

# Life Lines

March - April 1966



MARCH-APRIL, 1966

# Life Lines

VOLUME 20, NUMBER 5

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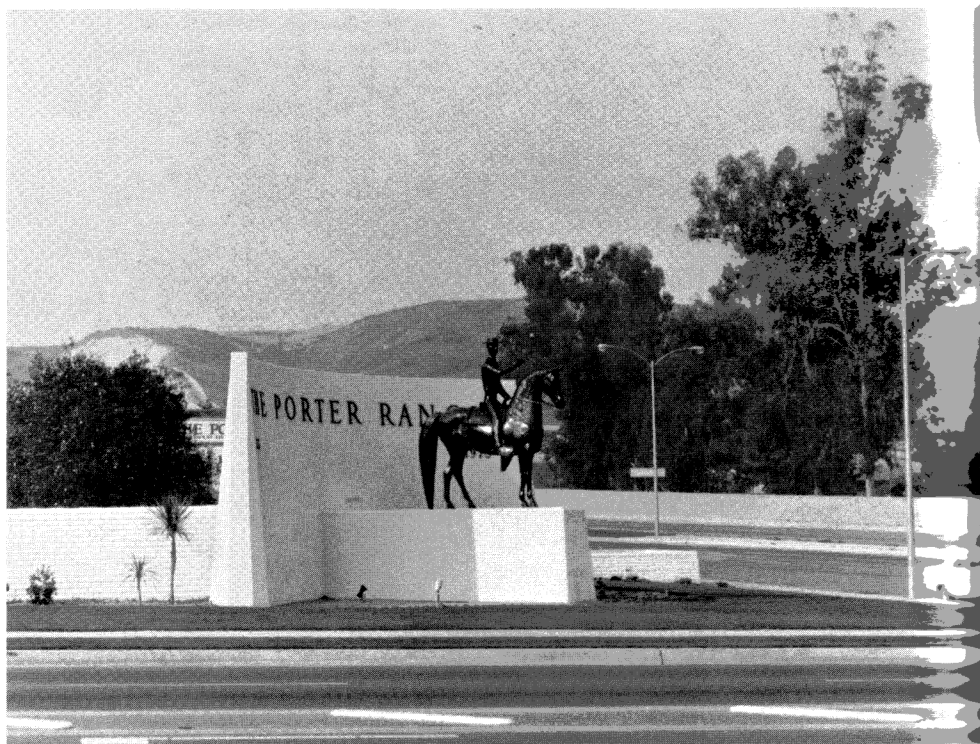
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This  
Month's  
Cover

This panoramic view of the 4,148-acre Porter Ranch development (center), taken last January, shows the various stages of building progress made since the mammoth project was started two years ago. Situated in the northwestern part of the San Fernando Valley in the foothills of the Santa Susana Mountains, Porter Ranch will cost approximately \$350 million to complete and by 1975 will boast an estimated 42,000 residents. (See story on pages 2-9.)



A 15-foot statue of a Spanish horseman graces the main entrance to Porter Ranch at Devonshire Street and Tampa Avenue and establishes the Spanish land grant background of the mammoth new development.

## PORTER RANCH . . .

### Where the Building Action Is

■ In the northwestern portion of the San Fernando Valley, there are 4,148 acres of land under development, which according to its owners, are "destined to become a milestone in community planning . . . the Valley's most beautiful residential community." The name of this paradise-to-be is Porter Ranch, and its history closely parallels much of southern California's past.

Nearly 200 years ago, Spanish explorers wended their way through the San Fernando Valley and over the rolling hills of what is now known as Porter Ranch. Then came the Spanish Padres and mission settlers, followed by the Mexicans, who claimed title to the land from 1822 to 1848, when all of California became U. S. territory.

In 1874, some 56,000 acres of the upper portion of the San Fernando Valley were purchased by Senator Charles Maclay (of Santa Clara) and Senator George F. Porter (of San Fran-

cisco). Several years later, another Porter—Benjamin F. (a cousin of the Senator)—joined in the ownership of the northern half of the Valley. In 1882, the three men divided ownership of their land, and by the toss of a coin, Benjamin Porter became sole owner of approximately 20,000 acres in the northwestern portion of the Valley.

In subsequent years, George Porter and Charles Maclay subdivided and sold most of their land in 10- and 40-acre parcels. B. F. Porter sold a larger portion of his holdings (which later became Chatsworth), but held on to 10,000 acres. As a result, during the latter part of the 19th century and well into the 20th century, B. F. Porter Estate lands were developed into some of the San Fernando Valley's most attractive ranches. Gradually, sections of the Porter Estate were sold until 1962, when the last parcel—4,148 acres—was purchased by Macco Realty Company.



## For the past year and a half, the San Fernando Division has been involved in one of the largest community developments in the Valley

Thus the stage was set for what has become an inevitability in southern California — community development of historic ranch lands.

After development plans were carefully prepared, the initial construction work at Porter Ranch began in 1964. Hordes of bulldozers and other earth-moving machines invaded the pastoral area and set about like an army of ants, leveling hills, grading roads and trenching for sewers and storm drains. Then came a swarm of building contractors, followed closely by the utility companies, who began installing all facilities underground.

Today, with more than 1,000 homes completed and many of them occupied, a myriad of men and machines are still at work developing Porter Ranch. The master plan calls for the construction of approximately 11,000 homes, 16 schools, 20 churches, two libraries, two golf courses, as well as recreational parks, shopping centers and commercial, professional, civic and cultural facilities. (Macco Realty has also donated 63 acres of Porter Ranch to the Los Angeles Department of Recreation and Parks for development.) In addition, more than 100 miles of paved streets and sidewalks, a 10-mile storm drainage system and a seven-million-gallon water storage system have been or will be provided. When it is completed in 1975, at an estimated cost of \$350 million, Porter Ranch is expected to be a community of 42,000 residents.

Macco Realty is not developing

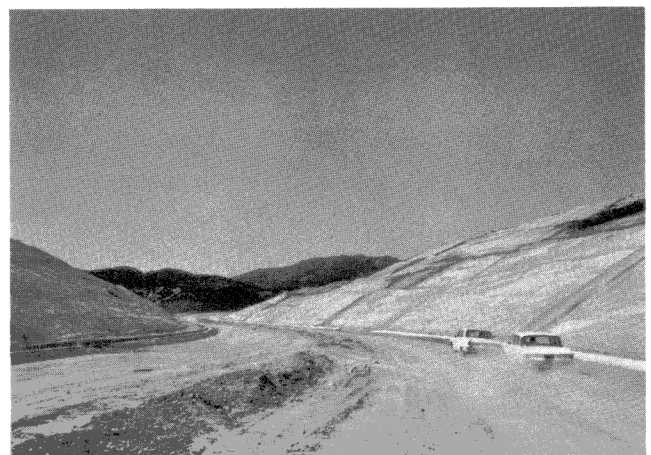


These photos, taken a year ago, show the pastoral setting of Porter Ranch. Above: the view from the southern portion of the ranch looking out over Northridge. Below: earth-graders at work in the northern section, below the foothills of the Santa Susana Mountains.



Resembling the byways of yesteryears, this was the first road built through Porter Ranch two years ago.

As various sections of the ranch are developed, wide streets are graded and paved. This is the extension of Reseda Boulevard north of San Fernando Mission Boulevard as it looked a year ago.



Porter Ranch has been designed to offer a pleasing balance between the practical and the aesthetic



C.W. & T. vehicles and planning engineers have had to ride over rough terrain and dodge machines in order to keep up with the fast-paced developments at Porter Ranch.

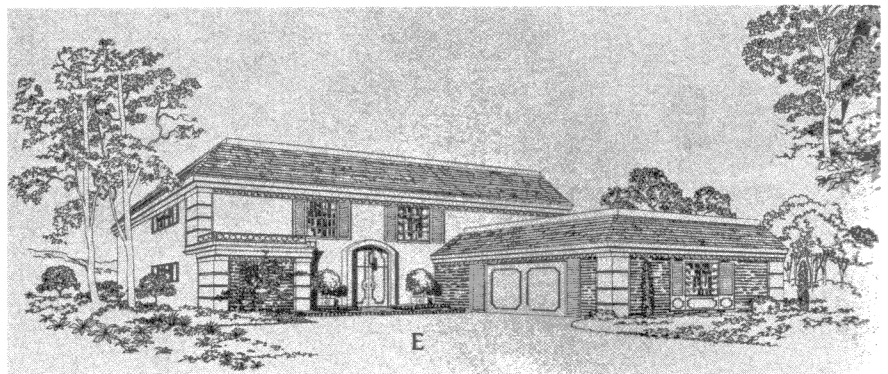
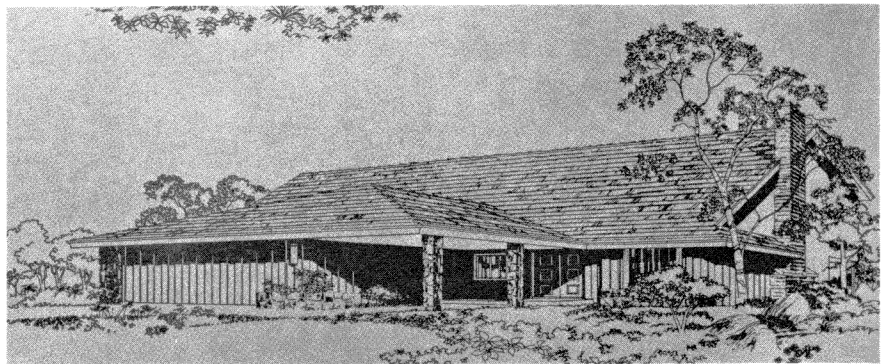
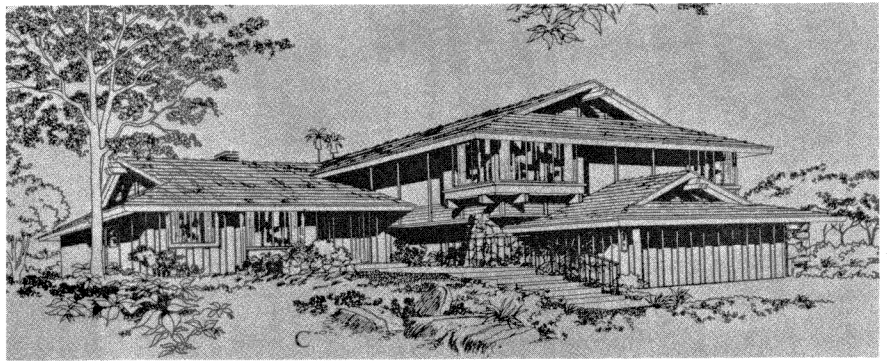


In a soon-to-be developed section of the ranch, Field Engineer Arnie MacLean and Plant Engineering Specialist Dale Anglin study plans for the placement of underground conduit.

Porter Ranch by itself. Instead, it has opened its development to other builders, such as Republic and Landmark Homes, thereby offering a greater variety of house designs. Macco is handling the primary development of the ranch — installation of streets, sidewalks, sewer and water systems, grading and

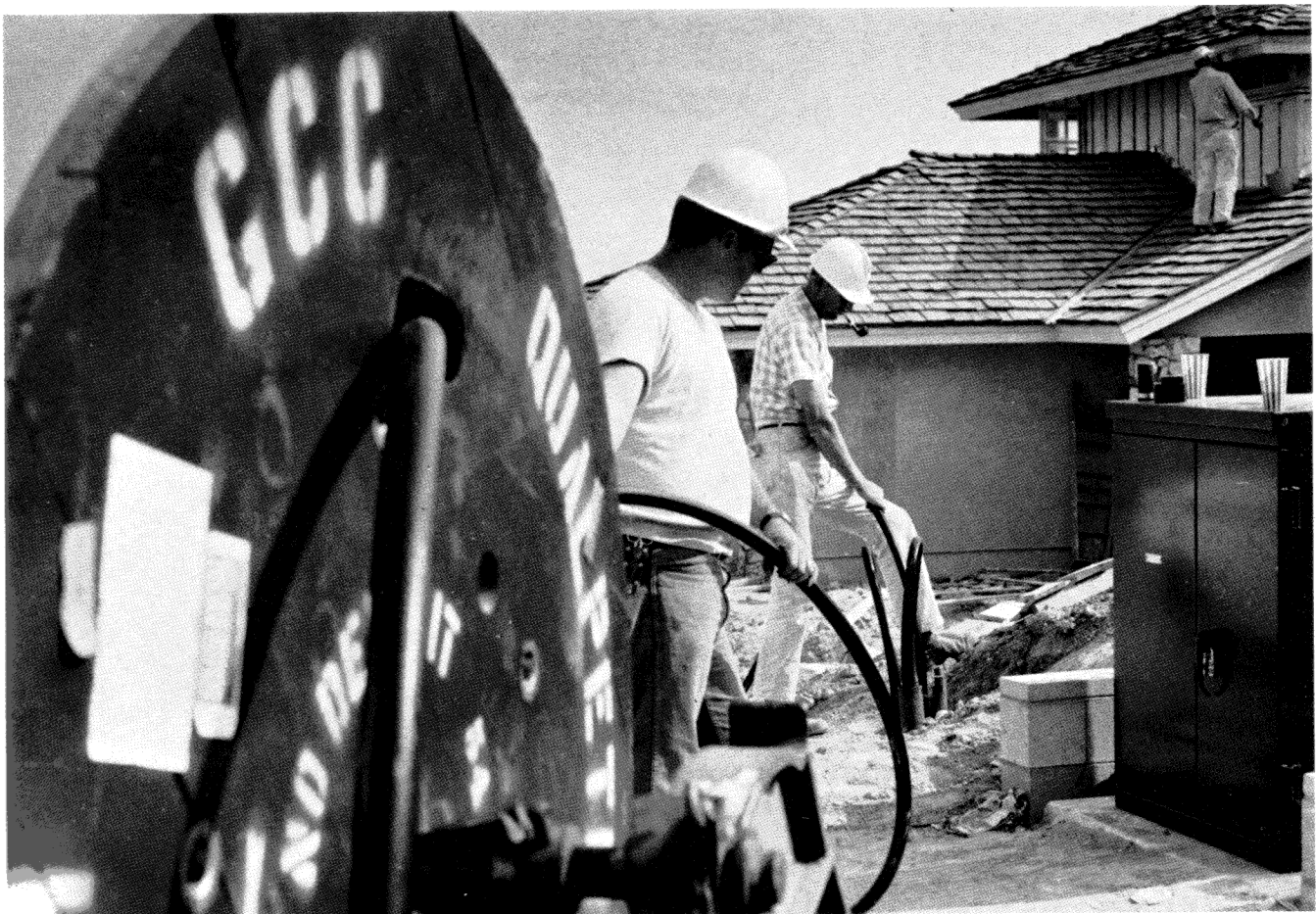
laying out of individual tracts. In addition, it has retained the northern section of the ranch for construction of its Leadership Homes.

