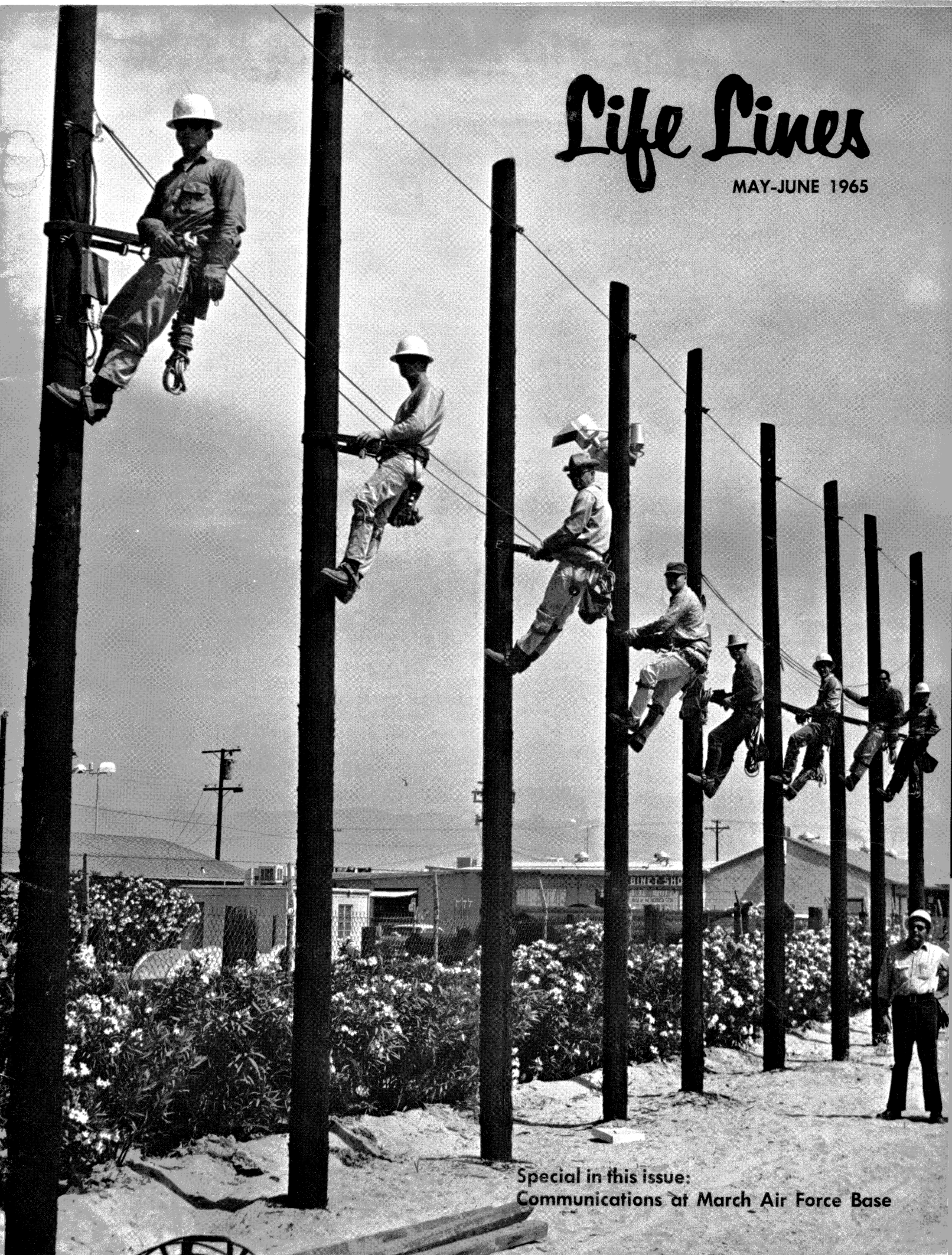


Life Lines

MAY-JUNE 1965



Special in this issue:
Communications at March Air Force Base

Life Lines

MAY-JUNE 1965
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CALIFORNIA WATER & TELEPHONE CO.
A member of the General System



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This
Month's
Cover

Although special attention is given in this issue to C.W. & T.'s Management Development Program (pages 16-19), it should be emphasized that extensive training programs have been developed in all major departments of the Company.

Shown on the cover, which was photographed by Area Service Supervisor Roger Bidwell, are new employees in the Palm Springs Division who recently attended Pole Climbing & Orientation classes conducted by Ted Ross (on the ground at right). Practicing on the poles are: Bill Nash, Philip Komenchuck, Max Shepard, Henry Olive, Glen White, Billy Peters, Miguel Lara and James Montoya.

Drips and Plugs

To anyone in a responsible position, the element of decision should be all-important, whether it relates to those in a greater or lesser position. All too often, those who make decisions or form influential opinions do not fully analyze the potential consequences of half-considered thoughts or hasty actions. When this occurs, it can lead to the creation and spread of rumors.

The word rumor is defined as common talk; a story that is current but not authenticated. In earlier times, it also meant a prolonged indistinct noise.

Like a hurricane, rumor breeds only when and where conditions are right. Here are some typical examples of rumor-breeding situations. See how many you recognize, have been caught up in, or have even started yourself.

- You're a clerk in the Plant Department. You go to see your supervisor in his office, privately, to discuss a personal problem. Other employees' reaction: "Closed doors! Bet the boss is blowing the whistle on that clerk. Wait till the rest of the department hears about this!"

- You're a supervisor. You've been working pretty hard lately, so you decide to stay in your office during lunch for a few days. You find it quiet, and it gives you an uninterrupted chance to think and catch up on things. You close the door—and open some mouths . . . "Notice So-and-So staying in during lunch? Bet he's got to rest because he hasn't been feeling well. I understand his doctor said to take it easy, maybe retire. Wonder who will take his place?"

- You're a draftsman. You get together one day with some friends from another company. You are seen by a fellow employee . . . "Say, I saw Joe having lunch with fellows from the XYZ company. They're looking for a draftsman. Bet old Joe is planning to leave."

- You're an engineer. You're talking to a fellow employee about your vacation plans. Another employee walking by happens to hear: ". . . so, if everything goes as planned, I'll be heading for Milwaukee in August." Next thing everyone thinks: "Wonder why Bill hasn't told us about his moving to Milwaukee. It must be a step up, or he wouldn't be going."

Yes, rumor breeds like a hurricane. It begins with a tiny dark cloud of suspicion or mis-information and picks up speed as fertile imaginations add hot air to it. Before long, a full-scale rumor can sweep a company and damage good reputations, upset normal operations.

How much time and energy are wasted? How many people become frustrated, envious, angry and wronged? How much needless worry, insecurity and lessening of work occurs?

An active imagination can be entertaining and enlightening—but not when it jumps to conclusions. For then, innocent actions suddenly acquire sinister motives. Casual meetings are interpreted as plots. Good names or intentions are besmirched. How much better it would be if those imaginations were applied to the business of getting work done.

A good rule for all of us to follow is: Never believe a rumor until you have checked back at home base. Ask a direct question of the person involved. Or, better yet, ignore the rumor. That's a sure way of squelching both the rumor and the rumor-spreader.

Let's let rumors die for lack of wind. In the long run, the job you protect and the reputation you save may be your own.



Perched thirteen stories high in the Control Tower at March Air Force Base, a sergeant of the 1907th Communications Squadron relays instructions to incoming Air Force bombers.

At March Air Force Base,
C.W. & T. provides vitally important
communications for SAC

OUR MASTERS OF SECURITY



"We are never more in danger when we think ourselves most secure, nor in reality more secure when we seem to be most in danger."—William Cowper

■ Driving south through the serene, rural terrain along Highway 395 a few miles from Riverside, motorists pass an ordinary road sign indicating March Air Force Base to the right. Amid the quiet atmosphere which pervades the area, it is difficult to conceive that just a short distance away stands one of the major nerve centers of the Strategic Air Command, the world's most powerful military force operating on a global basis.

With 1,700 jet bombers and tankers, plus more than 800 missiles, poised at more than 70 bases in the U.S. and throughout the world, SAC is the military muscle our country keeps flexed against possible enemy aggression. SAC's primary mission is to maintain a force strong enough to deter war of any size—or, should deterrence fail, to destroy an aggressor's capability to wage war.

Every hour of every day, alert crews at SAC bases are ready to spring into action at a moment's notice and get their heavily loaded bombers into the air within minutes. In the air, around the clock, reconnaissance planes, loaded with tons of intricate devices, range the skies, gathering all the intelligence information that might be needed by SAC to carry out its retaliatory mission anywhere and at any time. Also airborne at all times are Flying Command Posts—large jet planes furnished with enough radio-telephone equipment to take control of the entire SAC force, should ground headquarters and alternate ground command posts be destroyed.

For, without potent communications, SAC's tremendous power would be paralyzed when needed most. As General Thomas S. Power, retired Commander of SAC, once noted: "Without communications, I could command nothing but my desk."

March Air Force Base, the largest Air Force installation in southern California, is headquarters for the Fifteenth Air Force, one of the three Sub-Commands of SAC. (The other two are located in Louisiana and Massachusetts.) The Fifteenth Air Force Command Post stands ready to take full command of SAC in case of obliteration of underground headquarters at Offutt Air Force Base near Omaha, Nebraska. Radiating from this Command Post is an incredible network of communications channels, much of which has been installed and is maintained by C.W. & T.

Our Company's history at March began thirty years ago, when one maintenance man commuted from Redlands to the base to keep tabs on a small amount of equipment. Over the years, paralleling SAC's increasing need for rapid and complex communications, C.W. & T.'s facilities have been expanded and now include eight separate, fully-equipped main frames and equipment rooms.

