prior to transferring to Kansas City.

Kirby is presently house hunting and will be joined later by his wife, Dorothy.

OPPORTUNITY

The 1960-61 Federal Service Entrance Examination has been announced by the Civil Service Commission. All members in administrative positions and those interested in administrative opportunities in middle management and above are encouraged to file.

See your Civil Service Representative at your local Post Office and ask for Announcement No. 240, dated September 13, 1960, for Federal Service Entrance Examination.

BOUQUETS

Nice things have been said recently:

To our control tower personnel at Flint, Mich. Bishop Airport for assistance in locating a missing aircraft.

To FSS personnel at Joliet, Ill., for special services rendered the Flying Farmers during the Farm Progress Show in September.

To our control tower personnel at the Greater Rockford Airport, Ill., for extra effort in connection with the annual meet of the Experimental Aircraft Association.



AVIATION MEDICINE



FIELD
DIVISION
NO.3

Thirty-Day "Flight" Into Space Termed a Success by Air Force

A 30-day simulated space flight—the longest on record — has been completed here by two Air Force officers at the School of Aviation Medicine, Brooks Air Force Base.

Isolated inside a two-man Space Cabin Simulator, and deprived of all contact with the outside world except for brief conversations at 90-minute intervals with scientists outside, two Air Force officers were in good mental and physical shape as they emerged at the end of their month-long confinement. Despite their 30 days of isolation and other tensions imposed by confinement, the men got along well together, with no temperamental outbursts and no major disagreements, according to the chief of the School's Neuro-psychiatry Branch.

The success of the record "flight" is attributed to the men's unselfishness and extreme tolerance of each other's needs and faults. Both qualities are indicative of emotional maturity. Both fliers showed a loss of efficiency at certain periods, but it appeared due to an accumulation of fatigue rather than confinement.

NOTE: Shall we assume, then, those of us who are not really mature had better not be making any "space" flights?

Dr. McMillin, our Regional Medical Officer, has reported to this School of Aviation Medicine at Brooks Air Force Base, for a nine-week course. We will be waiting to see if he "ventures forth" while he is in school. During his absence Dr. Albert Cierebiej will be Acting Regional Flight Surgeon during the period Oct. 17-Nov. 12, and Dr. Frank Raymond from Nov. 13-Dec. 17. Dr. Raymond is the Regional Flight Surgeon in Region 4, while Dr. Cierebiej is the Assistant there. We look forward to working with both these physicians, and are

certain they will be interested in your problems, medically, that is, should they arise.



Americans reportedly spend twice as much money for recreation, alcoholic beverages, and tobacco as they do for medical care. Actually, comparison of these sums has no meaning. Recreation promotes health, and the "healthy segment of the population has most of the wealth and spends it as it desires — not for medical care." If a nation spends more on recreation than on doctors or hospitals, then it must have a predominantly healthy rather than sick population. Harry V. Armitage, M. D., Editorial. (Bull. Delaware County M. Soc. 40:2, Sept. 1960.)



A record national total of \$715,000,000 will probably be spent this year for medical research. However, although the money is available, personnel for the research is not. Present facilities can trim only about 19,000 of the 25,000 additional scientists who will be needed by 1970 if the anticipated projects in research are to be fulfilled. Particular priorities for research funds are cancer, mental health, heart diseases, allergy, and infectious diseases. (Mo. Med. Sept. 60)



"The veins on my husband's forehead are bulging out again, doctor! Was it the Republicans or the Democrats you warned him not to watch?"

SINE ANIMO REVESTENDI?

Friends of Fritz Puls throughout the Region will share the regret of his lawyer associates that he is being transferred to the Office of the General Counsel in Washington, D. C. However, we also take substantial pride in the fact that Fritz was offered this very important opportunity. He will specialize in litigation matters involving many hundreds of thousands of dollars, and will have an opportunity to blaze new trails as far as aviation law is concerned.

Fritz, a graduate of the University of Wisconsin Law School in 1947, joined the old CAA in May, 1949, after spending a brief time in the Office of the Solicitor, Department of Commerce. After working in the Legislation Division and Enforcement Division of the General Counsel's Office, he joined the staff of the Third Region Legal Office on February 1, 1955, where he has subsequently served as principal assistant to Regional Counsel W. Lloyd Lane, under varying titles, including Assistant Regional Counsel and Deputy Regional Counsel.

The decision to return to Washington and the FAA Office of the General Counsel was made during a recent two-day visit to Washington, the week prior to Labor Day. Although only in D. C. for two days, Fritz found time to accept the new position, visit old friends, join a country club, and purchase a new home in Bethesda, Maryland, only a few blocks from his prior address. With equal facility, he sold his home in Kansas City on the first day of his return there and, on October 3, Fritz and his wife, Ethel, plus their children, Betty, Bob, and Terry, formed a caravan and headed for Washington.

Prior to leaving, his friends in the Kansas City area had a farewell party at the Homestead Country Club. In addition to a desk set and attache case, his office associates thought that he ought to be properly

equipped to assume the dignity of his new position in Washington and presented him with the black umbrella and the Homberg hat, which are the badge of the successful Washington attorney. A picture of Fritz attired in this new indicia of office was taken the following day and is shown here.



NEWCOMERS TO THE R. O.

James L. Basgall and John Lawrence Fitzgerald, Jr. have joined the Legal Division.

Wilber B. Sprague, Civil Aviation Defense Planning Officer, and Norman Hudson, Management Analyst Officer have joined the Regional Manager's staff.

More on these gentlemen in the next issue.