Providing telephone facilities and service for burgeoning Porter Ranch has been a continuous and closely coordinated project for members of the



Sample drawings of Porter Ranch homes that are currently under construction. The houses are varied in architectural style and interior design and range in size from three to five bedrooms with two and a half to three baths. They have wall-to-wall carpeting, air conditioning and other custom features.





After underground conduit has been installed and houses are well under construction in a section of Porter Ranch, C.W. & T. construction forces start placing large sections of underground cable. Here, Lineman Walt Gillis and Foreman Kirby Glenn are feeding a 606-pair distribution cable in a nearly completed tract.

San Fernando Division's Engineering, Commercial, Plant and Construction Departments, and it will continue to be for years to come. Initial installation of telephone facilities started in the fall of 1964 with the laying of underground conduit and cable. Next came the cable splicing and pre-wiring of houses. All these activities are still being carried out in conjunction with the development of new sections of the ranch. By the end of May, 1965, construction and pre-wiring for 298 homes had been completed. Within the next three months the same had been done for another 335 homes. Currently, nearly 900 homes have been completed and telephone service made available, while another 1,100 homes are in the process of being cabled or pre-wired.

Since all trunks and service drops are being installed underground, the planning, engineering and construction of telephone facilities must be coordinated with the Division's Marketing Section, as well as with individual developers and contractors, in order to assure the desired progress of each tract. One of



Down the hill, while Walt Gillis and Kirby Glenn are feeding in the cable (upper right in the background), Linemen Sal Lemus, Skip Naugle and Jack Selznick pull in the slack at a pedestal.

Porter Ranch has been designed to offer a pleasing balance between the practical and the aesthetic

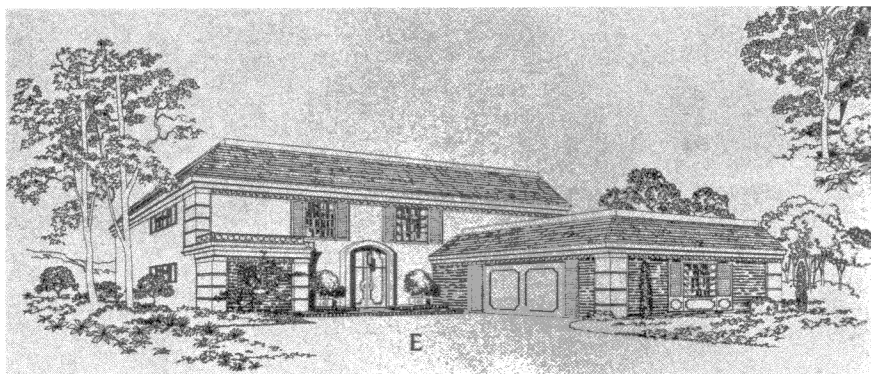
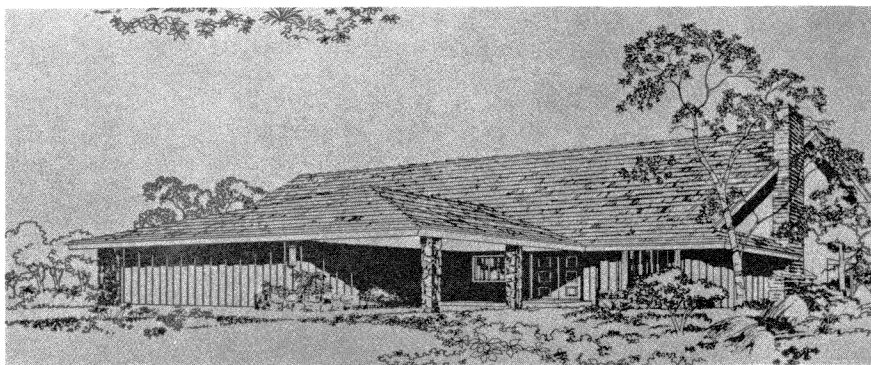
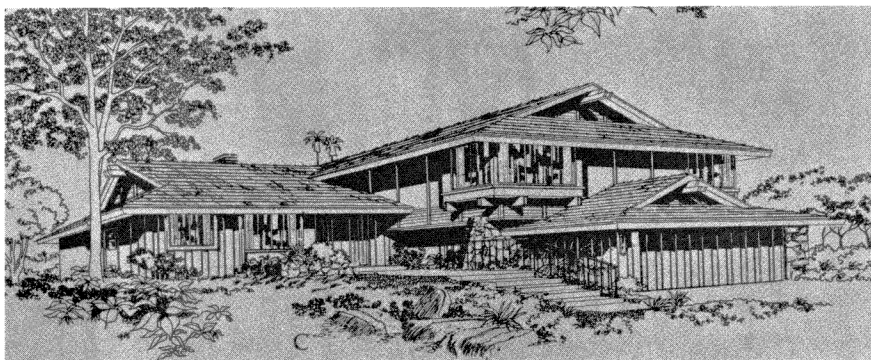


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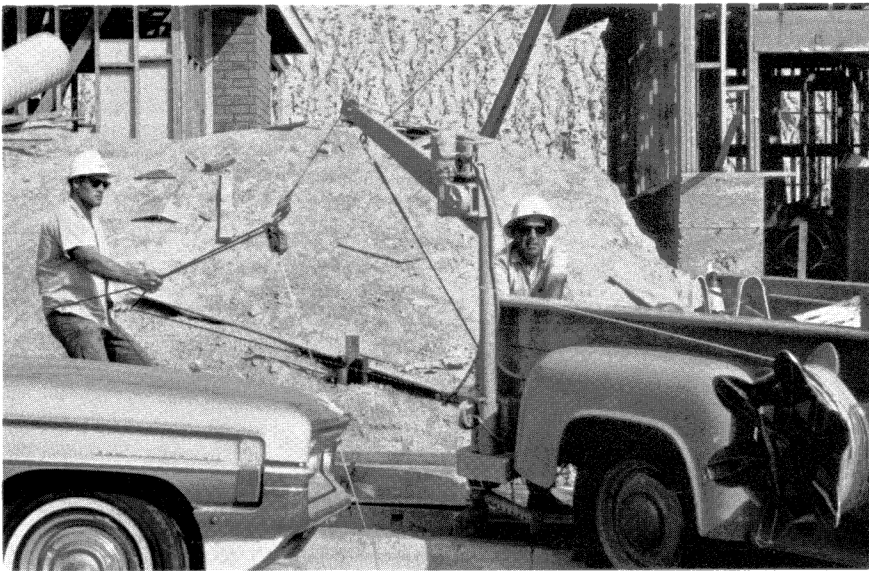
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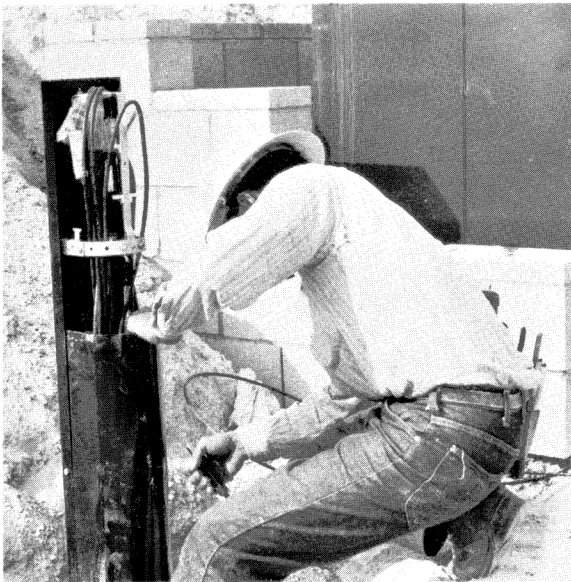
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Sample drawings of Porter Ranch homes that are currently under construction. The houses are varied in architectural style and interior design and range in size from three to five bedrooms with two and a half to three baths. They have wall-to-wall carpeting, air conditioning and other custom features.



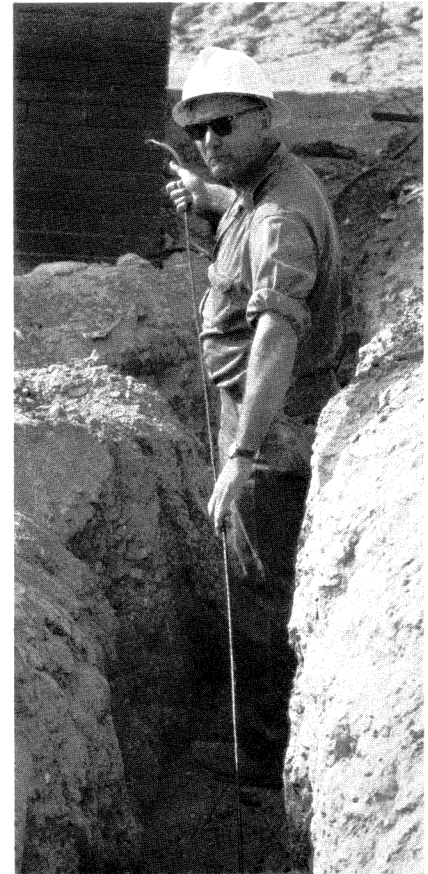
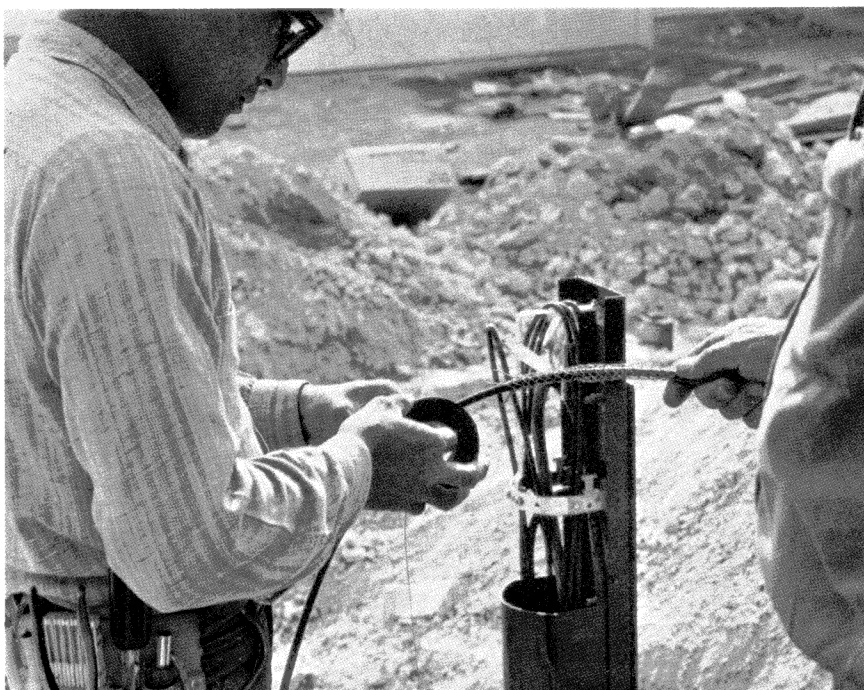


A short distance from the pedestal location, Jack Selznick and Sal Lemus (with the aid of a winch and crane set-up) pull the 606-pair cable into a manhole where it subsequently will be spliced. On this particular job, pulling the cable through several pedestals eliminated the need for a considerable amount of splicing.

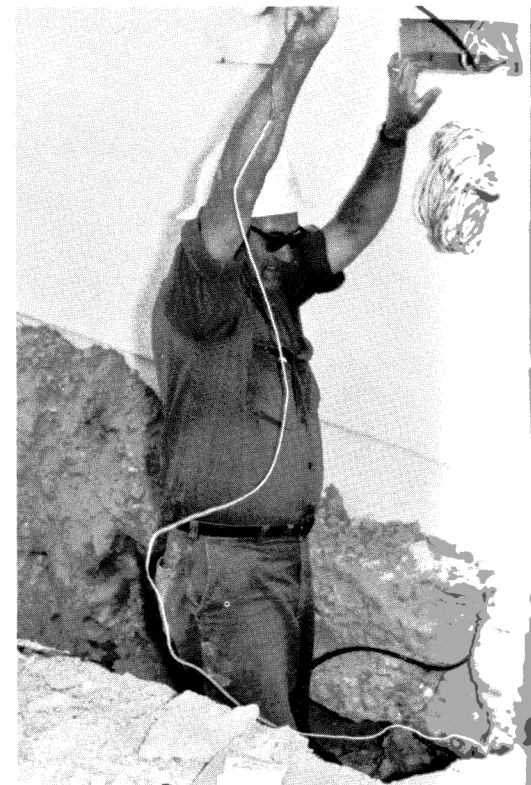


After distribution cable is installed and spliced, buried drop lines are connected at conveniently located pedestals (at left).

Close-up of a "snivey," which is a wire sleeve used to pull buried house drops through conduit (below).



Lineman Walt Bromley pulls direct buried cable through conduit under a sidewalk and into a trench leading to a new house. (Note "snivey" in his right hand.)



After pulling cable through the trench leading to a house that has been pre-wired, Walt connects the buried drop to a telephone box located on the side of the house.

the busiest people associated with this long-range development is Customer Service Representative Fred Lanterman, who is C.W. & T.'s Project Coordinator for Porter Ranch.

The photos on these pages are intended to convey the scope of development at Porter Ranch and C.W. & T.'s activities there. In view of the length of time and size of the installation, this is the biggest assignment San Fernando Division personnel have ever handled and one that they have been accomplishing in traditionally fine style.

Since World War II, southern California builders have introduced many innovations in land planning, site development and structural methods and designs. The results have been heralded as the most dynamic housing program in the world. Porter Ranch is one of the latest examples of this building know-how. This development, and others like it in the areas C.W. & T. serves, clearly indicate that our Company will continue to face many challenges on its ever-expanding course to bigger and better operations.

## C.W. & T. personnel at Porter Ranch have to work on a tight schedule



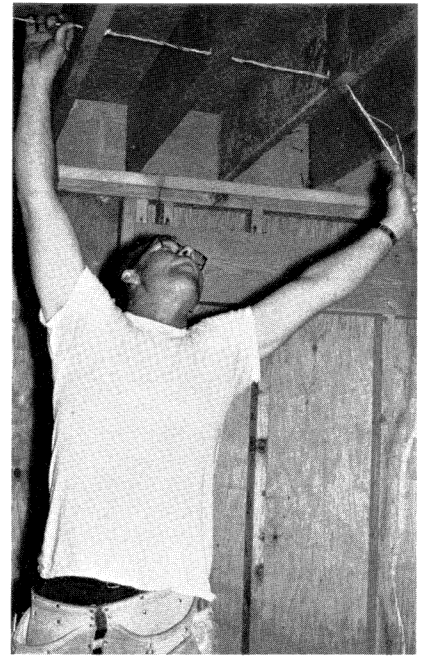
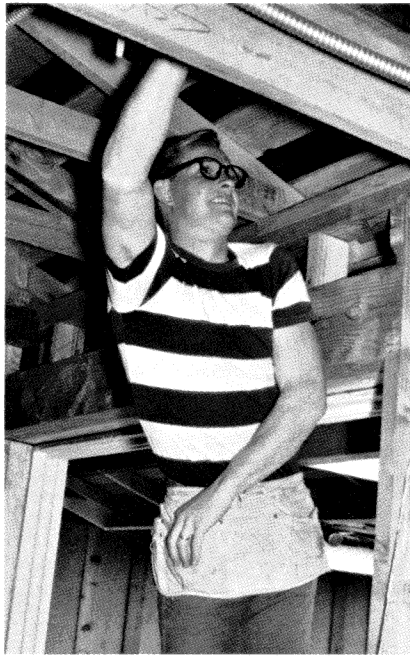
While underground and direct cable are being placed in assigned sections, a great deal of cable splicing is being done in manholes located throughout Porter Ranch. Above: Cable Splicer Mervin Hiley starts to splice an 1818-pair cable which will serve a northern portion of the ranch. Below: In another manhole some distance away, Apprentice Splicer Mike Grayson uses the new technique of placing "B" connectors on pulp insulated cable instead of soldering splices.