Because of the magnitude of the communications network at March, fourteen equipment and maintenance men from C.W. & T. are now needed to provide twenty-four-hour service daily throughout the year. Many of our Company's circuits interconnect

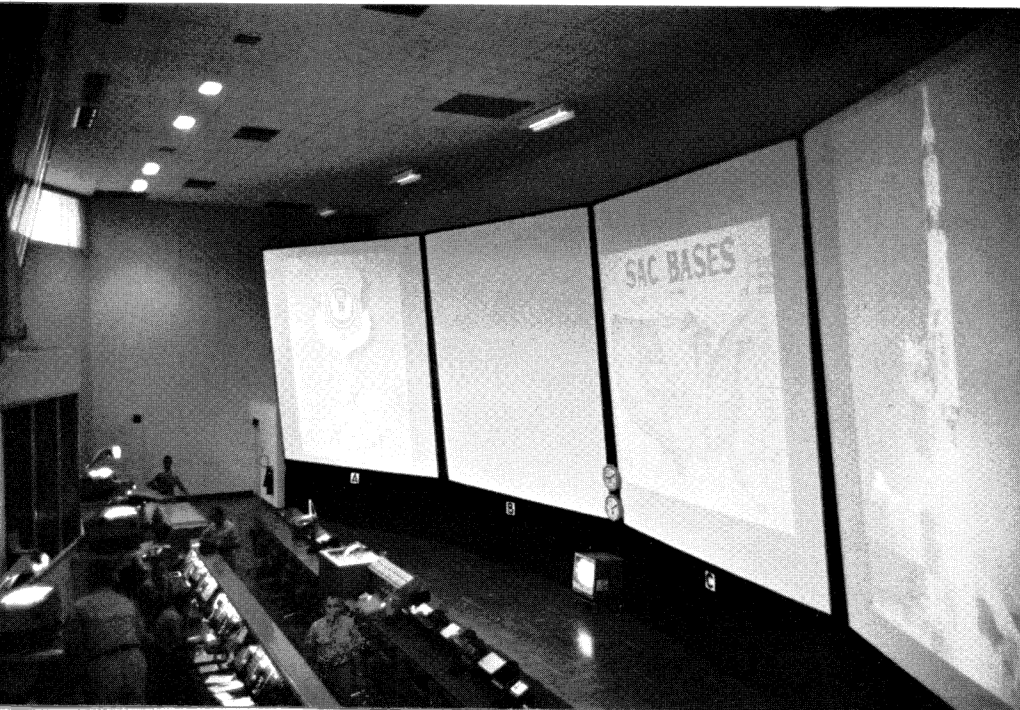
with those of other communications companies. This makes it necessary for C.W. & T. personnel to deal directly with other agencies providing military service, such as Pacific Telephone, Western Union, the Federal Aviation Agency, Motorola and the 33rd Communications Squadron. Our people must be able to give courteous, efficient service to all other companies and to the military in many areas of communications whenever needed in order to restore or improve service to the military.

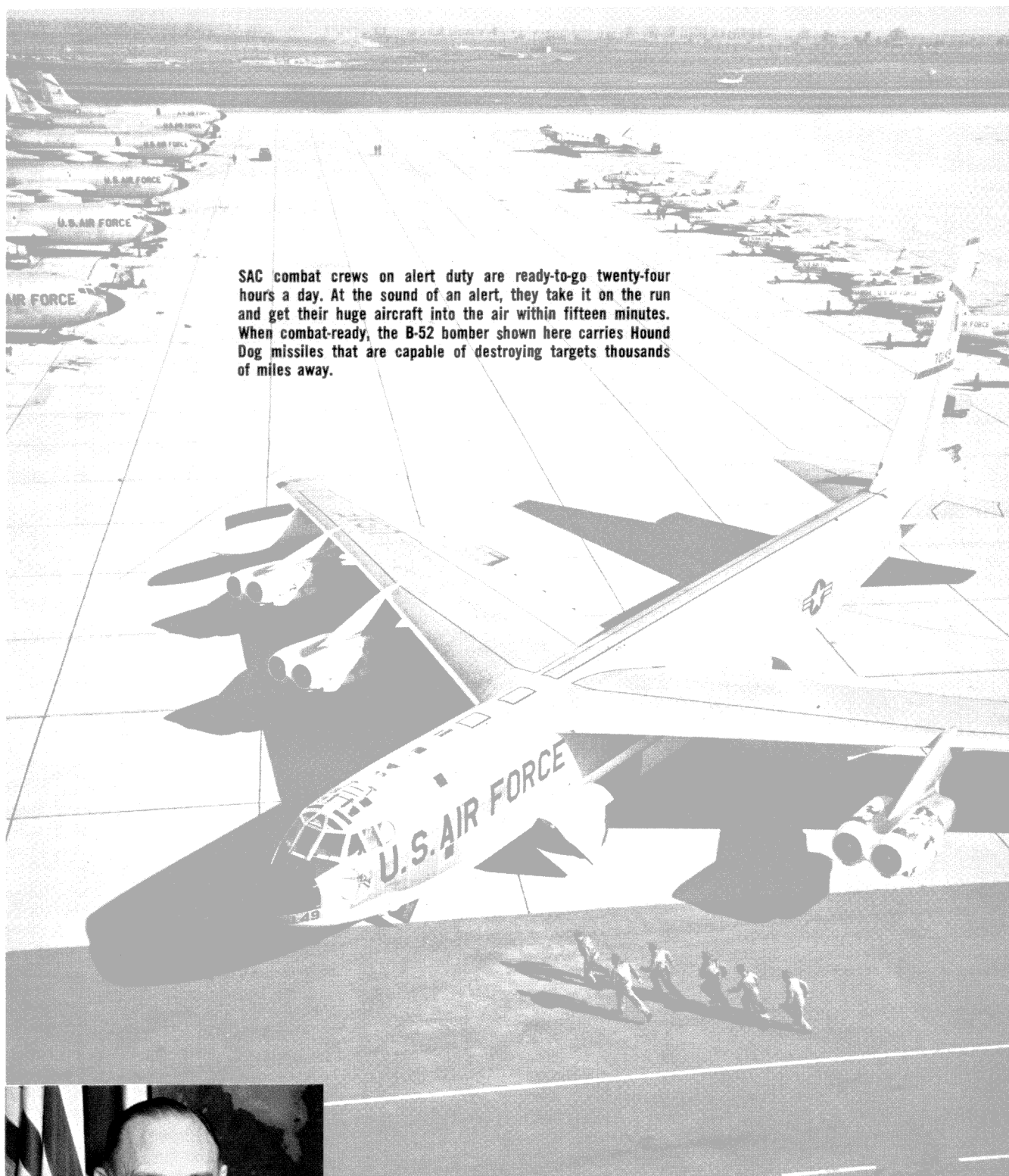
Each piece of our Company's equipment at March has been specially designed or modified to meet the ever-changing military requirements for better communications, and in some cases is far from the original design of a standard piece of equipment. At times, C.W. & T. maintenance men at March are required to redesign circuitry on-the-spot and under great pressure in order to give immediate improved service. They must also be versatile in many facets of communications such as teletype, data, telephone, carrier, closed circuit television and radio.

The tension of C.W. & T.'s great responsibility and a constant awareness of the importance of the Company's and its employees' vital roles in the nation's defense is ever-present on the job at March. Our men there have been called upon many times to install special circuits and equipment during actual emergencies, special exercises and short-notice visits from the President. Every effort is made always to do the very best in the least possible time. In national emergencies, such as the Cuban crisis, our men at March have worked many long hours to reassure that all communications are absolutely perfect.

The all-important Command Post of the Fifteenth Air Force at March is located within the nuclear flash-proof Combat Operations Center. This is the terminal point for part of the most complex communications system ever devised. Designed for rapid, flexible and secure operation, a highly specialized system of six consoles gives SAC Controllers at March direct, instant contact with headquarters in Omaha and with all bases under Fifteenth Air Force Command, which includes the 13 western states and tenant units in Guam and Alaska. The consoles are arrayed before four huge projection screens that provide Controllers with vital operational data and are in constant use.

(Continued on page 6)





SAC combat crews on alert duty are ready-to-go twenty-four hours a day. At the sound of an alert, they take it on the run and get their huge aircraft into the air within fifteen minutes. When combat-ready, the B-52 bomber shown here carries Hound Dog missiles that are capable of destroying targets thousands of miles away.



General John D. Ryan, Commander in Chief, Strategic Air Command:

"As SAC's Commander in Chief, I have the utmost respect for modern communications. One of the things that has greatly impressed me is the efficiency and dedication of the people, military and civilian, who are responsible for our communications network. The famous SAC communications system is an intricate, sophisticated, world-wide electronics machine. Without the people who design, maintain and operate it, this machine would be useless."

High on the list of vital facilities provided by C.W. & T. is the Primary Alert System (PAS). This is a highly efficient and instant communications system used to alert all Air Force bases simultaneously of a "GO" condition. Even during routine daily tests it impressively demonstrates the swiftness of SAC's communications. When a Fifteenth Air Force Controller lifts the red handset from the Senior Controller's position and pushes the "ALERT" button, a warning warble tone is transmitted and rows of amber lights appear on the console, indicating contact with all bases. "This is a communications test," the Controller announces. "All stations acknowledge at the count of five." Within *three seconds*, all the lights are out — all points have responded to the test!

Even under non-alert conditions, these top priority lines are constantly monitored electronically to insure continuity between SAC bases and Headquarters. At any time, if service on these lines is interrupted for only ten seconds, an irritating buzzer and red light signal the Controller. He then silences the buzzer and immediately calls the base where an outage is indicated. If no contact is made, C.W. & T. forces are alerted and dispatched to clear the trouble. When the trouble is cleared, the red warning light on the console is extinguished, indicating to the Controller that he is back "in" with the base in question. If any priority line outage lasts longer than ten minutes, a written explanation must be prepared by C.W. & T. maintenance personnel, giving the nature of the outage and the reason for the extended time taken to clear the trouble.

Besides the local alarm given to the Controller, two special scanning alarm systems have been installed. One alarm system sends a failure indication to the Western Area Network Control Testboard in San Bernardino. The other alarm system is a highly specialized electronic scanner and transmitter with remote control that can give instant audible and visual indications to remote facilities concerned with the usability of the top priority lines. Failure indications are transmitted instantly to New York, San Francisco, and Carson, Colorado. Because of the high speed of this unique system, New York (in case of an alarm) would receive the line failure indication before the Controller could silence his audible buzzer. New York would then immediately send a re-check code to verify the authenticity of the outage. As soon as the line failure



is cleared, the remote alarm transmits an "all clear."

The PAS circuits on the special consoles are only a portion of the facilities available for use by Fifteenth Air Force Controllers. An equally important system that C.W. & T. has added to the Air Force communications system consists of direct lines from the Commander in Chief at SAC Headquarters to Sub-Command leaders. No matter where the Fifteenth Air Force Commander is — in his office, on the golf course, flying an airplane, riding in his command car — he is in constant touch with the Commander in Chief. Also built into this system is a conference network which is used to tie together several top level advisors when needed. This system is checked constantly every day to insure operational readiness.

Still another system installed in the consoles is the Missile Potential Hazard System (MPH). This is a conference arrangement which enables the Air Force to call in engineering experts in all fields to aid in troubleshooting problems encountered with missiles in silos or aircraft in flight. When a Controller receives a call from a satellite base that is in trouble, he directs the message to the officer at March in charge of MPH. The Con-

troller can then choose to remain in on the call as an observer in order to insure proper transmission and to assist further if additional personnel are required. At the start of an MPH emergency call, a tape recorder automatically transcribes all conversation for future reference concerning engineering problems.

The private intercom systems, called Fonex, that are now installed in the Controllers' positions, are a far cry from the original intercom units installed at March. C.W. & T. personnel were instrumental in improving the operation and design of Fonex, which is now widely used throughout the Command Post and in Command-level offices. This unit can be used hands-free or with a handset, for single station calling or conferencing up to fifty lines.

Also installed at each Controller's position is a twenty-four-hour recorder which can transcribe every conversation from any line selected on the console. In addition to these recorders, a single unit can be selected to transcribe any conversation or incident onto tapes, which can be saved for record purposes.

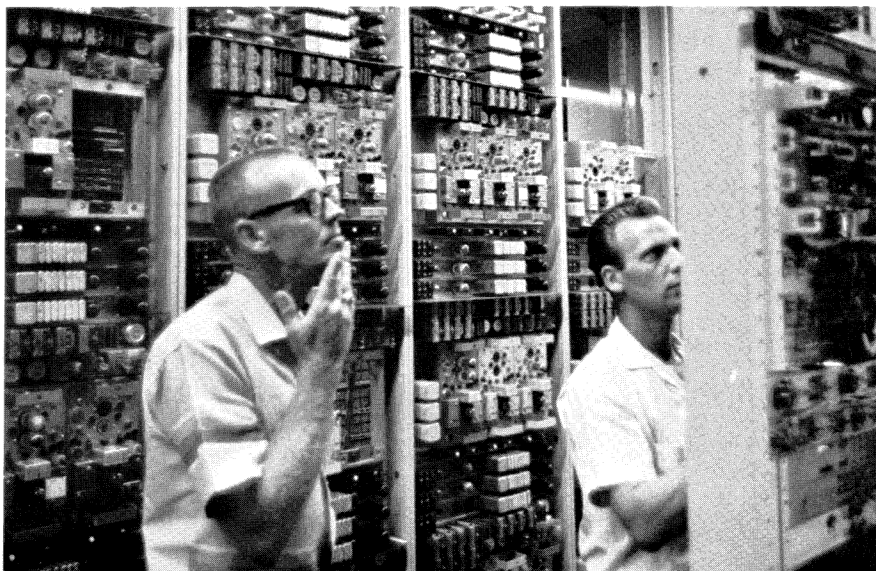
The remainder of the Controllers' consoles in the Combat Operations Center are filled with monitor lines

from the SAC Telephone Network, base dial lines, PBX drop, hot lines and a specially constructed private intercom that connects the Controller exclusively with a pre-designated party. The monitor facilities on the console are installed for security reasons. Special busy lamps have been installed to indicate which of the many circuits are being used by the SAC Telephone Network, and they can be monitored and recorded at any time.

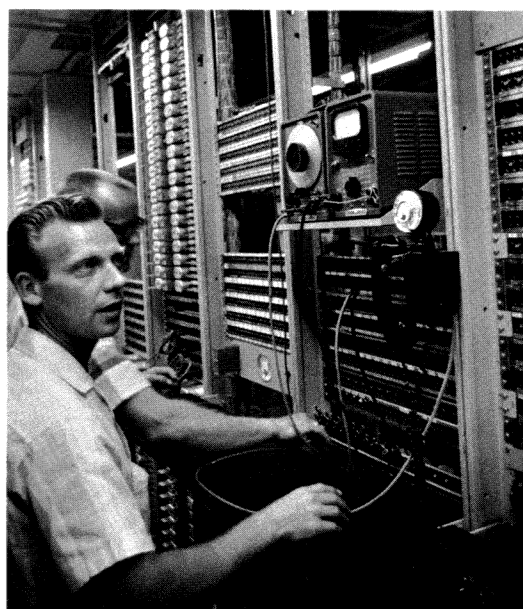
Another important service supplied and maintained by C.W. & T. personnel for the Fifteenth Air Force Command Post is closed circuit television. This network supplies key personnel in commanding positions with accurate, up-to-the-minute information from several locations. Feeding the twelve monitor sets in operation is a unique, vertically mounted camera. Information can be laid down, face up, over the camera, which inverts the information and projects it correctly on the monitor. This enables SAC personnel to read and point out pertinent parts of the material being shown.

In a glass-enclosed balcony overlooking the consoles of the Command Post is what is called the Battlestaff Area. This is used solely by the top commanding officers of the Fifteenth Air Force in alert situations and during staff briefings. Sitting on the commanders' desks are a few of the 165 green keyphones and several of the 30 Fonex units installed for use in the Combat Operations Center. Contrasting with the green phones are two special instruments on the top commander's Battlestaff desk: one is a gold telephone which connects directly to the Pentagon in Washington, D.C.; the other is a red telephone which connects directly to SAC Headquarters in Omaha. With the facilities at his Battlestaff desk, the Commander at March could, if need be, direct war operations with instant communications.

Also in the Combat Operations Center, C.W. & T. supplies over forty long-line circuits which feed a multi-million-dollar high-speed data and computer system configuration. Data can be transmitted over these lines at speeds up to 2,400 "bits" per second or can be transmitted directly to one of four large projectors to be shown on the twenty-foot-square screens in full view of the Battlestaff and Controllers positions. For the past two years, C.W. & T. personnel at March have been aiding International Telephone & Telegraph personnel, who designed and installed the computer

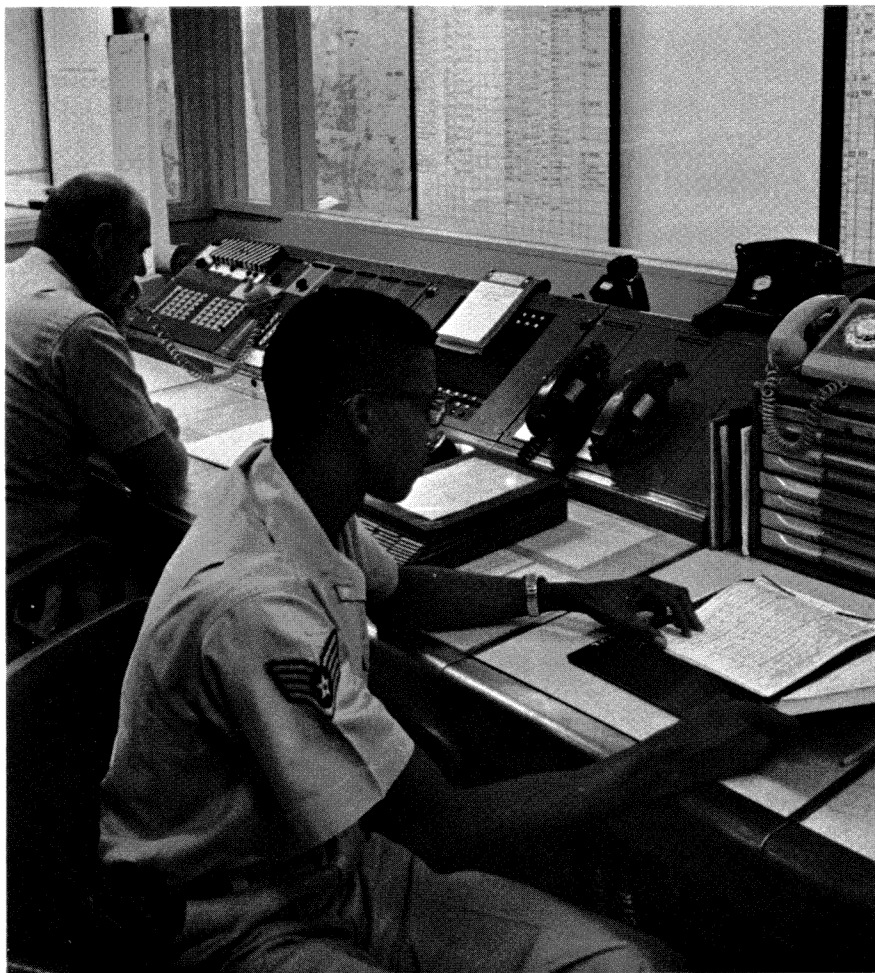


Equipmentman Herman Eurich and Temporary Working Foreman Doyle Miller check out Primary Alert System receiver circuits in the Combat Operations Center's equipment room.



Doyle Miller and Herman Eurich at the test facility which is used to check all lines coming in to the Combat Operations Center.





system, by supplying test lines, telephones, data sets and special hot lines needed to test and coordinate with other military bases.

Host Command, and the "firepower" of SAC at March, is the 22nd Bombardment Wing. Its slogan is "Duce-mus," which means "We Lead." Now the seventh oldest wing in SAC, the 22nd Bomb Wing has been active since 1940, except for an eight-month period following World War II.

The communications support for this Command is also supplied and maintained by C.W. & T. A modified 112A key system handles numerous hot lines, dial lines and leased long lines on two positions of special consoles located in the 22nd Wing Command's headquarters. Complete with Primary Alert circuits to SAC Headquarters in Omaha and the Command Post at March, the 22nd's communications center is a miniature version of SAC Combat Operations Centers.

The 22nd Wing Command controls all communications related to base operations. All local security information is received here, then relayed to the Fifteenth Air Force Command Post. The 22nd also handles air-to-ground communications and is constantly in touch with airborne SAC planes. When an alert occurs, the 22nd Command is responsible for briefing SAC air crews as they take off in their bombers. (Since SAC planes must be in the air within fifteen minutes after an alert is sounded, there is no time to hold briefings before take-off.)

Maintaining the 22nd's main ground-to-air megacycle radio channels in order to insure proper coverage in the southern California area is a never-ending job for C.W. & T. equipment men. A specially modified Western Electric Call Director was installed in the conference room of the 22nd Command to permit the UHF radio to be patched to telephone lines. With this system, aircraft flying into March can call "home" from many miles out, long before touching down on the airstrip.

Another vital link in the massive communications system set up for "our masters of security" is the SAC Telephone Network, which is referred to by operating personnel as STN. This network ties March to every military installation in the United States, and through similar PBX switchboards, to military installations overseas. (In fact, STN could connect with nearly every telephone in the world.)

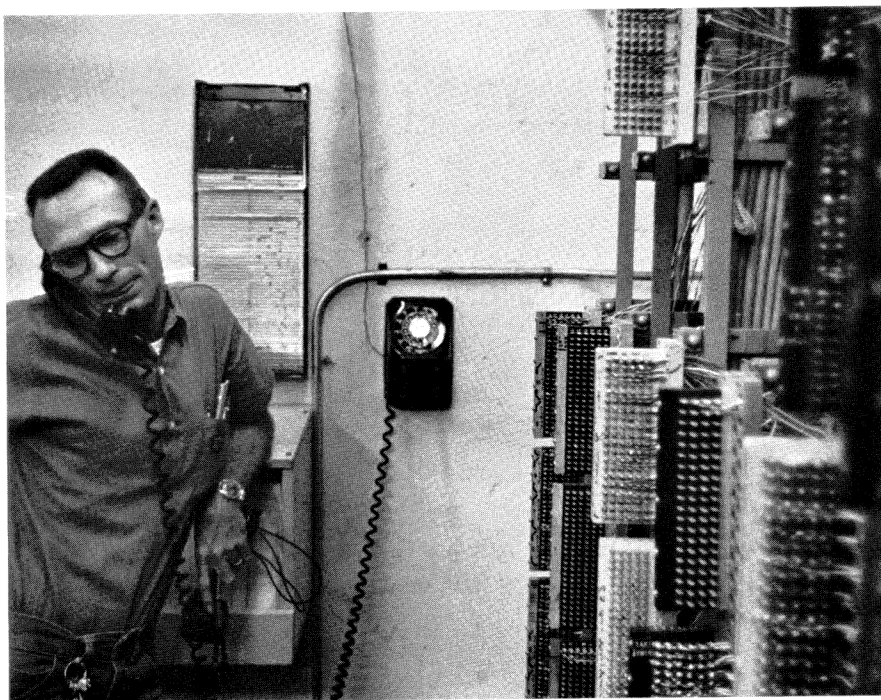
More than 100 four-wire incoming

(Continued on page 10)

Equipmentman Sam Gonzales inspects 1A key equipment which serves the 22nd Bomb Wing's Control Rooms.