A buried drop installation having been completed, Apprentice Lineman Larry Miyagishima attaches a metal address tag to the line at a nearby pedestal, indicating the location of the drop. This facilitates future identification of drops.



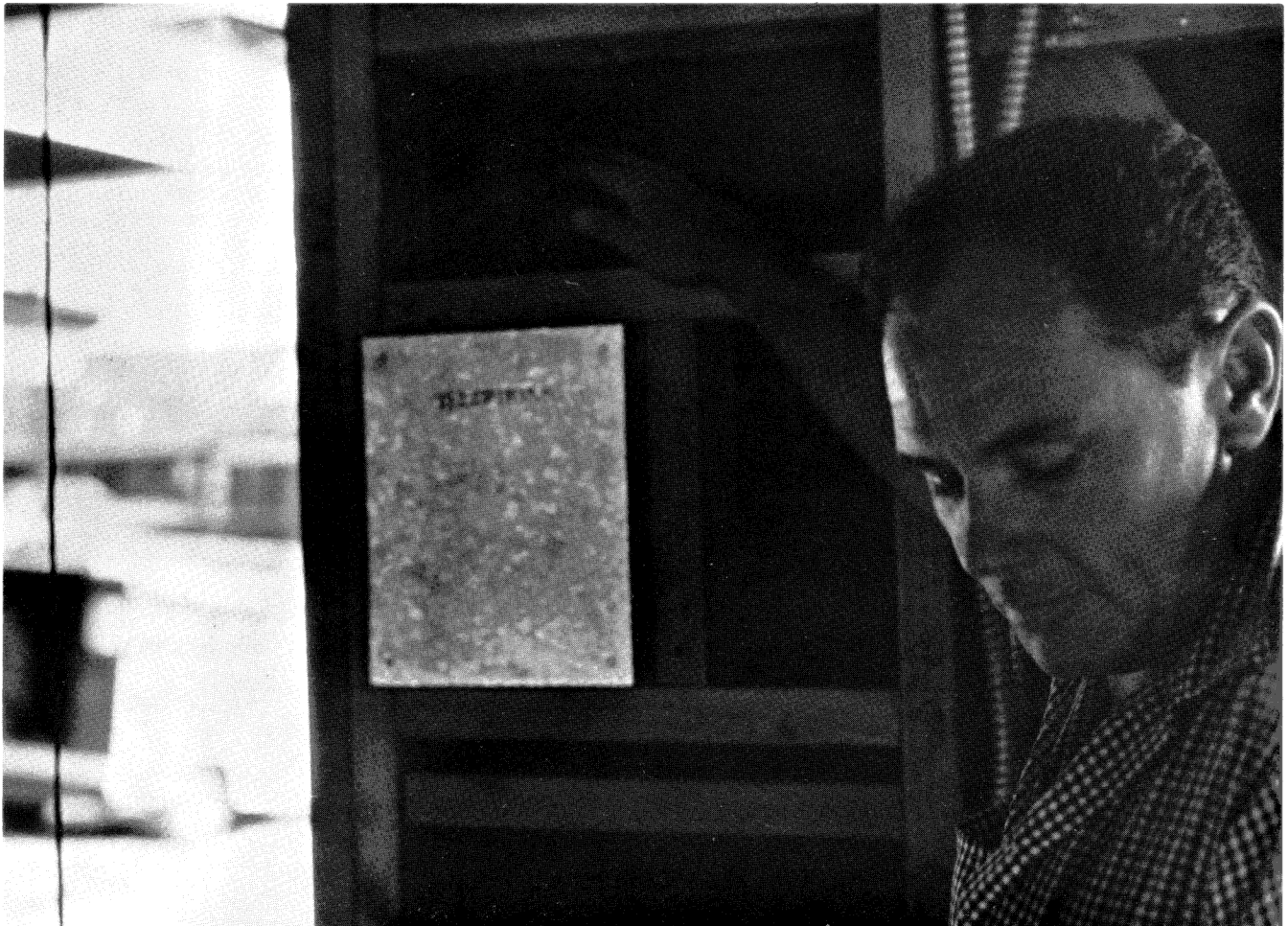




Pre-wiring installers perform their jobs when a house is in the early framing stage. Left: Barry Kellett uses an extended drill to bore holes for the running of telephone wire through the studs of a house. Center: Elmo

Sterr nails plaster rings to the studs where telephone outlets will be placed so that they can be readily located later on by an installer. Right: Carl Inman runs six-pair wire from a terminal box on the side of a house to vari-

ous outlets. The houses at Porter Ranch have five to eight telephone outlets, depending on their size, which requires about 300 to 400 feet of wiring per house.

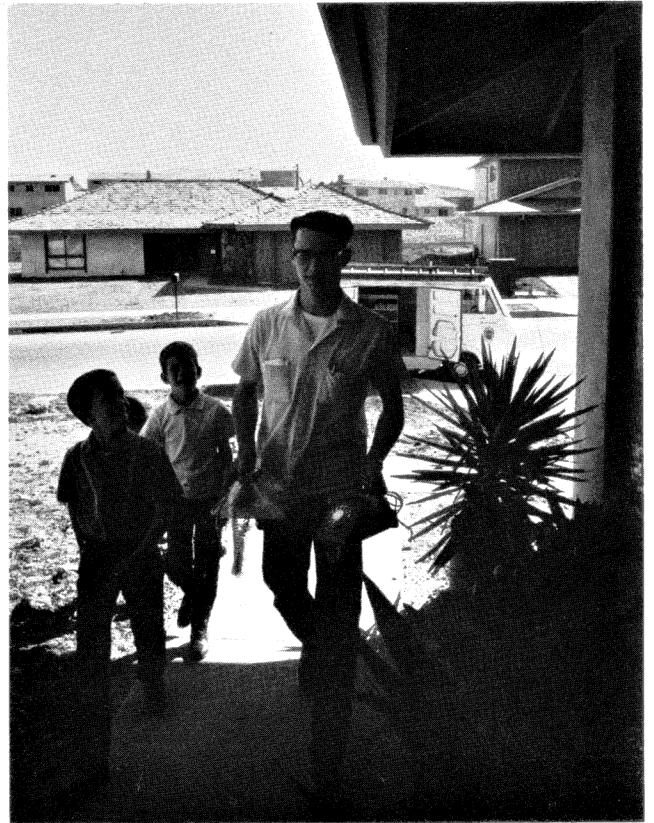


Many of the Porter Ranch homes are being equipped with Panel telephones and, for the first time, all are being wired for Door An-

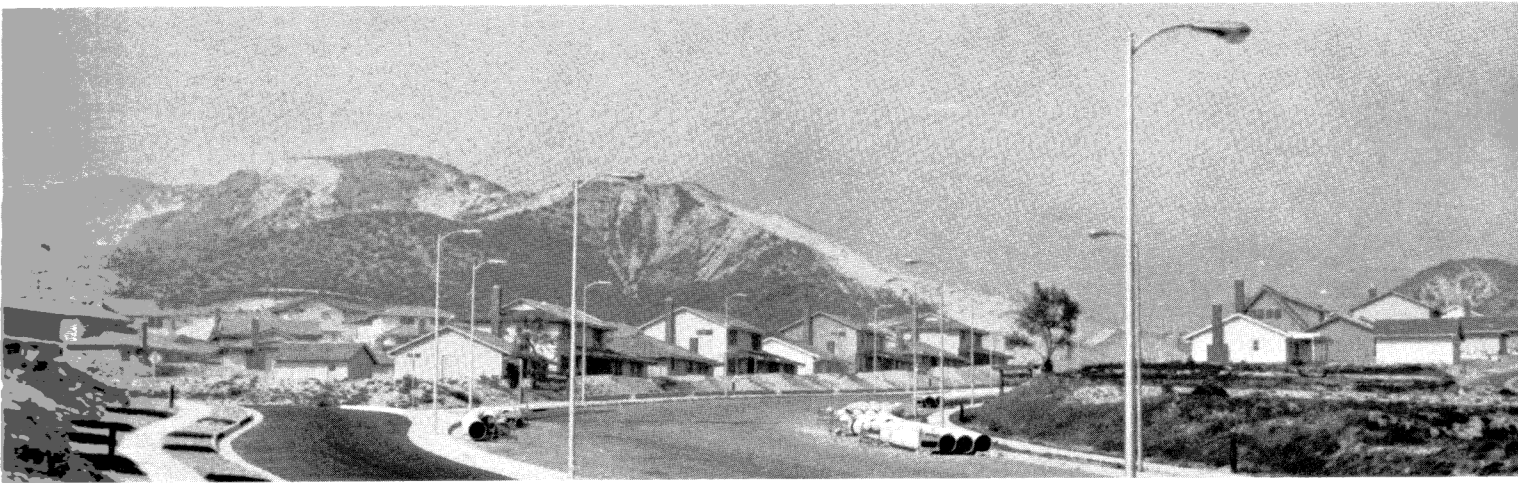
swering service. Here, Working Foreman John Barnhill checks the installation for a Panel phone.



Within 10 years, Porter Ranch is expected to be a well-known city within the Los Angeles complex



When the time comes to provide new service, C.W. & T. personnel happily oblige. Left: Serviceman John Williams watches as the first telephone customer in Porter Ranch dials a call from her new kitchen. Above: This type of situation has become quite familiar to Serviceman Gary Saunders during his installation rounds at the ranch.



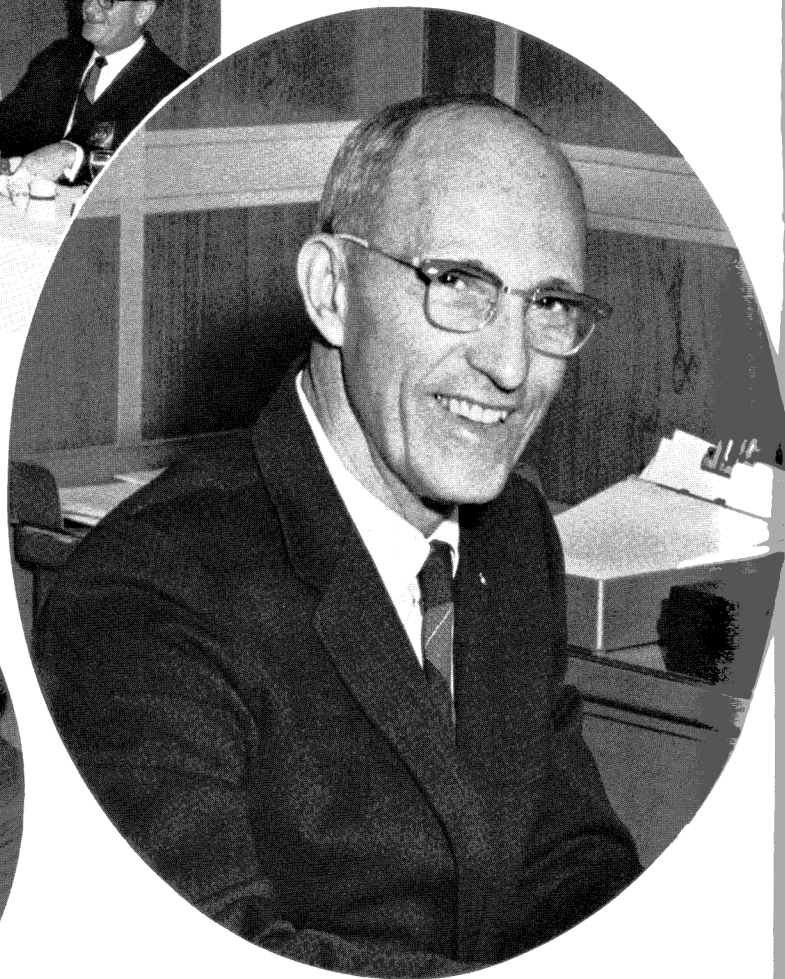
Recent photos of Porter Ranch show in part how it looks today. Above: a completed tract in the southern section. Below: a portion of a northern tract at the half-way construction stage.







While attendees at Knox Hagar's retirement party were having dinner, newsboys passed out hot-off-the-press copies of the Monrovia "Daily News Post," the front page of which was filled with articles about Knox. Receiving copies of the paper, left to right: Mrs. Christine Hagar, Peter Nenzel, Mrs. Louise MacGougan, and Parker Sullivan.



From Bob Sanders, West Coast Representative for Automatic Electric: a gold-plated telephone on which is inscribed, "To Knox Hagar: Acknowledging 50 years of dedicated service with California Water & Telephone Company. Congratulations from Automatic Electric, with best wishes."



From Henry Goodrum, who has worked under Knox for 25 years: a scroll of appreciation signed by many of Knox's long-time friends at C. W. & T. Seated (back to camera) is retired Telephone Manager Fred MacGougan, who served as master of ceremonies.

From Henry Schuil, on behalf of the City of Monrovia: a resolution adopted by the City Council detailing "these honors which he so richly deserves."



From Dale Eckrote, on behalf of the City of Redlands: a proclamation in appreciation of Knox's contributions "to the culture and well-being of the community."



"Mr. Telephone" receives  
many well-deserved  
honors in tribute to his 50  
years of dedicated service

Knox  
Hagar ...  
thus  
was he  
Honored

From Vice President J. C. Newman (who noted that, with Knox retiring, "I've lost my right arm"), on behalf of the Company: a special collection of C.W. & T. service pins, and a Sylvania color TV set. "With these gifts," Curt said, "goes all our hopes that your life will be full... We can't express enough our appreciation for all the effort and help you have given so many people in this Company. You have been the mainstay of our Company for many years, and I thank you very much."



From Ralph Dutro: a plaque signed by fellow General Office staff members. "I don't know," Ralph said, "what we're going to do without you, Knox. I do know that we're going to miss you and the help you've given us."



From Fred Hacquebord, on behalf of the General Office staff: a camera outfit. "From one friend to another," he said, "this is not a retirement gift, but one in appreciation of the guidance and assistance you have given us over the years."