In the equipment room of the 22nd Bomb Wing Command, Equipmentman Robert Pluff anxiously waits for verification of a circuit restoral on the main distributing frame.



Tension and concentration are engraved on the countenances of those who work at March. Here, sergeants of the 33rd Communications Squadron, Colonel James D. Rigley, Jr. and C.W. & T.'s Dick Leeman are checking out a radio patch on a Call Director in the Conference Room of the 22nd Bomb Wing Command.



trunks and 180 PBX stations enable key personnel at March to be in constant contact with their subordinates at other locations. Having grown from a small 12-line military field switchboard to an impressive, commercial-type five positions, the STN board handles more than 5,000 calls daily. Twice during the past five years, the STN board has been successfully moved and expanded on an in-service basis.

Military calls through the STN board are dealt with on a priority basis to insure proper handling of traffic. Many times each day an STN operator can be heard saying rapidly: "Your call is being terminated for a higher priority, please call back."

Incorporated into the many panels of jacks and lights on the versatile STN board is a multitude of lines which connect with satellite bases, the Base Administration Switchboard at March, Motorola radio-telephones, foreign exchange lines, the Flying Command Post, and military Touch-Tone dial networks in Santa Rosa, California, and Hillsborough, Missouri. Also connected are approximately 300 off-base private lines, most of which are classified as "Select." (Select means being placed on high-priority services requiring special handling procedures relating to maintenance and restoral.)

The latest major innovation made at March, and one that is unique to C.W. & T., is the adaption of Touch-Tone dialing equipment to the STN board. The great emphasis on speed-of-handling the myriad calls through this network prompted the installation of Touch-Tone dialing. Using this equipment, a competent STN operator can touch out a seven-digit number and be ringing his party in less time than "O" can be dialed on a conventional switchboard dial.

The STN board is also capable of switching PBX stations from the Administrative office to Emergency War Operation points. Other features incorporated into the board include recall on busy trunks, over-ride priority ringing, and a service-assist speaker which permits operators to page from one end of the STN board to the other.

Equally important to the SAC Telephone Network is the teletype network at March. Connecting in parallel with lines from STN, the teletype network acts as the switching center between satellite bases and all numbered headquarters bases in this country and overseas. At the rate of 100 words per minute, encrypted traffic is relayed over SACFAST consoles to other

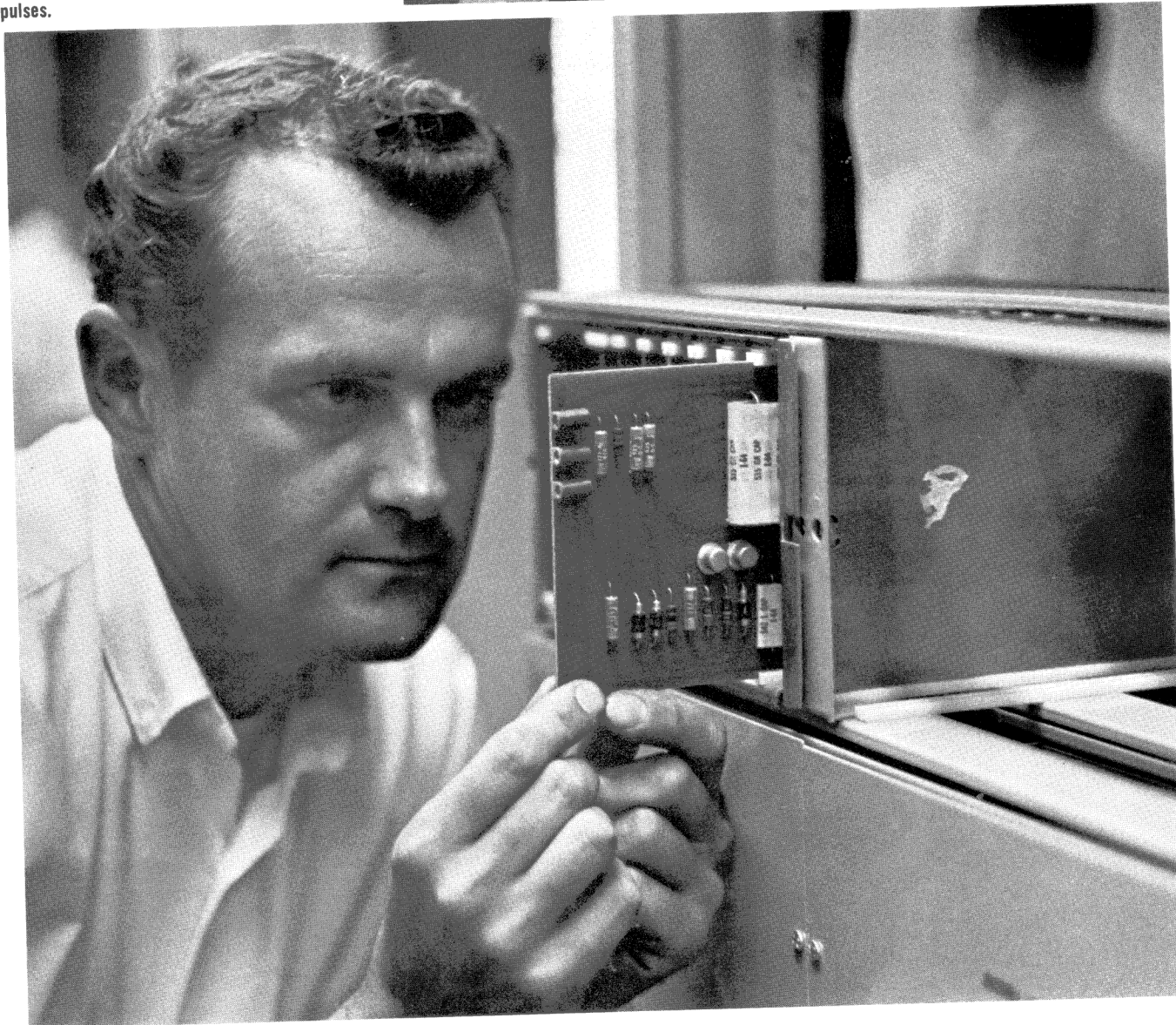
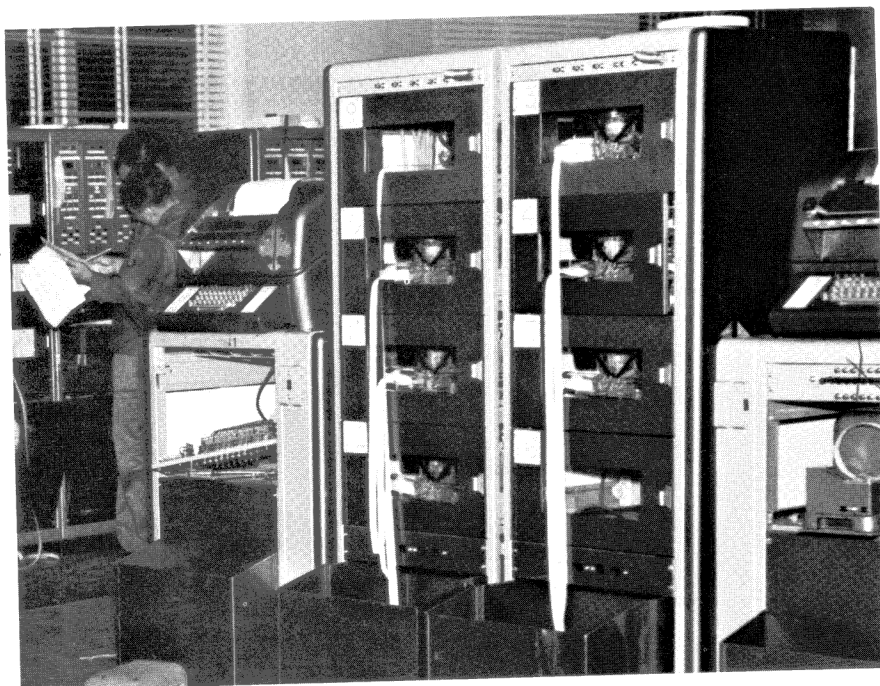


points on the base or in other states. The specially built SACFAST consoles at March are equipped with such features as multiple transmitters for continuous tape relay, automatic message heading and numbering, broadcast facilities and security control switches.

The teletype relay center relies heavily on two banks of multiple tape cutters that are used to make duplicate tapes for rapid relay of messages to many locations simultaneously. In recent years, C.W. & T. equipment men have been successful in modifying SACFAST's teletype machinery so that it now operates at nearly twice the speed it was originally intended for.

Flying safety and successful achievement of actual or simulated SAC mis-

Nick Russin, Central Office Installation Foreman, inspects part of the equipment incorporated into the SAC Telephone Network which converts Touch-Tone signals into normal dial pulses.





At the top of the Control Tower, 102A key equipment (left) provides direct lines to the Radar Approach Center (RAPCON) as well as to Norton AFB and March's Crash and Police Controls.



sions demand accurate, up-to-the-minute weather information on a nationwide basis. Consequently, in addition to the major teletype relay center maintained for the Fifteenth Air Force, C.W. & T. supports all-weather teletypes with either facilities or machinery.

The free world's most advanced weather complex called ADCAD (Airways Data Collection And Dissemination) and OWS (Operational Weather Support), has been installed at March by C.W. & T. This is the newest concept in teletype communications. For it, special equipment was designed with such features as electronic sequence selectors, automatic answer-back and transmitters, and electronic code matrix. All of this equipment is under remote control from the Electronic Programmer at Tinker Air Force Base in Oklahoma.

By means of ADCAD, hourly and special airways weather information generated at military bases within the continental U.S. is automatically collected and disseminated throughout the country. The OWS network is used to collect all weather data other than surface observations. This includes weather station forecasts, pilot reports and radar reports. Together, these systems insure accurate nationwide collection and dissemination of weather information in a matter of minutes.