From President Parker Sullivan: a plaque in appreciation of Knox's 50 years of service. Said Mr. Sullivan: "I would like to convey the sincere appreciation of everybody in the entire General Telephone family for your contribution to the telephone industry and wish the very best of happiness and good health to you in the years ahead."

Continued ➤



From Mollie Robitaille, Knox's secretary for the past 10 years: a transistor radio (and an appreciative kiss), on behalf of many old friends.

From Executive Vice President Peter A. Nenzel, on behalf of the U.S. Independent Telephone Association and the Independent telephone industry: a resolution passed by the USITA Board of Directors in appreciation of Knox's many exemplary actions throughout his career. On his own behalf, Mr. Nenzel said: "Knox has been one of the most selfless, dedicated people in the telephone industry... He has been a stalwart and tremendous help to me and many others in the Company. I say to anyone who thinks that, now Knox is retiring, he's going to do what he wants to do — phooey! He's been doing what he's wanted to do all his life."







Retired Redlands Division Manager Ted Fisher, another of Knox's oldest friends, related many good-humored stories about Knox "and the infamous things he did." After Knox moved from Redlands to Monrovia as Assistant Manager, Ted recalled, "He became sort of a conservative. Actually, we thought he was downright tight!... I needed to send him a blueprint of my posterior before I could get a new chair for my office." In a serious vein, Ted added, "I join in wishing Knox a very happy, joyous and useful retirement."

Special guests among the 300 employees and friends who attended Knox's retirement party on April 2 included his high school math teacher, Mrs. Florence Collinson (center), and five of his classmates in the 1916 graduating class of San Jacinto High School.



"We've heard a lot about my 50 years of service in the telephone industry. To me, those have been very short years. I thank all the people who have helped me in doing the work I've enjoyed doing. It hasn't really been work — it's been fun!"

— Knox Hagar,  
April 2, 1966



Well-wishers came from near and far to pay tribute to Knox. Above: D. R. Porter, Assistant Vice President of the GenTel Directory Company, and his wife; Eldon Burgess, GenTel of California's Intercompany Relations Manager, and Mrs. Burgess; C.W. & T.'s Public Relations Director, Russell Landrus; Charles Korbuly, C.W. & T. Detail Section Supervisor, and his wife. Below: Robert Hatfield, President of the Sierra Madre Kiwanis Club, and his wife; Oliver Prest, retired C.W. & T. Telephone Manager, and Mrs. Prest; James Abernathy, Mayor of Sierra Madre, and his wife.



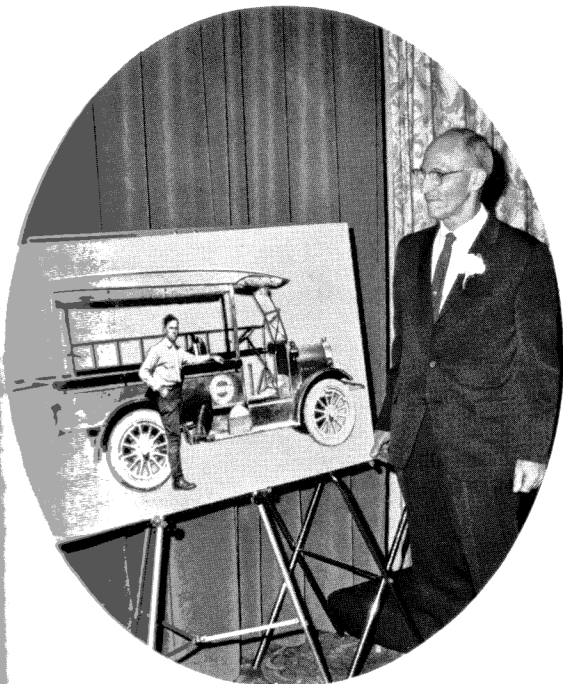
■ During his 50-year telephone career, Knox Hagar made himself known in many ways to many people. Nearly everyone who is acquainted with him has his or her own comments or favorite story about Knox. Here are just a few recollections about the man many like to call Mr. Telephone.

Underneath the strong discipline in Knox's life, the keen, genuine interest in his work, lies a vivid imagination and more perceptiveness than many people realize.

Knox has always had a great deal of respect for formal organization, for protecting the Company and its people. By reputation, he has been a fair and considerate man in his decisions. He has helped more than a few people in the Company get out of trouble.

Aside from the formal, quiet, knowing man that so many people have seen, there has been a great deal of excitement underlying the steady, routine composure that is so much a part of Knox's make-up. For many years as a high executive in a growing company, he has faced all kinds of crises and had to make numerous weighty decisions. He has taken these in stride and even

Knox pauses briefly during his eventful retirement party to look at an enlarged picture taken of him in 1919, when he was an Apprentice Combinationman in Hemet and San Jacinto.



Throughout his career, Knox was always present when there was work to be done, problems to be solved and occasions to be observed. Left, at the Company's farewell party for Oliver Prest, who retired as Telephone Manager in 1947: Knox, Mrs. Prest, Bill Sowers and Mr. Prest.

thrived on solving Company problems and keeping things working smoothly.

About seven years ago, one of many minor crises occurred in the office. Unknown to Knox, one of the girls who was large of build had experienced considerable discomfort using a woman's posture chair and had, some months prior (through a "convenient" switch), acquired a man's posture chair. It was the first comfortable chair she had had in years. At that time, Knox was looking around for a man's posture chair and was going to take away hers. Well! She broke down and cried. Result: She has cherished that chair for the past seven years.

From a humble start in 1916 as a night operator in San Jacinto, Knox subsequently progressed upward through the ranks as a lineman, installer-repairman and plant superintendent to become Assistant Manager of the Telephone Division, the position he held for the past 23 years. In order to advance as he did, Knox had to be a forward-looking person. In between making sure that everything was legally right as far as paper work was concerned, he was constantly thinking of future buildings and telephone installations, visualizing where and how big growth areas were going to be. Coordinating purchasing with planning was a big job in itself. Besides this, Knox had to keep abreast of advancing techniques and pertinent changes in the telephone industry.

Knox had many friends in the connecting telephone companies and knew just whom to contact where, and for what, on Company business. Activities such as monthly Joint Pole meetings for many years kept him in touch with the personnel of other telephone companies. Once, when he was to attend such a meeting, he was late in getting started. This was most unusual, because Knox has always been a cautious driver and allowed plenty of time to get somewhere. On this particular occasion, he drove like wild. A former assistant of his, who was with him on that mad dash, recalls that he was doubtful the whole way whether they would reach their destination in one piece.

In many ways, Knox has been known as an ultra-conservative man. Yet in others he has been quite the opposite. He always held a tight rein on matters, but still saw to it that important things went through. A person just had to prove the necessity for something, or the need to do something, and it was quickly channeled for action.

One veteran employee recalls a time some years ago when Knox happened to be in Palm Springs while a crew was working on a rush cable job. After watching the men hard at work for a while, Knox said, "Can't you guys work a little faster?"

Knox also has a delightful sense of humor. Some time ago, when one of our supervisors was a new employee,

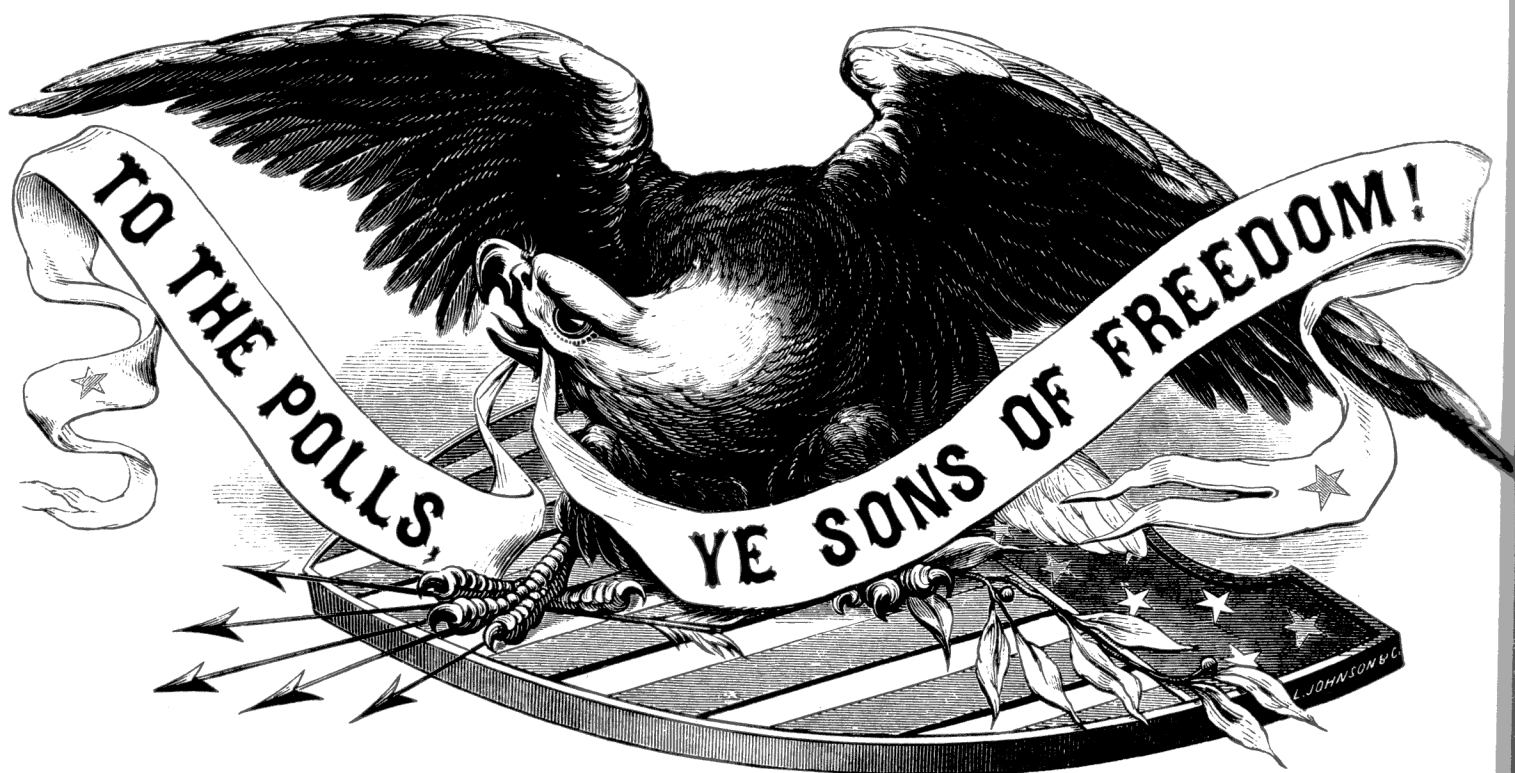
he happened to be sitting at his desk day-dreaming when Knox came to see him. Knox stood there silently for a while, then he finally tapped the fellow on the shoulder and cheerfully said, "When you finish that dream, I'd like to talk to you."

Another incident, one that occurred during the war, involved a girl who had worked for Knox for some time and had an old, rickety wooden desk. (As new employees were hired, they received new desks since no others were available.) One day, when the girl sat down at her desk, her chair fell apart. When she opened the large bottom desk drawer, it fell apart. Slightly perturbed, she approached Knox on the subject. Result: Within a few days she had a new desk.

Knox is basically a good person, not selfish or overly ambitious. He has tempered his devotion to work, and his life, with kindness and compassion. Most of his efforts, outside his business career, have centered around his family, which is very close-knit. In addition, his long-standing interest in and support of church and community activities has been a real asset to all.

Everyone who knows Knox hopes that he now will be able to accomplish all the things he didn't have time for before retirement. If he puts only part of the effort into doing "the other things," compared to all he did for the telephone company, he should have many rewarding years to come.





## **WILL YOU . . . OR WON'T YOU . . .** Stand Up and be Counted in the June Primary?

**T**his coming June 7, Californians who are registered to vote will have the opportunity to partake in one of the biggest and most important primary elections in the state's history. On that day, literally hundreds of Democratic and Republican candidates will vie for hundreds of state and local offices, and many important propositions and issues will be decided upon.

If you are registered within the Democratic or Republican party — and not as a “declined to state” voter — you will be privileged and able to vote for nominees running for such high state offices as governor, lieutenant governor, secretary of state, controller, treasurer, and attorney general, as well as many senators and assemblymen.

If you are registered as a “declined to state” voter, you will be able to cast a ballot in the primary only for non-partisan offices such as state superintendent of public instruction and many judicial and county positions.

In California, our primary election serves to nominate political party candidates. Therefore, it is important that every eligible voter registered as a Democrat or Republican vote in the primary.

In this election year — especially because it features campaigns for the state's highest offices — there will be many important issues discussed and debated by those running for office and to be considered by those voting in the primary. Matters such as taxes, welfare costs, civil rights and unemployment will be uppermost on the list of issues.

This election year will also be important as a result of the 1965 State Reapportionment Act. This law was effected in compliance with the U.S. Supreme Court's “one-man, one-vote” decision, which ordered apportionment of State Senate seats on a population, rather than a geographical basis, and a shifting of lines of certain Assembly Districts. Consequently, control of the State Senate will be transferred from rural to metropoli-

tan areas and from northern to southern California, and the make-up of the State Legislature will be completely revamped.

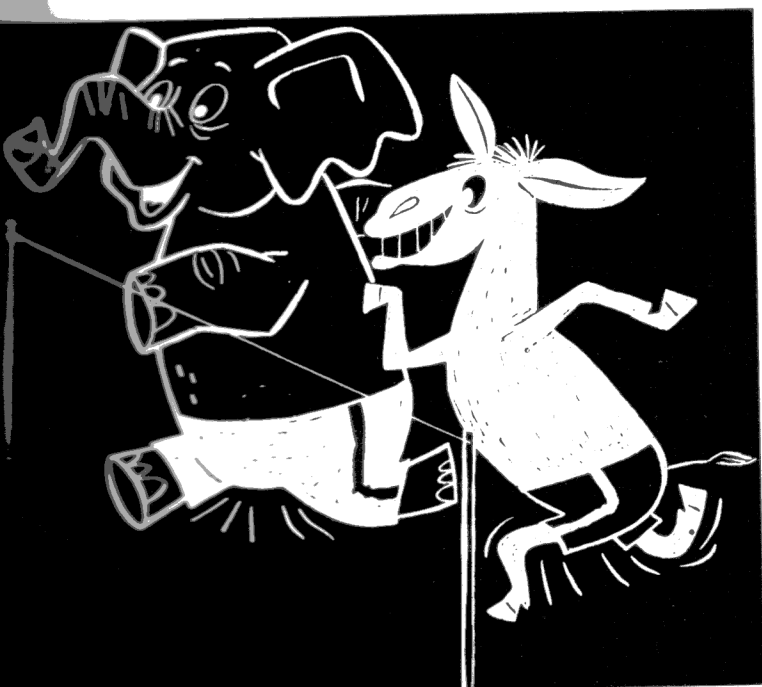
Because there are so many key nominations to be made this June, California's primary election holds the national spotlight. And because California has traditionally been a state in which anything can happen in the political arena, it is especially important that every eligible voter studies the issues, listens to and reads what the candidates have to say, makes decisions — and VOTES.

Fortunately, for our country and its democratic process, more and more citizens are beginning to take an interest in politics and voting. They are becoming aware that they must do so if we, as a nation, are to preserve and strengthen our liberties and our American way of life.

Ours is a system of freedom of choice, freedom to express ourselves as for or against. If we do not take part in the choosing process, others will make the choice for us. And eventually, a right that is not exercised will be taken away.

Good government starts with the individual voter as much as with anyone. Bad politicians are elected by good people who do not vote. Good government depends upon men rather than men depending on government. Either *you* run the government, or it runs you.

Will you be at the polls on June 7?



"Spring is here, and this year something special has been added to the traditional tokens of the season: A bumper crop of political primaries, filled with big names and momentous issues. Rarely have so many colorful or potentially significant fights been joined within both parties.

"... more and more politicians are breaking with tradition and coming to believe that primary battles can actually help their party. An exciting primary fight can smooth a rough-edged campaign organization, whip up enthusiasm among party workers, stimulate public interest in the party and its candidates. And the exposure can help the primary winner in the fall campaign, especially if he was little known at the outset.

"Obviously, the harm or benefit will vary from primary to primary. But whether the parties are helped or hurt, the public stands to gain: A better man may finally be elected and, if nothing else, the curtain-raisers are an enjoyable prelude to the main show."

— *The Wall Street Journal*



"How little do my countrymen know what precious blessings they are in possession of and which no other people on earth enjoy. But will they keep it, or will they, in the enjoyment of plenty, lose the memory of freedom? Material abundance without character is the surest way to destruction."

— *Thomas Jefferson*



"The effectiveness of our contributions as citizens of California and of the nation will be greatly enhanced by developing a sound understanding of the economic forces which have shaped our nation. We should each devote time to developing the ability to analyze the economic, as well as the social and political implications of the almost continuous stream of proposals for changes in and expansions of governmental activity — some of which are good, many of which are bad. Each of us can have a very real influence on the shape of the America of tomorrow, and we all share the responsibility to see that it is what it ought to be."

— *Peter A. Nenzel*





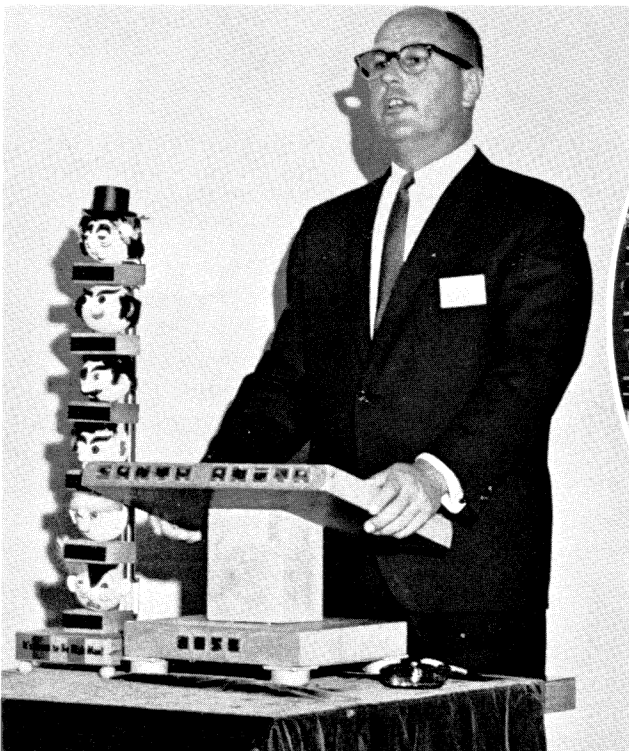
On display during the seminar were the elaborate trophies to be awarded in the 1966 Sales Incentive Campaign. Admiring the trophies are, left to right: Pat Ackins and Dona Rice, Marketing Analysts; and Dave Looy and Don Smith, Customer Service Representatives.

#### FIRST QUARTER SALES WINNERS

Vice President's Award: Monrovia Division  
Operations Director's Awards: Monrovia Service Department  
Monrovia Commercial Department

### Three-day seminar sets the stage for better-than-ever sales program

Tom Pollock, Staff Superintendent-Marketing, set the theme of the conference by outlining the objectives that Company management wants Marketing to achieve in 1966—mainly, \$2.5 million in total sales revenue and a higher percentage of sales per customer contact. "Everyone along the line has to contribute to this quota," Tom stated. The totem pole on Tom's right was devised as part of Marketing's incentive program. The Customer Service Representative who leads in monthly sales will have his name placed at the top of the totem pole and will receive tickets to Dodger ballgames.



General Office Marketing and Division Commercial personnel

## PRINCIPAL SPEAKERS AT 19



Lou Marceron, Marketing Specialist-Training, discussed the importance of sales reports and how they should be made out to be most helpful and effective. He also stressed the need to "tell and sell"—make more contacts and complete more sales.

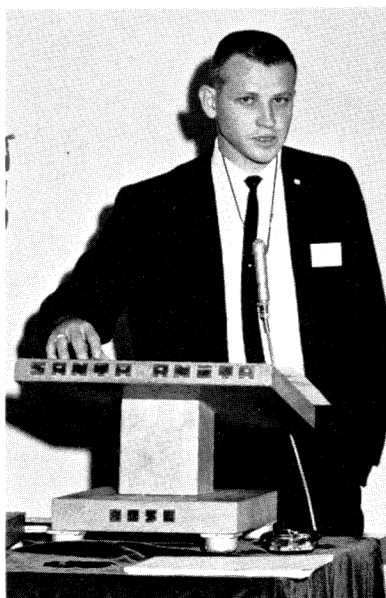
# aps Out Its "Musts" for 1966



at the opening session of this year's Marketing Seminar.

## 1966 MARKETING SEMINAR

Pat Ackins, Marketing Analyst-Practices, outlined the research and development of the Company's Marketing Plan concept, its objectives, the proper use of plans and how they relate to the Company's total objectives. He also emphasized the importance of product knowledge and described ways of getting necessary information so as to be able to properly fill customers' needs, increase sales revenues and enhance the Company's image.



■ Most people in our Company are, quite necessarily, wrapped up in the day-to-day running of the business. Uppermost in their minds are such matters as processing the next service order, making the next service call or installation, or preparing the next report. But in today's fast-moving world, tomorrow comes sooner than expected. The pace of change, sparked by a rapidly expanding economy and swiftly changing technology, prompts a vital question: Is anyone looking ahead?

This question was answered affirmatively during a three-day Marketing Seminar held for C.W. & T.'s Commercial and Marketing personnel last month. At that time, our Company's Marketing objectives for 1966 were clearly spelled out and discussed.

Setting the theme of the seminar — Seeking the Market and Making the Sale — Tom Pollock, Staff Superintendent-Marketing, reviewed the results of last year's sales activities then announced the goals for this year. In brief, they are to:

- Meet the established quota of \$2.5 million in sales revenue (compared to \$1.78 million in 1965);
- Increase the number of customer contacts;
- Increase the percentage of sales in relation to the number of customer contacts made;
- Realize greater revenue per sale.

After Tom set down Marketing's objectives for 1966, subsequent speakers discussed the "who, what, why and how" of successfully meeting these goals. In addition, spirited group workshop sessions generated many helpful ideas for effective selling.

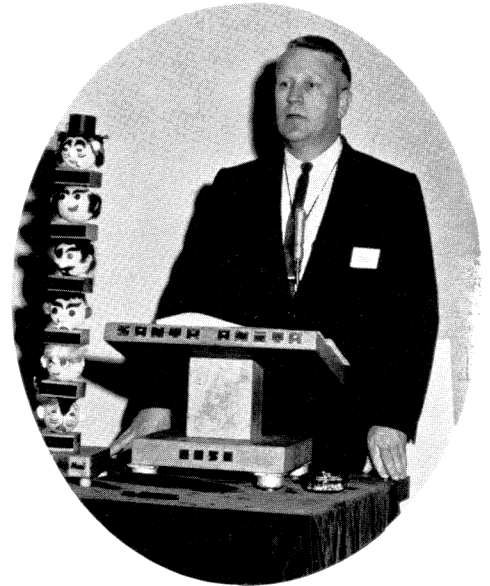
This year's Marketing Seminar, the sixth the Company has conducted, proved to be the most informative and provocative one ever held. As those who attended the seminar proceed to spread the Marketing message to others in and outside the Company, the lines on all our sales charts should climb steadily upward.

Continued ➤





Turning to specifics, Ralph Drews, Marketing Specialist-Special Equipment, displayed the new portable demonstration kit which will be used in selling Intercom and Public Address package systems to business customers. Ralph also suggested ways of overcoming the competition that exists in this field by seeking out markets and doing a good selling job.



Continuing on the subject of Special Equipment, Stan Thomesen, Marketing Specialist-Special Services, explained various rate revisions relating to Home Interphone and Door Answering service, special features of conference-call units, and proposed additions to key system service.



In his capacity as Marketing Specialist-Special Promotions, Joe Myers concentrated on the importance of preparedness: Knowing where you are going, how you are going to get there, what you are going to do, and how you are going to close a sale.

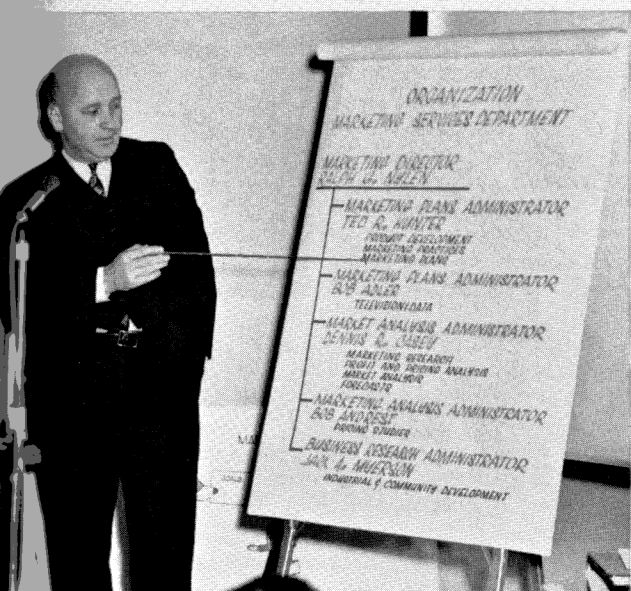
Three Staff Directors from GenTel of California's Marketing Department gave informative presentations on the organizational set-up and functions of their staffs. Left: Harry L. Ogg, Government Communications Director; center: Ralph G. Nylen, Marketing Director; far right: William A. Hanley, Sales Director.



One of the most stimulating presentations during the seminar was made by Fred Herman, Sales Training and Public Speaking Consultant. Suggesting ways of developing sales knowhow and effectiveness, Mr. Herman particularly emphasized the ability to know how and when to close a sale.



Public Relations Director Russell Landrus talked about, "Our responsibilities in the broad field of communications." Noting that the buying public now has more freedom than ever to choose what it wants, Russ stated that, "Today, no purveyor of a product—including the telephone company—is immune from competition. No longer can we say that it is all we can do to keep up with providing service." Furthermore, Russ said, "The unprecedented demands for a wide variety of sophisticated services—prompted by the current population and information explosions—will necessitate heretofore unheard-of capital expenditures . . . Being in the frame of mind to provide new services is not enough. We must also have the facilities available and the drive to meet customer demands . . . If we are to stay in the communications business, we must be willing to give our customers total communications."







Charter ceremonies for Sems Co., the Junior Achievement company currently sponsored by C.W. & T., were held last fall following formation of the teen-age firm. After Ben Short, Monrovia Division Equip-

ment Maintenance Superintendent, presented the charter to Sems Co.'s President, Brenda Goodnight, the JA Group toured C.W. & T.'s facilities to see how a telephone company operates.

## Learning the JA Way

This has become a nationwide philosophy for thousands of teenagers who are learning what it's like to run a business

■ A recent survey conducted among high school students by Opinion Research Corporation revealed that:

- More than 50% of the students questioned believed that government should own business;
- 61% believed that profit incentive is not needed for the survival of our free enterprise system;
- 82% said that we have practically no competition in business today.

These disturbing facts indicate there is much that needs to be done to erase the economic illiteracy among today's young people—many of whom will be tomorrow's businessmen.

One of the most successful programs for giving the younger generation a better understanding of our free enterprise system is Junior Achievement, which was started 47 years ago and is now actively supported by more than 30,000 business firms throughout the country.

In Junior Achievement, high school boys and girls between the ages of 15 and 19 gain practical business knowledge by controlling and operating miniature companies. Each company is made up of 15 to 20 teenagers who are assisted by adult advisors.

Each fall, when Junior Achievement companies are formed, their members elect their own officers, determine the type of product they want to produce, then sell stock in their company in order to raise the capital needed to run their business.

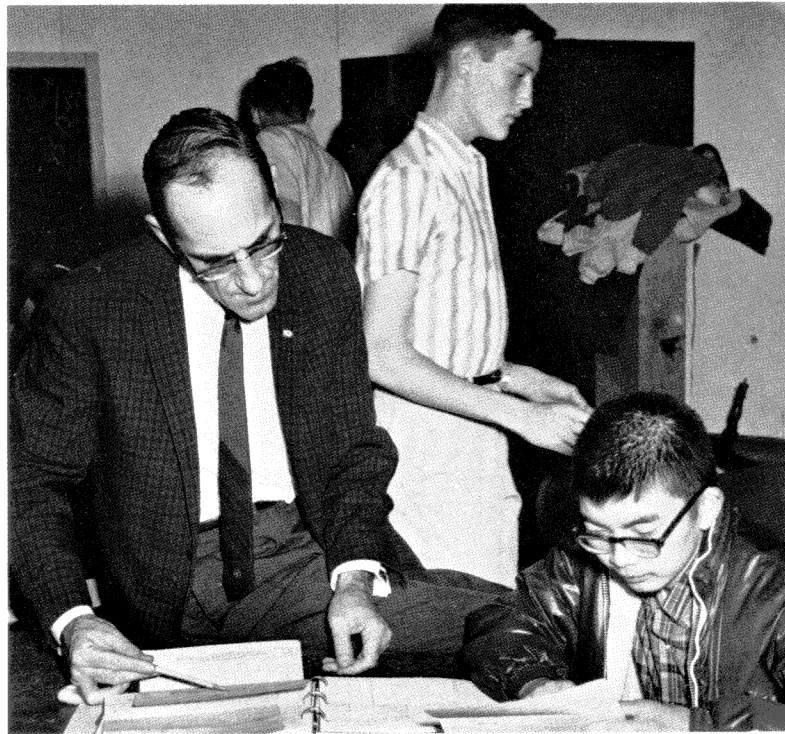
In the process of operating their own companies, Junior Achievers learn how to set up assembly lines, keep production records, map out sales campaigns and prepare financial statements. In so doing, they actually work at being capitalists and thereby develop an appreciation and understanding of the vital role business enterprise plays in our national scene.