Base Operations and Control Tower are other facilities at March which use C.W. & T. services. Modified 102A equipment provides the control lines connecting with agencies concerned with terminal air traffic control. March Control Tower's job is similar to any airport tower's function of directing aircraft on landings and take-offs. The tower works closely with the Radar Approach Control Center (RAPCON) which provides radar departure and landing control for March, Norton Air Force Base, Ontario International Airport, Riverside Municipal Airport and eight other smaller airports in the vicinity of March.

RAPCON, which is operated by Federal Aviation Agency (FAA) personnel, uses highly modified 102A key equipment. Originally installed many years ago, this equipment has been gradually expanded to meet the great increase in air traffic in southern California. Currently, the thirteen positions of RAPCON are bulging at the seams with circuitry. Coupled together in each position are various types of dial lines, hot lines, plus over-ride circuits to other positions. Each position is also wired to operate either radio or wire from the same headset and to record all traffic on multi-channel tape recorders. A portion of RAPCON's dial lines are used to contact comparable FAA positions in other regions for radar hands-off communications between sectors. Any aircraft flying in southern California is logged on radar and kept track of in each area it passes through. The sector controlled by RAPCON at March covers the area bound by Ontario, San Diego, Big Bear and Twentynine Palms.

Other services provided by C.W. & T. at March are long lines feeding the Single Side Band Dial Radio which connects SAC Headquarters and its three Sub-Commands together, and back-up long lines for Air Force microwave systems. Over these networks, remote bases in Alaska and Canada can be alerted to any emergency.

Keeping pace with the steady progress of SAC's operations, C.W. & T.



In C.W. & T.'s maintenance room at March, Equipmentman Working Foreman Bob Irwin inspects the innards of one of the teletypes used on the base. In the background are other teletype components ready for use in case of any equipment outage.



Above: A combination of communications equipment serves the base of March's Control Tower: direct line telephones, Air Force phones and C.W. & T. 102A key telephones.

is now helping to build part of the Automatic Voice Network (AUTOVON). At present, twelve lines are in service and more are being installed. Considered the most versatile telephone system yet devised, AUTOVON will eventually be a world-wide switched circuit network providing multi-continent conference calls involving up to 30 telephones. It is also being designed to meet military requirements for hot lines, priority recognition, pre-emption, dedicated internal networks, broadcast and normal communications service. The network will include two major systems: Overseas and CONUS-AUTOVON (Continental United States-Automatic Voice Network). CONUS-AUTOVON will incorporate all major existing military networks and will consist primarily of leased commercial telephone facilities. Overseas AUTOVON will be government-owned for the most part. However, the two networks will be interfaced to operate together.

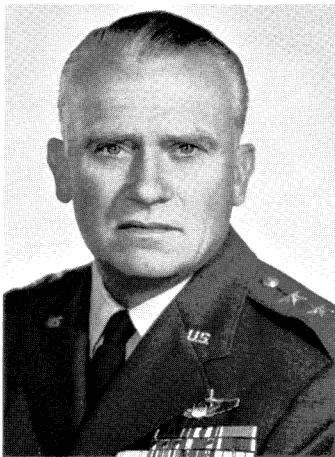
The changing and remodeling at March is a complex, intense and never-ending process. At present, C.W. & T. personnel, in addition to all their other responsibilities, are busy installing new RAPCON and Touch-tone equipment, plus communications facilities for the base's new multi-million-dollar hospital which is being built to provide medical care for military personnel and their families throughout the entire Southwest.

The extreme speed and security of SAC's entire communications network is designed to unleash a global striking force within fifteen-minute warning time of missile attack provided by the radar stations of the Ballistic Missile Early Warning System. Keeping intact the foolproof systems designed for rapid communications—with alternate routes backing up alternate routes—is a tremendous responsibility for C.W. & T.'s personnel at March. It has often been said, no matter where you have worked or been, you couldn't have encountered situations such as those that exist at March.

The world-famous motto of the Strategic Air Command is "Peace Is Our Profession," and the C.W. & T. people at March take great and justifiable pride in their contribution to that mission.

Editor's note: Special thanks goes to Doyle Miller, Equipmentman Temporary Foreman at March Air Force Base, who compiled the information for this article.

Photographs by Jim Collison



Lt. Gen. Archie J. Old, Jr.
Commander, 15th Air Force

Brief History of March Air Force Base

One of the country's oldest active bases, March Field was activated in March, 1918. It was hardly more than a landing strip carved out of grain fields when it was so named in honor of a young flying officer, Lieutenant Peyton C. March, who had been killed a few months earlier in a plane crash in Texas.

During World War I, March Field's primary mission was to train Jenny pilots for overseas duty. Following the war, the base was deactivated for a few years then re-opened in 1927 as a primary training center. Among the famous Air Force leaders who received their training here was General Curtis E. LeMay, former SAC Commander in Chief and Air Force Chief of Staff. His instructor was General Nathan E. Twining, former Chairman of the Joint Chiefs of Staff. Other noted leaders who have commanded at March include Generals H. H. (Hap) Arnold, Carl Spaatz and James H. Doolittle.

Many outstanding achievements which have contributed to the science of aviation have been recorded at March over the years. In the late 1920s, an aerial refueling record was established when "The Question Mark" took off from March and remained aloft for five days, refueling in the air by primitive means. When the Japanese attacked Pearl Harbor, units of what is now the 22nd Bombardment Wing moved to March and became the first medium bomb group to patrol the west coast.

With the advent of jet bombers, the personnel and planes at March continued to pioneer in the air. In 1954, a flight of B-47 Stratojets of the 22nd Bombardment Wing flew non-stop from England to March in slightly more than 12 hours. In 1957, March was the scene of another historic flight, when (then) Major General Archie J. Old, Jr., current Commander of the Fifteenth Air Force, led the "Round-the-World" flight of three B-52 jet bombers, making the first non-stop jet aircraft circumnavigation.

With the continued growth of air power through the years, March Air Force Base, consisting of over 2,300 acres, has developed into a massive air installation. Its runway, which was recently extended to a length of 13,200 feet, can accommodate SAC's long-range B-52 bombers.

Today, General Archie Old oversees a vast network of SAC bases from Alaska to Guam and throughout the thirteen western states. Now present at March, in addition to the huge B-52 bombers of the 22nd Bombardment Wing, are the C-119s and C-124s of the 452nd Troop Carrier Wing, the KC-135 Tanker Support Group of the 22nd Air Refueling Squadron, and the gawky but life-saving Albattrosses (HU-16B) of the 303rd Air Rescue Squadron. March is also the headquarters for the 11th Radar Bomb Scoring Squadron, the 1907th Communications Squadron, the 9th Weather Squadron and the 15th Air Force Non-Commissioned Officers Academy.

C.W.&T. Personnel at March

Work must be done in a hurry, because the Air Force can't afford to wait.

At present, our Company's employee force at March consists of eighteen men and two women. All the men have undergone rigorous investigations to obtain the clearances and special passes needed in order to be available in all areas of sensitivity at a military installation.

The rapid growth of C.W. & T.'s communications service at March made it necessary in 1961 to appoint a Resident Manager who could confer with top Air Force personnel and make high-level decisions. Aptly chosen for this position was Wayne Bowers, who directs C.W. & T. operations at March from a hilltop office in the 33rd Communications Building. Wayne has been with the Company for nineteen years.

He first worked with teletype equipment in Redlands and later as a special equipment engineer in Monrovia, where he became familiar with the complexities of providing special equipment for a military installation. Since arriving at March, he has strived for continued cooperative relations between the military and C.W. & T. and has been increasingly reassured of his success by the rapid growth of service provided there by our Company.

Second in command at March is Richard Leeman, Special Equipment Foreman. After four years in the Air Force as a teletype repairman, Dick came to the base in 1956 as an equipmentman and later was promoted to



Wayne Bowers

working foreman. Subsequently, he served as customer service representative until being promoted to his present position in May, 1964. Dick is in charge of the fourteen equipmentmen at the base and is responsible for the maintenance and installation of all special equipment and for assigning work forces to the best advantage in order to render better service. He is also



Richard Leeman



Dorothy Tuttle

active in public relations with the military and other communications companies that provide service at March.

The rest of Wayne Bowers' office staff consists of his secretary, Mrs. Dorothy Tuttle; Mrs. Carol Mazzetti, Service Representative; and Don Smith, Customer Service Representative.

Don joined the Company in 1958 as an installer-repairman in Monrovia and transferred to March in 1959 as an equipmentman. Before being transferred to his present position in 1964, he had been a working foreman. Don's job at March is quite different from that of the Company's marketing people. The Air Force comes to him with communications problems rather than requests for specific services. He defines Air Force requirements, works with engineering and plant personnel to provide what is needed to solve a problem, then goes back to the Air Force for approval. His job as project coordinator between our Company and the Air Force keeps him in constant personal contact with all interested parties at the base.

Credit must also be given to the Customer and Special Equipment Engineering office in Monrovia, which is competently handled by Larry Flagg. There are many people from this office who are available to fill in either on a specialty requirement or during abnormal work loads. For the most part, the March Air Force Base account has been handled by Al Lange and B. J. Jetter, who have specialized in military engineering for several years. They make frequent trips from Monrovia to March to secure necessary information and specifications needed for current engineering projects. All major installation work on the base is handled by the Redlands Equipment Installation Department which is headed by Gene Gray. At times, Gene must feel that people think he originated the saying, "The difficult we do immediately; the impossible takes a little longer." Gene and his foremen, Bill Mann and Nick Russin, have become almost as familiar to March officials as the people who are stationed at the base.

Not to be overlooked, in dealing with the communications aspect at March, are the men of the 33rd Communications Squadron, which is commanded by Lieutenant Colonel E. J. Stenger. They are responsible for every area of communications at the base: programming, installing, operating and maintaining all communications systems, facilities and circuits required to support an emergency war order

and the peacetime missions of the organizations using them. This includes organizing, training and supervising the squadron personnel to perform these jobs. They also obtain leases on communications services and coordinate with civilian and other military elements to insure proper planning and programming of communications facilities.



Don Smith



Carol Mazzetti

SM-50: Successful Key to Management Development

■ Much attention has been focused in recent years on the urgent need for American industry to develop the full potential of individual employees. This need has stemmed from the realization that a business organization's executives, supervisors and foremen cannot be effective and efficient unless each has an effective and efficient team of people around them through whom they get things done. To develop the team, each member of the team must be developed.

Employee development—the development of the “total person”—begins with a combination of self-understanding and motivation plus a clear perception of one's job in relation to major company objectives and goals. In brief, this means that an employee must first know himself better and think in terms of his job and his company if he is to benefit from specific

training and development programs.

Two years ago, C.W. & T. decided that the best way to accomplish this mission was to establish a comprehensive and effective development program for management personnel. After considerable research and intensive planning by Bill Tevnan, Staff Supervisor-Employee Training, the first phase of this far-reaching program was put into effect in January, 1964, with the launching of the SM-50 Program (so named because it is given to supervisory management personnel and runs for 50 weeks).