For the fourth consecutive year, C.W. & T. is actively supporting Junior Achievement by sponsoring a group of 16 Achievers whose enterprise, Sems Co., produces and sells telephone pen sets and cufflinks. C.W. & T. employees who are serving as advisors to Sems Co. include Stan Ehlers, Bryon Bullock, Ed Bayrack and Vern Gimlich.

Members of Sems Co. meet for two hours each Monday night at the Northeast Business Center in Pasadena. This is the largest of 13 Junior Achievement centers in southern California and provides facilities for 29 J.A. companies.



Terms such as profits, inventories and quality control take on real meaning as Junior Achievers run their own business. At left, Construction Superintendent Stan Ehlers, who is serving as JA advisor for the third year, discusses sales totals with Brenda Goodnight. Right:



Instrument Shop Foreman Ed Bayrack goes over accounting records with Sems Co.'s treasurer, Richard Soto. JA companies receive advice and have their financial records audited monthly by members of the National Association of Accountants.

Sems Co.'s business has been so successful this year that, over and above paying dividends to its stockholders, the company has decided to award a \$100 scholarship. The presentation will be made to a Junior Achiever at the Northeast Business Center on the basis of his or her high standing in J.A. and scholastically. The scholarship will be used to help further the recipient's education.

Over the years, Junior Achievement has proved to be a valuable and worthwhile part of a teenager's education. Through it, many high school students discover what type of business career they want to pursue; they learn to work with others and to rely on their own judgment; and they gain sales and leadership experience.

Business also benefits because Junior Achievement provides a means of promoting the economic system that has helped all business grow. In addition, J.A. helps develop future employees of executive caliber and increases awareness of the relationship of capital, labor and management.

Last year, some 600,000 parents, friends and teachers invested in more than 5,000 J.A. enterprises that produced \$1.5 million worth of products and netted approximately \$125,000 in profits. In recent years, more than twice as many youngsters have been applying for J.A. membership as can be accommodated. This is encouraging proof of what has been and can be done to promote continued support and understanding of our free enterprise system.



Following the pattern of many of today's corporations, Sems Co. is diversifying its operations by producing and marketing telephone pen



sets (left) and cuff-links made of semi-precious stones. Members of Sems Co. attend high schools in Pasadena, San Marino and Monrovia.





Filling requisitions, preparing items for delivery, ordering supplies and maintaining inventory records are just a few of the Supply Section's functions. Hard at work in their quarters on the first level of the General Office in Monrovia are, left to right: Dave Hall, Larry Walker, Mike Babish and Dave Mellard.

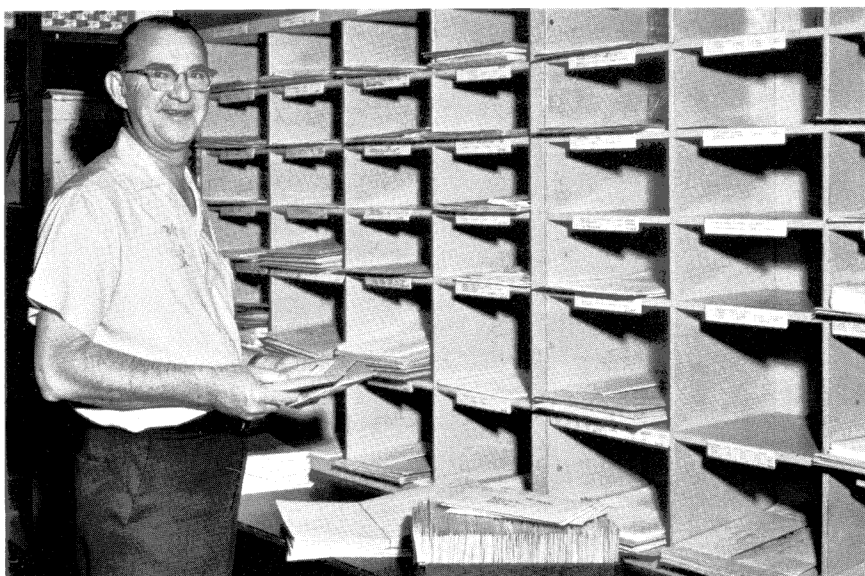
# ***They Keep Things Moving***

That's the all-important role of the Supply and  
Motor Pool Sections of the Special Services Department



Ernie Corey "rides the range" during the night, making mail runs through the Redlands and Palm Springs Divisions.

Mailman George Wayer has his hands full keeping track of General Office personnel and knowing the location of every Responsibility Center.



■ Filling orders faster and more accurately and reducing back orders are the constant and challenging goals of the Supply Section of the Special Services Department. Without a well-organized Supply Section, our Company's operations could very well come to a grinding halt.

All the paper required for our so-essential paper work passes through Supply. Our office machines are received and delivered by Supply. All our vital equipment and supplies — from forms, erasers and machine ribbons to paper clips, pen refills and transmittal envelopes—that are so casually requisitioned, have to be available in sufficient quantities when we need them.

Major-domo of the Supply Section is Working Foreman Mike Babish, a man with a lot of experience in supervision and organization. Mike keeps a complete Kardex inventory record on all the forms, paper and miscellaneous items used in our operations. Whenever a supply order is filled, the items are noted on the Kardex. Each card indicates a re-order point. When the supply on hand diminishes to a certain quantity, Mike automatically re-orders a predetermined amount from Printing or Purchasing.

Storing used and outdated IBM cards until enough have accumulated to be sold to a paper salvage company is also Mike's responsibility, as is the mailing, shipping and receiving of telephone directories to and from all parts of the country and throughout the Com-

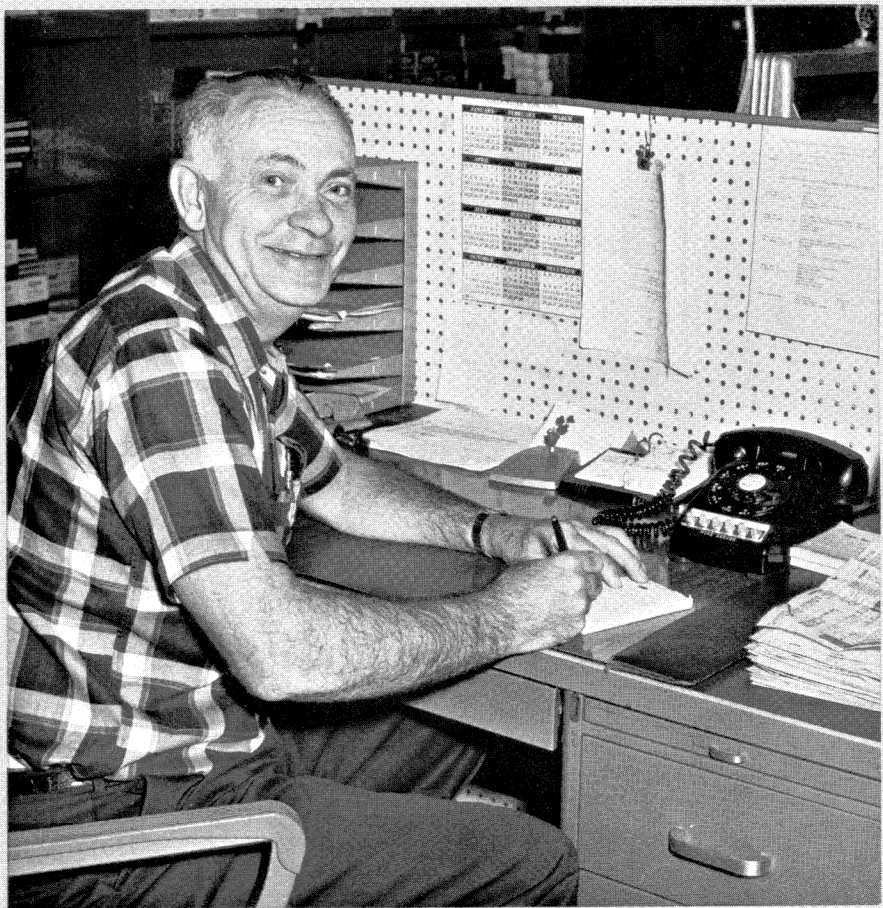
pany. (Last December, for example, 5,000 directories were sent out by Supply in addition to the regular distribution made by the directory company.) It is also the responsibility of General Office Special Services, and Supply in particular, to keep the supply sections of the four telephone divisions furnished with an adequate amount of items to meet their needs.

Filling four to five hundred requisitions for the General Office and Monrovia Division each month, with approximately seven to ten items per requisition, is enough in itself to keep things humming in the Supply Section. In addition, items are sometimes ordered that are not kept in stock. Supply would like to be able to fill each requisition completely as soon as it is received, but this isn't possible if non-standard items are requested. However, such situations are usually resolved in short order. Frequently, as a result of an unusual order, an additional item is added to the already bulging catalog. In other instances, items that are not kept in stock can be obtained by using local purchase orders. The Supply Section keeps records on these, too.

Of the eight utility clerks in the Supply Section, two—Ernie Corey and George Wayer—perform set functions, while the others rotate their duties. Ernie makes the night mail runs. His work day starts at midnight, when he takes off for San Bernardino, Redlands, Hemet, Indio and Palm Springs. (Once a week he makes a side trip to Yucca Valley.) George Wayer is familiar to everyone in the General Office, for he is the "mailman." He has to know where most of the people in the General Office and many throughout the divisions can be found and where each Responsibility Center is located. He also has to be a handwriting expert.

The other utility clerks in Supply are Bill Bakarbessy, Al Cook (who works mainly with telephone directories), Dave Hall, Harold Powley, Larry Walker and John Viers. They make the outside mail runs, trips to the Post Office and special trips, such as pick up and delivery of special equipment or tab runs. They also fill requisitions, take inventory, unload trucks, receive deliveries and stock the shelves. In sum, they need to know as much as possible about the workings of the entire department. When things pile up, Henry Goodrum, who is an old hand at all these things and more, having been with the Company nearly 25 years, helps out on extra runs.

Continued ▶



Mike Babish, Supply Working Foreman

As a young man, Mike Babish lived the life many boys dream about. He was born in Pennsylvania and grew up in Ohio near the Great Lakes. The summer he was 15, he "stretched" his age and got a job on a large ore freighter. He worked the "Big Ones" every summer until he finished high school, then spent two years as a full-time seaman. He also took U.S. Maritime Commission courses with the aim of getting a pilot's license. First he passed the exam for able-bodied seaman (which to landlubbers can best be described as working foreman of a deck crew). He also qualified in navigation and took his turn at the helm of a ship.

Mike was all set to sign on as second mate of a Great Lakes freighter when his wife, Agnes, presented him with twins. So he decided to stay ashore with his family. He went to welding and sheet metal school and pursued that profession in Ohio for several years before moving to the Los Angeles area in 1949. After gaining more specialized training at the Frank Wiggins Technical School, he continued on in the welding and equipment maintenance business for 10 years. During that

time he also attended management courses in Production and Efficiency Training, Supervision and Management and Public Speaking. Much of what he learned in these courses has been of considerable help in his position as Supply Foreman.

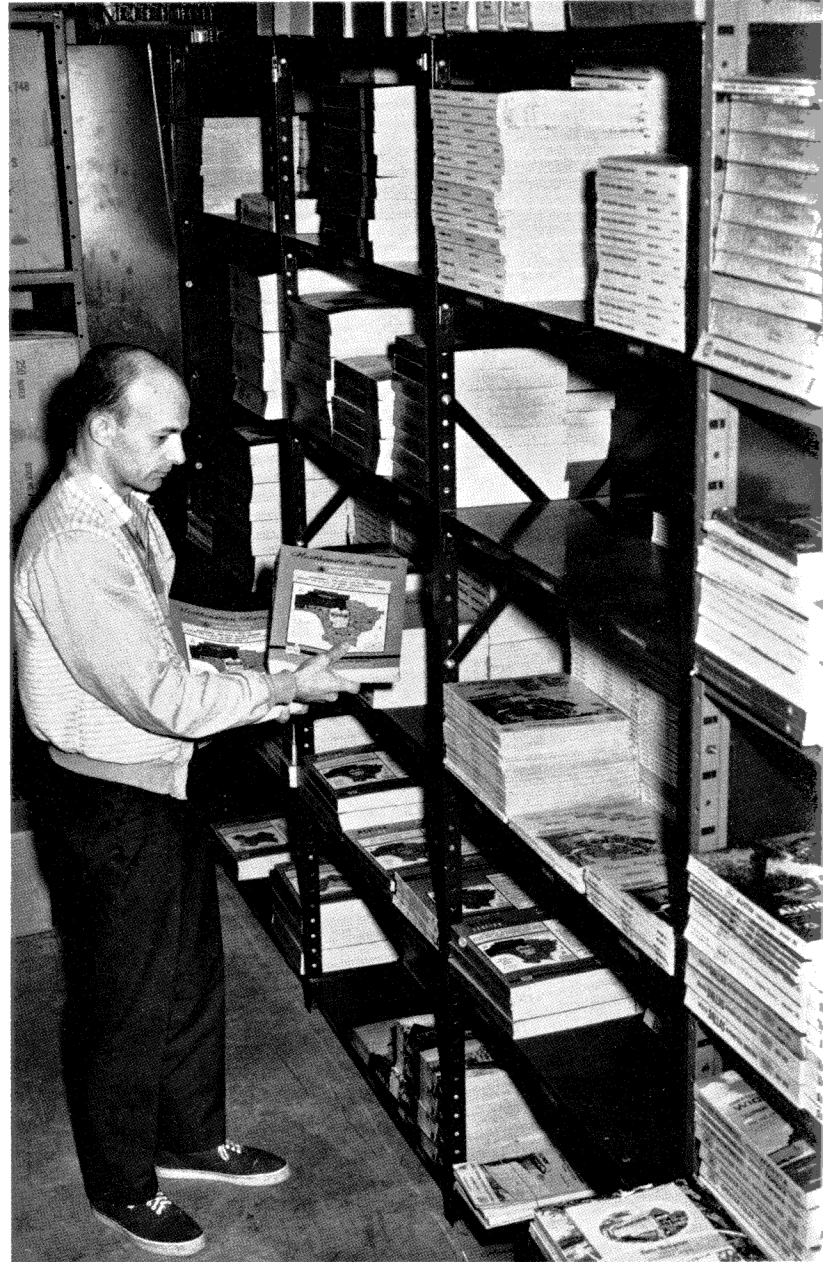
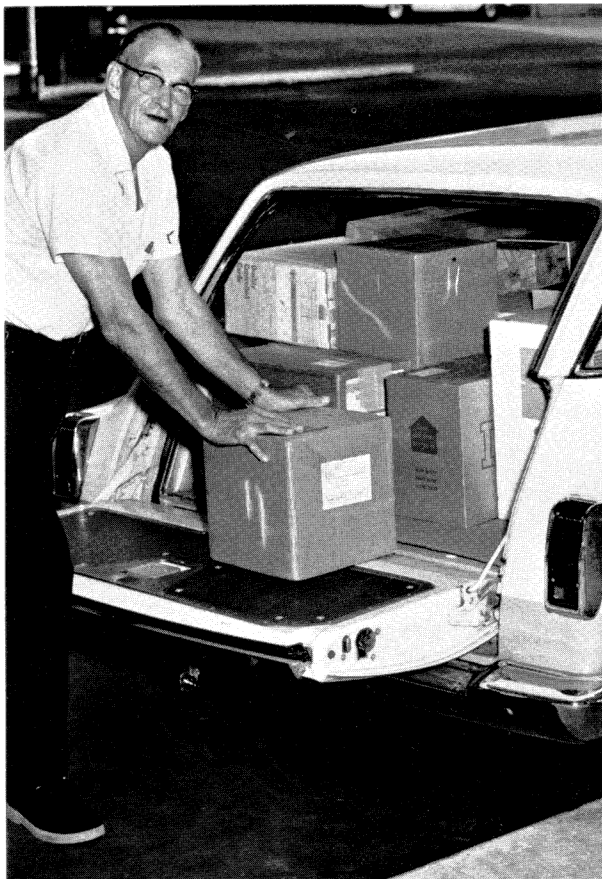
In addition to pursuing a variety of professions (he also ran his own shoe repair shop for a while), Mike has played a great deal of semi-professional baseball and football and has managed many ball teams. He was manager of C.W. & T.'s baseball team for four years before he joined the Company in 1960 and for another two years after that. He also organized the General Office bowling league for two years and served as league president in 1964.