Initially, five training groups composed of twelve participants and two Group Leaders were formed, one in each Telephone Division and one in the General Office. The participants were selected from various first- and second-line supervisory positions and Group Leaders were drawn from the

Participants' Reactions to SM-50

“The SM-50 course has made me consider the importance of effectively dealing with my subordinates and the value of a good management team.”

* * *

“Through this course I have gained a better understanding of the importance of communications and teamwork between departments and an awareness that you must supervise all the time in order to have an efficient work force.”

* * *

“It has given me a much better over-all picture of the Company, its policies, procedures, etc. Also, becoming better acquainted with other departments, their supervisors and some of their problems has made my job much easier. I feel that through this course the method of being able to communicate to other people has become of great importance to me.”

* * *

“It has made me conscious of a lot of things that I have been doing automatically and has introduced a few items I had not been aware of before. It has helped my confidence in making public speeches. It has generally broadened my knowledge and views of management and its functions.”

* * *

“Because of having representatives from several departments in

the Company, it has made each one realize that everything connects, one to the other. Even the smallest detail in any one department could affect another. Many times this fact seems to be lost in concentrating on one aspect of the Company.”

* * *

“The various topics discussed and studied have been good reminders to me of what is expected from supervisory personnel. We know these things but tend to neglect using them.”

* * *

“The subject of basic human relations particularly has helped me greatly—not only in my job, but in my understanding of people on and off the job.”


* * *

“It has clarified my responsibility to the Company and made my job seem more important. It has helped to broaden my thinking and also solve some problems.”

* * *

“It has helped my individual growth in understanding and knowing more about myself and my reactions to people and situations. It has encouraged me to develop myself further as a leader and as a personality of integrity and respect. Gaining more insight of my own motivations enables me to understand others better.”





The SM-50 program has proved to be a highly effective means of training and developing first- and second-line supervisors as well as a stimulating and beneficial experience for middle management employees who have served as Group Leaders

Division Superintendent-Staff Supervisor level. Selections were made by Division Managers and Department Heads.

In April, 1964, the SM-50 Program was expanded to include ten groups. One Group Leader from each of the original groups was assigned to the newly selected training groups. By the end of April, the San Fernando Division had three active SM-50 groups; the General Office, Redlands and Palm Springs Divisions each had two groups; and the Monrovia Division had one. The following July, a second group was formed in the Monrovia Division, making a total of eleven groups throughout the Company.

SM-50 participants met for weekly sessions of two-hour duration over a period of fifty weeks. Major discussion topics they covered included corporate and management functions, principles and policies; various aspects of personnel administration, public relations, leadership and behavioral science; supervision, human relations, employees, jobs and work. A week before each meeting, the participants were given an extensive amount of basic, special and supplementary reading materials and exercises pertaining to the subject to be discussed next. All group members were expected to participate fully in the guided discussions at each meeting. As the program progressed and the participants became accustomed to the group situation, they were assigned to lead the

group discussions with the guidance and assistance of Group Leaders.

Since the inception of SM-50, information gleaned from formal and informal feedback, including an extensive evaluation study, indicates that the program has been highly successful in furthering the development of the supervisory and management skills of those who have participated in it. (Portions of the SM-50 evaluation survey appear on these pages.)

Following the completion of the first round of SM-50 courses, the eleven Group Leaders of the training groups convened with Bill Tevnan for a general evaluation discussion in order to determine how successful the program had been and what could be done to improve it. They also offered suggestions concerning future training programs.

The Group Leaders wholeheartedly agreed that the SM-50 Program was an unqualified success, that it should be continued in its same form, and that any attempt to modify it on an individual basis would be of little benefit. They also were completely in accord with the group discussion method (as opposed to the lecture method) and the educational materials used. Further, they enthusiastically recommended the creation of an advanced training program for those who had taken the SM-50 courses.

Continued ▶

Group Leaders' Reactions

Those who served as Group Leaders of the SM-50 courses noted that the level of the participants' interest was "very good" and often "highly enthusiastic." There were no attendance problems; the participants were very cooperative; many did research on topics beyond the material supplied; and, as time went by, most participants took a more active part in group discussions.

Other observations:

The participants gradually became more aware of the importance of cooperation between departments, more appreciative of others' views, teamwork, common goals and employee development.

The training broadened the participants' knowledge, made them realize that most problems are not peculiar to their particular positions, but instead common to all supervisory operations.

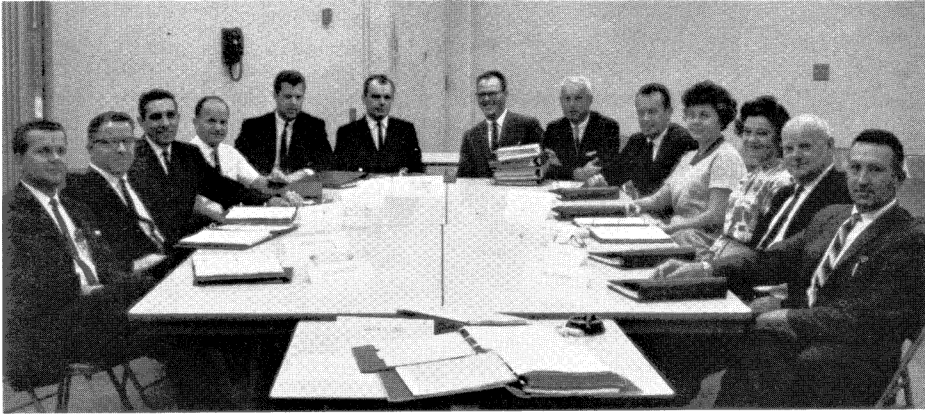
The program increased their

ability to express their thoughts, to listen to the opinions of others. They also developed the ability to analyze, discuss and solve problems.

According to several Group Leaders: "We have employees in these groups who are craving to learn and to take part. It is rewarding to see them gain in stature and confidence as they take part in the discussions."

Commenting on the value of the course to themselves, the Group Leaders felt they benefited as much, if not more, than the group participants. The program gave them the opportunity to get to know members of the group and their problems. As for their own personal development, they noted that their self-expression and self-confidence improved and that they formed new concepts of their responsibilities and a better understanding of group inter-actions, people and their problems.

Bill Tevnan, Staff-Supervisor-Employee Training, has been diligently planning and developing management development programs for C.W. & T. since 1963. Bill joined the Company in 1959 as an equipmentman in Banning and subsequently served as business office supervisor in Banning and in Hemet. Before coming to C.W. & T., he spent five and a half years in the Army Signal Corps and 14 years in Australia as Communications Technician in the Engineering Branch of the Australian Post Office.



Original SM-50 Training Groups
Redlands Division, left to right: Glenn Spencer, Wendell Couch, Ray Fuller, Bill Mayo, Frank Scott, Harry Fik, Group Leaders Jack Lund and Lou Seitzinger, Bob Smith, Patricia Tate, Loretta Haney, Ray Green and Tom McGowan.

Forthcoming Training Programs

Plans are well underway for the continuance of the SM-50 Program as well as the expansion of the Company's entire Management Development Program. Thirteen new Group Leaders and Assistant Leaders have been selected to conduct nine SM-50 classes for 101 first- and second-line supervisors in the General Office and the four Telephone Divisions. The new round of courses is expected to be in full swing throughout the Telephone Department by the end of July.



San Fernando Division. Standing: Group Leaders Arnie Winter and Murrell Lancaster. Seated left to right: Elsie Gardner, Jess Dorman, Dortha Chaffin, William Egan, Jessie Goeders, John Hutton, Herman Hamre, Wanda Ginn, Vern Cottom, John Montelone and Frank Amdor.



Palm Springs Division. Standing left to right: Group Leader Marlin Brown, Dave Rembold, Bob Hager, Ruben Lopez, Earnest Kelly, Everette Dunlap, Bill Jones, John Tedder, Group Leader Buzz Kropf. Seated: June McGriff, Gertrude Moore, Sandra Sutton, Vera Enloe.

Also scheduled are three new programs: a Middle Management Development Program; a Management Indoctrination Program for employees newly promoted to management; and an advanced training program for SM-50 "graduates." These three programs are scheduled to start in July and August.

The Middle Management Development Program will be given for division superintendents and staff supervisors and will be flexible in its design.



General Office. Standing: Group Leader John Hill. Seated left to right: Lou Marceron, Kay Johnson, Evelyn Restivo, Dick Babish, Willie Williford, Don Galvin, Bill Cordell, Merlin Smith, Dean Wiles, Charles Korbuly, Lois Brown, Dudley Bartko.



Monrovia Division. Seated: Evelyn Brain, Dorothy DeLaité, Howard Lanterman, Olin Hill, Jill Hulbert, Audrey Waters, Helen Henry. Standing: Bill Moore, Les Reed, Group Leader Bob Fronk, Bill Wilkinson.

It will deal in depth with such subjects as economics, organizational structures, labor relations, wage and salary administration, communications, self-development and public relations. No arbitrary time limit will be imposed on the coverage of each subject, and classes will be conducted by qualified C.W. & T. personnel as well as authorities outside the Company. Participants will also attend related courses offered outside the Company.

The Management Indoctrination Program will offer a short orientation course for new management employees. Topics to be covered will include Company policies and practices, labor relations and personnel procedures.

Based on the strong recommendations of both the Group Leaders and participants in SM-50, an advanced training program for first- and second-line supervisors will be conducted on a monthly basis. It will be patterned after SM-50, in that the group discussion method will be emphasized. This program will deal with the subjects covered in SM-50 in greater depth and will also include sessions on free enterprise, business economics and concepts of utility regulation. Whenever feasible, case studies pertaining to everyday situations will be developed.

The initial success of the SM-50 Program marks a major advance in the Company's long-range objective to develop and maintain an efficient, effective, progressive employee force. Special credit for this success goes to the original Group Leaders who proved to be the backbone of SM-50. In addition to performing their regular operational duties, they conducted the weekly training group meetings and contributed many hours of their leisure time to the advance preparation needed for each meeting. Also to

Second SM-50 Training Groups



Monrovia Division, left to right: Doug Lawrence, Homer Bailey, Ed Textor, Frances Walters, Group Leader Stan Ehlers, Suzanne Stee, Betty Kurth, Helen Rice, Mary LaSuer and Bill Bybee.



Redlands Division. Front row: James McIntosh, Herman Bumiller, Jim Mercer, Catherine Jack, Will Johnson, Flora Whipple. Second row: Martha Speidel, Jess Hall, Brookie Miller, Ralph Roberts, Don Reynolds, Geraldine Blackburn. Rear: Group Leader Jack Lund.



San Fernando Division, left to right: Ella Mae Bell, Richard Wormer, Art Hannemann, Richard Jonet, Gerald Arnold, Harrison Helling, Group Leader Arnie Winter (standing), Louise Vaughn, Carol McClintock, Raymond O'Connell, Dorothy Neil, Joyce Schmitt, Kathleen Schmidt.

be commended are the Assistant Leaders and the SM-50 participants, who so willingly devoted a great amount of time and effort to the program. Their sincere interest and cooperation

were also responsible for the initial success of the program, and they have made valuable contributions toward the planning of future supervisory training programs.

Reactions of Division Managers, General Office Staff Members

"The program generates a feeling of progress for those in attendance through an increased understanding of their functions. Every participant senses he is growing in his ability to perform and is progressing toward whatever goals he has personally set for himself."

* * *

"Most of the people who have attended the program are more aware of their particular role of being a supervisor. Most of them are doing a better job of organizing and planning their work. They are more aware of morale and their responsibilities in developing their subordinates. They are more aware of communications problems and the overall responsibilities of helping themselves and others to do the job. It is easier than before for them to discipline their people."

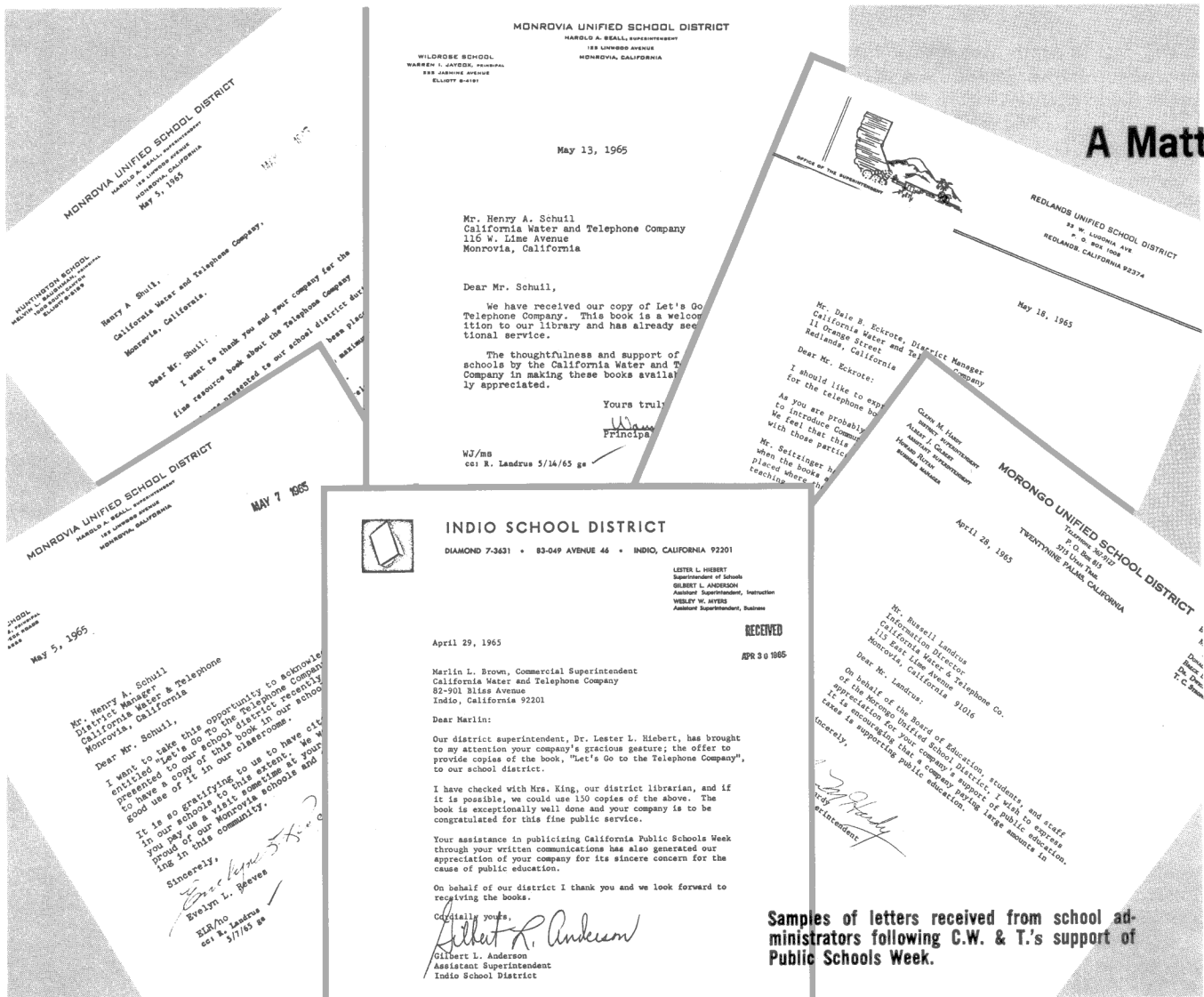
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"An interest has been stimulated in factors affecting our

business other than those related directly with craft-type production. For too many years, we have developed and made promotions more or less on the basis of technical ability without substantial regard to development of the other elements required to make a supervisor effective. The SM-50 program, plus all of the other training programs introduced, serve to improve the qualifications of the supervisors."

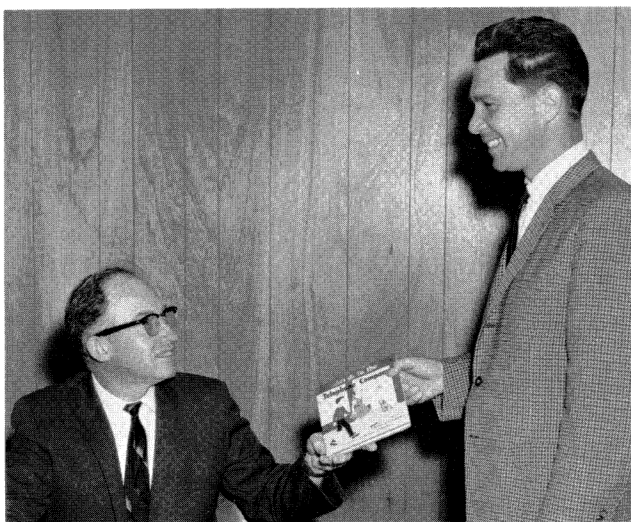
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"The promotion of the group discussion and the resulting exchange of thought has cultivated a much improved relationship among the management people attending the program. They are developing a better realization of the other fellow's capabilities, problems and areas of responsibility. Also, the obvious result is a better inter-exchange of ideas and problem-solving communications in their day-to-day functions."



A Matter of

Presentation of the book, "Let's Go to the Telephone Company," by C.W. & T. representatives to various public schools was widely publicized in San Bernardino and Riverside County newspapers.



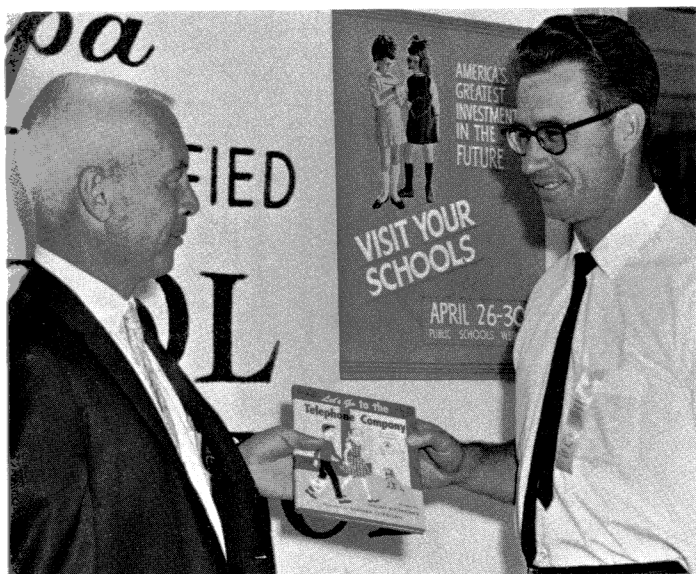
Albert J. Gilbert, Assistant Superintendent of Morongo Unified School District receives his first copy of the telephone book from Twenty-nine Palms Commercial Supervisor Jim Riggs.



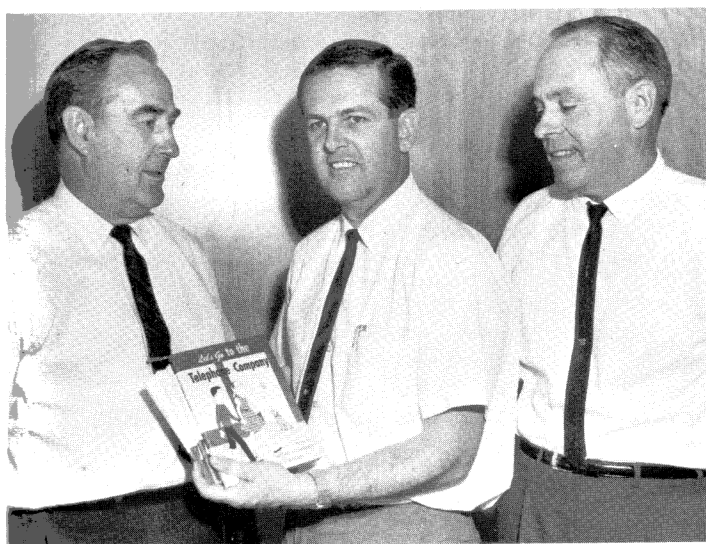
L. Ernest Owen, Director of Curriculum, and Kenneth M. Hurlbert, Assistant Superintendent of Redlands Unified School District, are briefed about the telephone book by Division Manager Dale Eckrote.

Serendipity

C. W. & T.'s public-spirited support
of local schools has elicited
highly favorable reactions



Redlands Commercial Superintendent Lou Seitzinger with Merryl L. Powell, Yucaipa District School Superintendent. (This district has requested 500 copies of "Let's Go to the Telephone Company.")



Oscar Blum, Assistant Superintendent of Hemet Valley Public Schools, accepts copies of the telephone book from Commercial Supervisor Jim Mercer and Customer Service Representative Keith Horine.

■ Serendipity is defined as "an aptitude for making fortunate discoveries accidentally." The term is particularly applicable to C.W. & T.'s recent activities in support of Public Schools Week, which is observed annually throughout California.

Initially, our Company sponsored special public service announcements on a number of radio stations during Public Schools Week. The announcements said in part:

"We believe the product of the American public school system to be a person who has an unbiased education, chooses his own means of support, worships his God as his own conscience dictates, and has a voice in the laws that he lives by—a concept of Americanism fully supported by California Water & Telephone Company, an equal opportunity company operated by private enterprise in the service of the public."

These announcements elicited praise both from radio station officials and from public school superintendents and administrators.

As additional evidence of its interest in public education, the Company presented copies of a book entitled "Let's Go to the Telephone Company" to schools in the areas we serve. The book tells in a simple but interesting and informative way just what telephone communications is all about.