Another of Mike's pastimes is roaming around the mountains and through Death Valley in a jeep. He prefers the outdoor life and likes to investigate old mines and historic sites in the mountains. Often he visits out-of-the-way places, collecting old mining implements, rock specimens or whatever he can find pertaining to the history of an area. For added fun, Mike has even hunted for gold and uranium. (He hasn't found any, yet.)





One of Bill Bakarbessy's varied duties as a utility clerk is picking up and delivering items for distribution.



Al Cook is kept busy sorting, mailing and shipping thousands of telephone directories a month to all parts of the country.

Howard Powley prepares to make a delivery of mark sense cards and toll ticketing tapes.

The mail runs have to be made regardless of the weather or other unpredictable circumstances. The "west run" leaves at 6:30 each morning for Los Angeles, picks up Information Directory Supplements from the printer, stops at GenTel of California's Baldwin Park office for mark sense cards and toll ticketing tapes, then returns to Monrovia. Next, the driver reloads and goes to Sierra Madre, San Fernando and Santa Monica. He may also make a number of special trips while he is in the "western" area.

Post Office runs leave at 8:30 a.m. for mail pick-up and at 8:30 for packages. The driver then delivers mail to Monrovia Division locations such as the Pole Yard, Instrument Shop and the main office. Also at 8:00 a.m., a driver leaves Monrovia on a second "desert run." He follows the same route Ernie Corey covers during the night. Between 10:30 and 11:30 a.m., a short run is made to GenTel of California's Baldwin Park office to deliver test instruments and specialized equipment for repair and to the Irwindale Pole Yard to pick up mail for C.W. & T. and repaired instruments. At 4:00 p.m., another truck delivers the latest mark sense cards and toll ticketing tapes to a pick-up point for GenTel in El Monte.

Supply means "to meet the needs and requirements of," and that is exactly what our Supply Section does. They keep things moving. All of us depend on them a great deal more than we realize.

—Betty Harrieger

A 25-year veteran with C.W. & T., Henry Goodrum is always on hand to help out with deliveries and special requests.



Dorothy Becker, Motor Pool & Special Services Clerk

As Special Services Clerk, one of Dorothy Becker's responsibilities is running the General Office car pool. Unofficially, Dorothy is called "Motor Pool Sergeant." She schedules all General Office pool vehicles and rents others as needed. Just keeping track of them is quite a job, considering that during a recent month the 28 cars then in the pool were driven a record 62,000 miles.

Dorothy keeps records on all pool vehicles. She receives the trouble reports, arranges for major repairs and routine maintenance. She requests the purchase orders and later checks the invoices, keeping a copy for her "history" on each car. As keeper of the records, she also budgets the car pool and orders replacement vehicles.

Dorothy has the kind of job that mushrooms. When she first started taking care of the motor pool nearly 10 years ago, there were only two cars. Today she's in charge of 29 cars (which get more individual usage than any other cars in the Company). She also keeps records on two Executive cars, four Plant Training station wagons and 11 General Office trucks.

Besides running the car pool, Dorothy acts as a "trouble desk." Problems have a way of seeking her. When someone asks about typewriter, adding machine or calculator repairs, air conditioning, plumbing, electrical or janitorial problems, the automatic answer has long been, "Call Dorothy Becker." There are many other employees to handle such matters today, but people still call Dorothy. She has the contracts and contacts for office machine repairs, building maintenance and air conditioning. She keeps records on all these as well as the leases for other equipment or services used in the Company, such as Xerox, Copytron and Audichron Time Announcers.

Included among Dorothy's miscellaneous duties is the handling of invoices for outside duplicating of gov-

ernmental maps and layouts of proposed building developments. These are used mainly by Right-of-Way Specialist Gerald Pope and his assistants in the field and by the Field Engineers.

Dorothy completed her tenth year with C.W. & T. last August. A native of Catawissa, Pennsylvania, she attended high school and business school in East Cleveland, Ohio. Then she moved to New York City to attend the Undergraduate School at Columbia University. She started her business career with a big job—figuring estimates for bids and production at J. G. Wilson Company Overhead & Rolling Steel Doors in New York. Subsequently, she returned to Columbia to work on a major atomic research project.

Dorothy met her husband, Robert, during World War II while she was doing USO work in New York. After Bob was discharged from the Army, the Beckers moved to Lincoln, Nebraska, where Bob studied geology at the University of Nebraska. While he finished his schooling, Dorothy worked in purchasing at the Elgin Watch Company.

After graduation, Bob worked in geophysics for several years and Dorothy worked in the Agronomy Department at the University of California at Davis. During this time, both of them developed a taste for travel and the wide-open spaces. This prompted them to move to Galveston, Texas, for a year and a half before returning to California and settling down.

Sports-minded Dorothy enjoys bowling and has played in many Company golf tournaments. She and Bob both enjoy music, traveling, hiking and taking still and motion pictures in "her mountains." As a matter of fact, Dorothy just enjoys living. She radiates with enthusiasm and makes people feel good just by being around and wearing her "glad to see you" smile.





To stimulate extension sales in Monrovia Commercial during March, each service representative was assigned a tree on the mural shown here, and a leaf was added for each extension sold. As an added incentive one day, Marketing Supervisor Bill Chase baked two cakes, which were the Department's reward for selling 16 extensions before 3 p.m. on that day. Showing off the cakes are Record Section Supervisors Betty Hartley and Frances Walters.



During a recent visit to GenTel of California's General Office in Santa Monica, Nancy Warren of C.W. & T.'s Public Relations Department was given a tour of GenTel's Film Library. Nancy is shown here in the Film Inspection Room with Public Relations Representative Al Hansen. GenTel currently has approximately 1,200 films available for training and public relations use.



Engineering Director Lee Allen poses with two active C.W. & T. retirees—Oliver Prest and Roy Davis—following the last Company golf tournament. Mr. Prest retired as Telephone Manager in 1947, after 50 years in telephony, and recently celebrated his 91st birthday. He is holding the Senior Citizen Award presented to him by the C.W. & T. Golf Association, "For outstanding devotion and competitive spirit." Roy Davis retired as a PBX Installer last fall after 40 years with C.W. & T.

Following completion of a major PABX installation at Allstate Insurance Company in Pasadena, that company's telephone operators held a party for C.W. & T. equipment installers in appreciation of their fine work. Left to right: Equipment Installers Dick Walp and Gary Durkee; Dean Flagg, Equipment Installation Supervisor; Anita Herbertson, Allstate operator; Tom Michener, Equipment Installer; and Chuck Gasset, PBX Maintenance man.

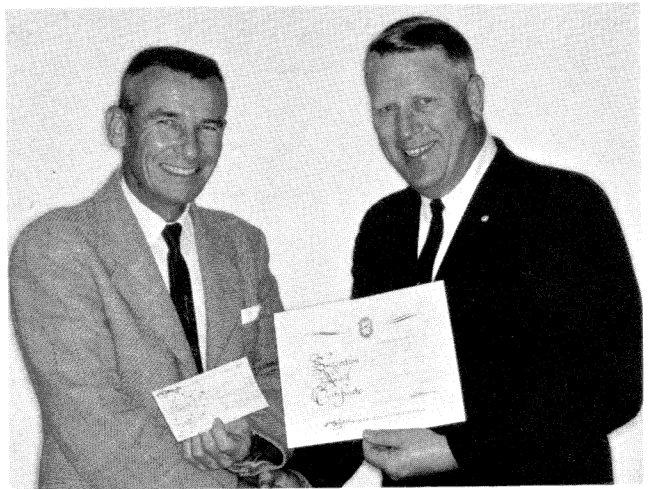
Norman Johansen, formerly Engineering Assistant-Working Foreman, in Hemet, has been promoted to the position of Survey & Forecasting Analyst in General Office Planning Engineering. Norm started with C.W. & T. in 1956 as a Fieldman-Analyst in the Palm Springs Division and transferred to the Redlands Division as Engineering Assistant in 1960. A native of New York City, he attended Queens College and, after moving to California in 1950, studied at San Bernardino Valley College and Mt. San Jacinto College. Norm and his wife, Mary, have two daughters and a son. In his leisure time, Norm enjoys good music and sports of all kinds, especially football (he was a semi-professional player for several years), baseball and surfing.



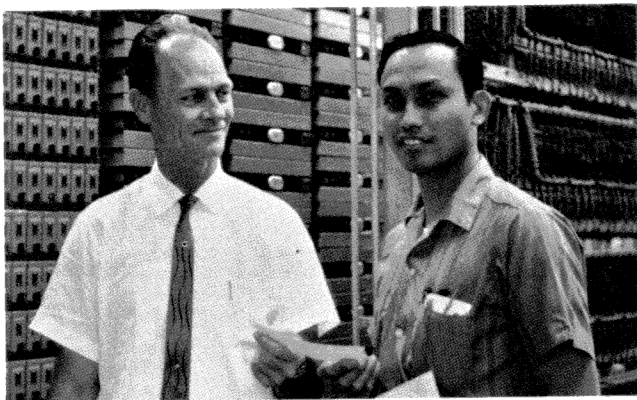


**Monrovia Division & General Office**

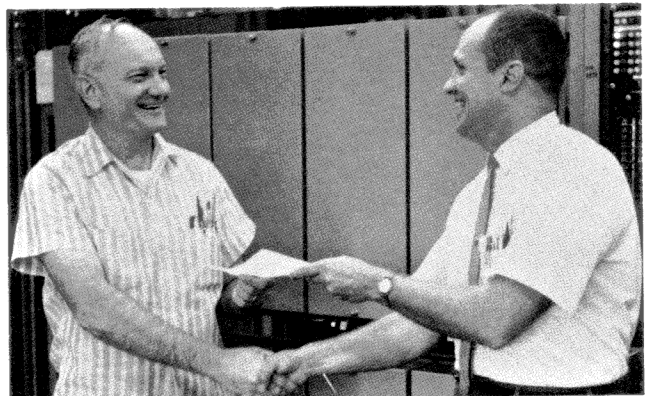
## Recent Suggestion Award Winners



Marketing Analyst George Bartholomew receives a \$20 award from Stan Thomesen for suggesting a modification that minimizes false ring-ups when key telephone units are being tested.



Ben Short presents a \$20 check to Switchman Julius Kater, who suggested a more efficient method of using the Type 800 test set in central offices.



Switchman David Carson receives a \$20 award from Olin Hill for suggesting a simpler and more efficient means of testing DDD and MMU trunks with a hand test set.



Traffic Engineering Analyst Don Daniels receives a \$20 award and certificate from C. J. Williams for suggesting a new method of using friction tape when insulating director terminal blocks that eliminates possible service trouble.



Marie Copple presents a \$40 check to Reports Clerk Doris Fessenden following re-evaluation of an original suggestion Doris made that has saved time and eliminated the need for re-typing a telephone bill when a customer requests a duplicate copy.





Nearly 200 people toured the Banning central office during a recent two-day Open House. The visitors showed particular interest in the behind-the-scenes equipment. Here, Service Clerk Marilee Sears (right) explains the operations of the Banning Service Center to a group of visitors.



As members of the Redlands Zonta Club, Madge Dolezel and Gerry Blackburn had the opportunity to do some "heady" promotion for our Company at a recent luncheon hosted by the Soroptimists. Madge's hat was decked out with operators at a switchboard and lines leading to a microwave antenna and telephone pole. True to her position as Record Section Supervisor, Gerry promoted classified advertising with her hat.

Marie King, who is an operator in Moreno, comforts her 16-year-old son, Eddie, who has been paralyzed and speechless since he was accidentally shot in the head four years ago. Recently, fellow employees contributed to a fund for Eddie so that he could be flown East for possible surgery at the Neurological Institution for Children in Pennsylvania. Unfortunately, specialists found that Eddie's condition could not be alleviated.

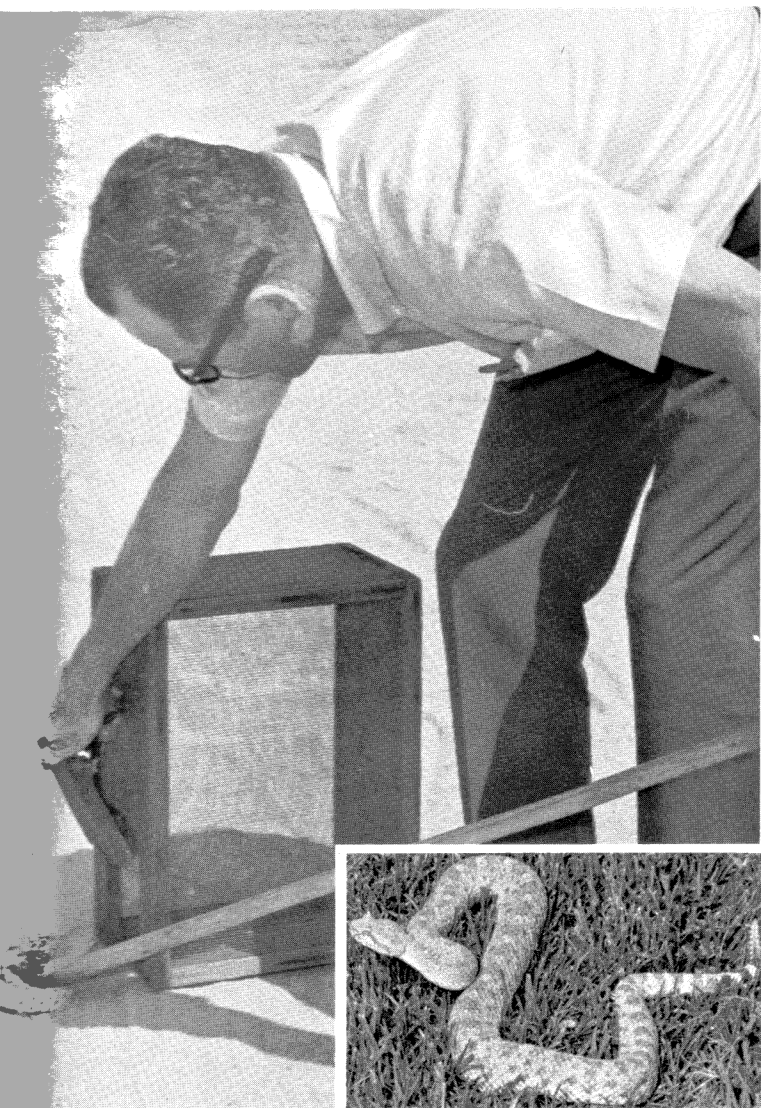
## Redlands Division

Jack Warner has been promoted to Equipment Maintenance Foreman in Redlands. Jack started with C.W. & T. in 1954 as a Central Office Installer and since 1960 had been an Equipment Installation Crew Foreman. A native of Pennsylvania, he served in the Air Force for four years and was a central office installer with Western Electric before joining C.W. & T. Jack and his wife, Rose Anne, live in Banning with their two children.



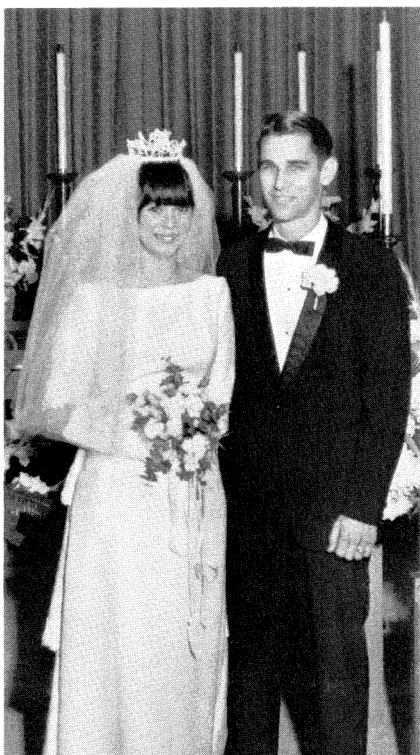
Josephine Owens, Redlands Service Representative, recently became Mrs. Edward Kelly and has retired to devote her full time to being a housewife. Jo had been with C.W. & T. for over 15 years and had worked as an operator before joining the Commercial Department five years ago. She and her husband live in Mentone.





One of the largest sidewinders ever seen in the desert area was captured recently by John Hickey, Service Foreman in Indio. John caught the poisonous reptile, which is approximately two feet long, in the back yard of his home by coaxing it into a gallon jar. He later gave the snake to Dr. Ernest Tinkham, noted desert naturalist, who confirmed that it was one of the largest he had ever seen. Aside from an interest in reptiles (his children have a pet Iguana), John is a member of the Indio Elementary School District Board.

### Palm Springs Division



In a double-ring ceremony, Judy Strada, Service Center Clerk, was married recently to Michael Rech. The couple are now living in Palm Springs.



### San Fernando Division

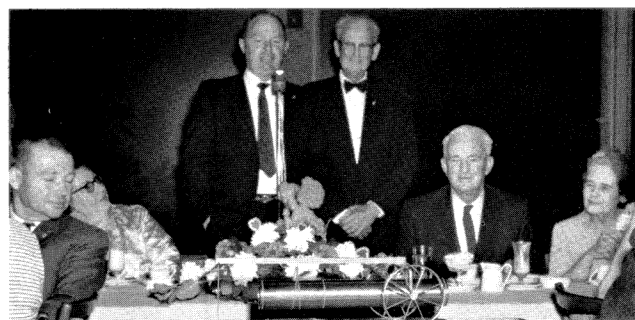
Dennis Powell presents a \$20 award and certificate to Switchcount Clerk Chris Sparks, who suggested revisions in the Register Readings-Dial Offices form that will save time and produce better results.

### Monterey Peninsula Division



Surrounded by friends and fellow workers, C. M. Goldsworthy admires the camera outfit presented to him at his retirement party. Seated beside Goldy are his wife, Edna, and Norma Fuller. Standing: the Goldsworthys' daughter, Ann, Marian Pascoe, Doris Hays, Harry Reinhardt and Jack Posey.

A joint retirement party was held in February at the Carmel Valley Country Club for former Division Manager C. M. Goldsworthy and former Division Superintendent Lawrence Lyon. Scrolls honoring their combined 95 years of service with the Company were presented to Goldy and Lawrence by Executive Vice President Peter A. Nenzel and Vice President-Water Operations W. J. Hays. Fellow employees also gave Goldy a camera and Lawrence a radio.



Foreman Les Tucker made a special presentation to Lawrence Lyon at his retirement party: a perfect replica (shown in the foreground) of cart that was used to haul pipes in 1910, when Lawrence started working for the Company. Seated at right are Ken Fuller, who has succeeded C. M. Goldsworthy as Division Manager, and Mrs. Lyon.





*From a telephone customer in San Fernando:*

My wife and I wish to take this opportunity to thank you and the Service Department of your establishment for the excellent cooperation shown in handling our complaints regarding poor phone service over the last year.

After the re-installation of new wires and phones, we have as yet to complain, and do not hope to or expect to. We want you to know that all of the trouble caused you by our phone service was not in vain.

We sincerely appreciate your attitude and cooperative spirit and want you to be sure to show this letter to your Service Department head right on down to the men who worked on our phone, right to the last lineman, to show you we mean every word of what we say.

You have performed a real public service and I'll never forget it.

*From the president of a garden lighting firm in Redlands:*

I just felt it was necessary that I drop you a note of appreciation for all of the tremendous patience you (*Commercial Superintendent Lou Seitzinger*) showed toward me and especially for the energy you expended to try to grant our request.

It is a real pleasure to find a public utility, such as yours, that understands what the first word in their name stands for. Congratulations.

*From a realtor in Yucca Valley:*

All I can say is that you folks are the best people that could ever be tenants in a building. I wish that your organization would prosper so very much that you would need to rent my building for 20 more years — at least one portion of it!

In any event, and every event, your personnel are of the highest caliber and

*Jim Riggs is the finest supervisor and gentleman I have ever known.*

May your company be blessed with all good things.

*From an engineer in Michigan:*

When I was in California last month I made an application for a telephone for my mother, who lives in Pacoima. I was advised that the phone would be installed on February 22. Since that date was a holiday, I expected the installation would start on February 23. However, rather late the afternoon of the 22nd, one of your service cars appeared and your installer (*Craig Owings*) proved to be a trained workman far above the average installer. He knew exactly what had to be done without any false moves or delays, and he did the complete installation in a very efficient manner. I fail to see how a time study could have improved any operation.

I find that most workmen when starting a job seemed to be wrapped up in a fog. Others try to prolong a job, and still others are a bunch of swingers.

If your Service Department operates similar to this installer, you are to be highly congratulated.

*From a telephone customer in Redlands:*

I just must write to tell you (*Service Representative Edith Lefeber*) how much I appreciated your very kind and thoughtful telephone call in reference my telephone bill. My husband was very pleased, too, when I told him of your call.

After a shattering financial experience with a former business partner who we found to be less than honest, it is companies like yours and people like you who restore one's faith in humanity again.

Our very best wishes to you.

*From the principal of Sylmar Elementary School:*

We wish to thank your company for the rehabilitation of the service and installation of new equipment in our school, and also to commend the two service technicians who did this work for us.

In our opinion, *Mr. Jay Lynch* and *Mr. Emilio Tapia* are most efficient and were very helpful in installing this equipment to meet the needs of our administrative offices. They were cooperative, courteous, and certainly are an asset to your company.

Too often excellent service goes unrecognized, but we wish to let you know that we are most appreciative.

*From Congressional Representative John V. Tunney of Riverside:*

I was pleased to read that you (*Business Supervisor Pete Petrillo*) were recently awarded this year's outstanding boss award by the Palm Springs Junior Chamber of Commerce. Congratulations to you on this occasion.

Being a member of Riverside's Jaycees, I am always interested in hearing of the activities of other Jaycee clubs. I am certain that you have worked hard to merit this coveted award.

My best wishes to you at California Water & Telephone Company. If I can ever be of assistance to you, or to your colleagues at the Palm Springs Jaycees, please feel free to contact me.

*From the fourth grader at Baptist School in Granada Hills:*

Thank you (*PBX Service Advisor Kay Pearson*) very much for loaning our school the Tel-A-Trainer. We had fun using it and we learned a lot, too.

We also want to thank you and *Mr. Ed Nelson* for showing us such an entertaining film and answering all our questions.

*From the program chairman of the Yucaipa Valley Board of Realtors:*

Thank you (*Customer Service Representative Fred Frost*) very much for being our guest speaker at the Board of Realtors meeting. The program that you brought to us was enjoyed by all and was very interesting as to the growth of your company and our valley. I know that much time was spent by you in order to bring this fine program to us, so again thank you.

Final sale of C.W. & T.'s Water Department to the American Water Works Company was made on March 31. The water properties are now being operated by California-American Water Company, a newly formed subsidiary of American Water Works. W. J. Hays, former C.W. & T. Vice President-Water Operation, is president and a director of the new company, and Don Elg, former C.W. & T. Accounting Director-Water Operations, is controller. Executive offices of California-American Water Company will be located at 9800 South Sepulveda Boulevard in Los Angeles as of May 1.

# PROGRESS CHART

EXCHANGE	TELEPHONES IN SERVICE		HELD APPLICATIONS	
	Total on 2/28/66	Increase Decrease February	Total on 2/28/66	Increase Decrease February
Monrovia .....	28,557	174	2	1
Sierra Madre .....	15,691	59	0	0
<b>TOTAL—Monrovia Division..</b>	<b>44,248</b>	<b>233</b>	<b>2</b>	<b>1</b>
Granada .....	22,390	301	0	-5
Pacoima .....	18,978	100	1	0
San Fernando Main.....	21,156	203	0	0
Sepulveda .....	29,397	254	0	0
Sylmar .....	11,472	70	1	1
<b>TOTAL—San Fernando Div...</b>	<b>103,393</b>	<b>928</b>	<b>2</b>	<b>-4</b>
Banning .....	5,283	11	16	0
Beaumont .....	4,088	55	0	-1
Elsinore Grand .....	1,022	8	4	1
Main .....	2,240	19	16	-2
Idyllwild .....	1,260	-9	11	-5
Moreno .....	5,169	83	5	0
Hemet .....	11,402	143	109	4
San Jacinto .....	2,712	24	4	-5
Murrieta .....	399	3	4	1
Sun City .....	3,129	21	1	1
Perris .....	3,399	38	33	-1
Loma Linda .....	4,723	67	22	1
Mentone .....	1,737	5	0	0
Redlands Main .....	18,677	73	1	-1
Yucaipa .....	9,479	97	2	-3
Temecula .....	180	2	0	0
<b>TOTAL—Redlands Division..</b>	<b>74,896</b>	<b>640</b>	<b>228</b>	<b>-10</b>
Desert Hot Springs .....	2,023	33	10	4
Eagle Mountain .....	466	-2	43	1
Homestead Valley .....	152	-1	22	18
Coachella .....	1,902	20	10	3
Indio .....	8,986	155	3	-5
La Quinta .....	754	2	4	0
Mecca .....	315	1	0	0
North Shores .....	155	-1	0	0
Oasis .....	390	3	0	0
Palm Desert .....	7,219	55	6	-27
Thermal .....	937	11	5	1
Joshua Tree .....	885	10	9	3
Morongo Valley .....	393	8	5	2
Cathedral City .....	5,925	114	11	-2
Palm Springs Main.....	11,039	102	9	2
East .....	10,823	50	1	-2
Desert Shores .....	125	1	1	1
Pinyon .....	27	1	7	-2
Salton City .....	219	7	10	1
Thousand Palms .....	263	7	1	-2
Twentynine Palms Main .....	2,571	-5	75	11
Marine Palms .....	731	5	0	0
Yucca Valley .....	2,535	13	25	12
<b>TOTAL—Palm Springs Division</b>	<b>58,835</b>	<b>590</b>	<b>257</b>	<b>19</b>
<b>GRAND TOTAL .....</b>	<b>281,372</b>	<b>2,391</b>	<b>489</b>	<b>6</b>

—Indicates Decrease.

DIVISION	ACTIVE SERVICES	
	Total on 2/28/66	Increase Decrease February
Monterey Peninsula .....	25,112	-19
San Marino District .....	13,806	-5
Duarte District .....	5,755	-3
Baldwin Hills District.....	6,039	6
Sweetwater District .....	26,201	7
Coronado District.....	10,718	-2
<b>TOTAL .....</b>	<b>87,631</b>	<b>-16</b>

## The Lighter Side

Johnny had just taken his first dancing lesson. When he returned home his mother asked him how he liked it.

"Why, Mother, it's easy," Johnny said. "All you do is turn around and keep wiping your feet."

The major looked up from his desk at the corporal and snapped: "Now, really! I ask you, in civilian life would you come to me with a puny complaint like this?"

"No, sir," replied the corporal. "I'd send for you."

Postcard received by the Weather Bureau: "Gentlemen: I thought you would be interested in knowing that I have just drained four feet of partly cloudy from my basement."

Henry became very ill and was rushed to the hospital. The next day, his boss was among the first to visit him.

"Now, Henry," he soothed, "don't you worry about a thing. Everyone at the office is going to pitch in and do your work — as soon as we can figure out what you've been doing."



"They always treat 'em gently when they're earmarked for Cal Water & Tel poles!"

The novice Sunday school teacher asked the class: "Where do you find the Beatitudes?"

There was a long silence, then one little fellow hopefully piped up: "Have you checked the Yellow Pages?"

"Mother," said the sweet sophomore. "What was the name of that boy I met while we were away during Easter vacation?"

"Which one, dear?"

"You know — the one I told you I couldn't live without."

The door of a cottage in a poor section of town was flung open precisely as the clock struck noon. A housewife, arms akimbo, called from the doorway at a workman leaning against the wall: "Come on in, Five-Day-Week. Seven-Day-Week's just cooked your lunch."



**CALIFORNIA WATER & TELEPHONE CO.**

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