Originally, the Company intended to donate a limited number of copies of "Let's Go to the Telephone Company" for use in school libraries. However, school officials were so pleased with the book (see letters on page 20), they asked for many more copies for use in their classes. As of the beginning of June, approximately 2,250 copies had been ordered by schools, and since then requests for additional copies have been received.

In light of this highly favorable reaction, the Company plans to make copies of "Let's Go to the Telephone Company" available from time to time to other interested groups.

P.S. C.W. & T. employees who have read "Let's Go to the Telephone Company" have also been impressed with the book. As one commercial representative put it: "Now I *really* understand what all that equipment in the central office is for!"



Commercial Supervisor Bill Mayo with Richard Cherry, Superintendent of Banning Unified School District which has requested 525 copies of the telephone book.



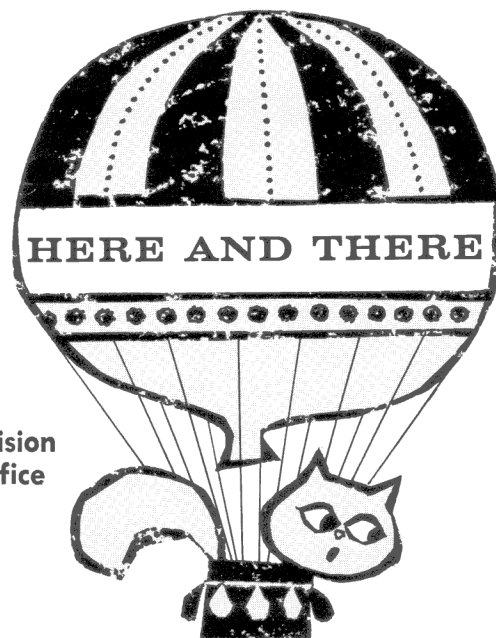
Twenty-three commercial representatives from General System companies in California, Florida, British Columbia and the Pacific Northwest participated in a five-day Commercial Administration Workshop held recently in Santa Monica. Daily sessions were conducted by four representatives of G.T. & E. Service Corporation. Subjects discussed included employee training, collections, computer treatment and commercial expenses. C.W. & T. personnel who attended the workshop were: Howard Sirney (seated left), Robert Mills and Colby Chapman (standing at right). Shown with them are two of the workshop's leaders from G.T.&E Service Corp.: D. W. Humes, Commercial Administrator; and R. D. Kingston, Marketing Director.



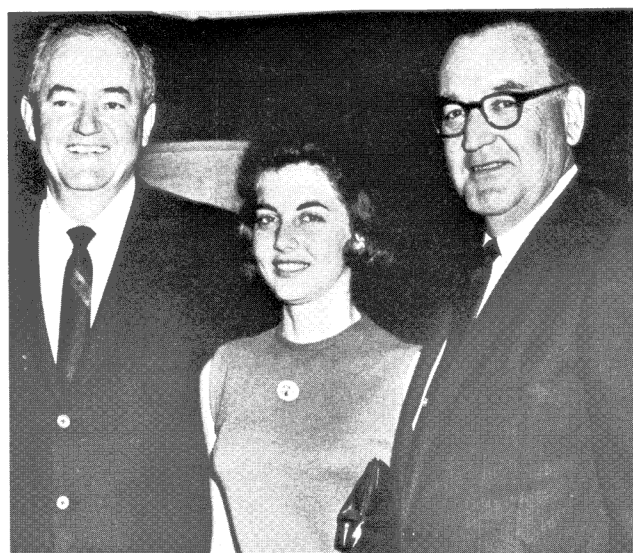
Evelyn Restivo (left) presents a \$20 award and certificate to Faye Davis, Credit Card Clerk in General Office Accounting, for suggesting a form to be used in conjunction with telephone credit card changes. The new form will save considerable time and provide a more accurate record of credit card information.



Employees in the Telephone Department now have an opportunity to inspect a variety of Sylvania stereo consoles and television sets (such as this 25" color TV model) at the following locations: in Monrovia at 116 West Lime and in the General Office cafeteria; in San Fernando at 451 South Brand; in Redlands at 1430 West State St.; and in Palm Springs at 4574 Camino Parocela.



Monrovia Division
& General Office



Gerri Logan—daughter of Bertha Logan, who is a cashier in Division Commercial—had the honor of greeting Vice President Hubert Humphrey and Governor Edmund Brown during recent Charter Day ceremonies at UCLA. As the university's Student Body Vice President and Official Hostess, Gerri has welcomed many noted personalities who have visited the campus during the past year.

An honor student throughout high school and college, Gerri has also been named this year's Woman of the Year at UCLA. Following graduation this month, she will serve as Playground Leader for the Monrovia Parks & Recreation Department until September, when she will begin her long-awaited teaching career with the Monrovia Unified School District.

The Monrovia Division was shocked and saddened recently by the death of Kathryn Dunham, Traffic Operator, who was struck in a crosswalk on her way home from work by a hit-and-run driver. Kathryn is survived by her husband of two months, Donald Durham, who is a PBX Man in Monrovia.



Gerald Ferracone, General Office Machine Accountant, has been elected President of the Pasadena Chapter of the Data Processing Management Association for 1965-66. A charter member of this chapter, Gerry has served as its Vice President, Treasurer, Recording Secretary and Program Director. At present he is also Treasurer and a member of the Board of Directors of the C.W. & T. Employees Credit Union.

After completing his duties in conjunction with the conversion of the Monrovia Division's billing to GenTel of California's Advanced Service Order System (ASOS), Gerry will transfer to Palm Springs in the new position of Division Traffic Superintendent.

Louise Crawford, President of Dectrim, the Junior Achievement company sponsored by C.W. & T. this year, was elected President of the Year at the J.A.'s Northeast Center in Pasadena and placed third in similar competition for all of southern California. Louise has also been awarded two scholarships totaling \$800.

C.W. & T. is justifiably proud of the record Dectrim achieved this year. Competing with 28 other J.A. companies, Dectrim placed second in Company of the Year competition. The company's Treasurer, Linda Cates, was named Treasurer of the Year at the Northeast Center, and seven other Dectrim members received Executive and Junior Executive awards from J.A.



Donald Senior has succeeded Ernest Otte as Plant Training Instructor in General Office Plant Operations. He had formerly been a Splicing Specialist in the same department.



Joe Myers, formerly Customer Service Representative in Palm Springs, has been promoted to the new position of Marketing Specialist-Special Promotions and has transferred to the Marketing Department in the General Office.



William Voden, formerly Equipment Technician in General Office Plant Operations, has been promoted to Central Office Maintenance Specialist in the same department.



The transfer of Margaret Mowry (fourth from the left) from Division Commercial to General Office Accounting prompted fellow employees to give her an Aloha party. Refreshments were served and Margaret was presented with a selection of stereo records. Shown here with Margaret are, left to right: Lee Maler, June Gallero, Nell Bortells (who made the poster in the background), Betty Hartley and Bertha Logan.

Customer Service Representative Ivan Forbes (left) receives a \$20 award from Frank Fese for suggesting a modification of central office detector circuits to allow the assignment of one-party lines to any connector group requiring the use of spotter dials. This modification should save time and money and improve customer service.



San Fernando Division

San Fernando employees staged the largest turn-out in six years in response to the local Red Cross chapter's appeal for blood donations. Out of 96 who volunteered, 76 were accepted, thereby crediting that many pints to the Company's blood bank.

Chuck Poe has been promoted to Central Office Installation Crew Foreman in San Fernando. He had been a Working Foreman in the same department since May, 1964. Chuck joined the Company in 1957 as a Central Office Equipment Installer and also worked in equipment maintenance.





In a combined endeavor, C.W. & T. provided special facilities for an assembly program, entitled "Our Shrinking World," presented by GenTel of California for students at Banning High School.

Demonstrating the smallness of our world and how the telephone has helped bring this about, Tom Witherspoon, Public Relations Representative from GenTel, invited two American Field Service exchange students, Inez Schebela and Akira Shigeoka (above), to talk to their parents in Brazil and Japan. The conversations were piped over a public address system for the school assembly to hear and were also broadcast twice over radio Station KPAS in Banning.

Those who coordinated the program included (below) Brookie Miller, Banning Service Foreman; Allen Fox, Installer-Repairman; Tom Witherspoon; and Ed Sieg, Banning Customer Service Representative.



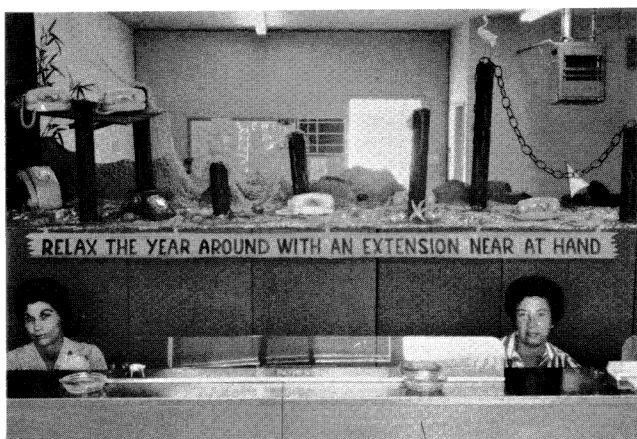
Redlands Division



Demolition of the Company's old office in Hemet in order to make way for a new and larger building was observed recently by the city's Mayor James Simpson (driving the tractor) and C.W. & T. representatives: Commercial Supervisor Jim Mercer, Division Manager Dale Eckrote and Division Commercial Superintendent Lou Seitzinger. The \$245,000 building, scheduled to be completed late this year, will house \$450,000 worth of central office equipment which will provide direct distance dialing service for customers in Hemet, San Jacinto and Idyllwild.



Commercial offices throughout the Division are continuing to meet or exceed their extension sales quotas. Recent leading service representatives in each office were, reading clockwise from the left: Betty Bousman, Elsinore; Josephine Owens, Redlands; Billie Bishop, Hemet; Anita Kelce, Banning; Phyllis Balding, Moreno; and Kathy Smith, Perris.



While Hemet's new building on Juanita Street is under construction, Company business operations are being conducted from offices on Florida Avenue. To help promote extension sales, Commercial Office Supervisor George Woods designed and built this display for the temporary office. Also gracing the surroundings are Commercial Representatives Doris Lewis and Jacqueline Miller.



Redlands Division (Continued)



William Mann has been promoted to Central Office Installation Crew Foreman in Redlands. Bill joined C.W. & T. in 1949 as an Equipment Installer. In 1956, after two years of military leave, he returned to the Company and, until his recent promotion, handled a variety of equipment installation functions in San Fernando, Indio and at March Air Force Base.



Madge Dolezel, secretary to Division Manager Dale Eckrote, was recently installed as President of the Redlands Zonta Club, a service organization for executive women. The club's main purpose is to conduct helpful projects in the community. Most recently, it pledged \$2,000 to the Redlands Community Hospital Expansion Drive.



Kenneth DeWitt has been promoted from PBX Man to Customer Service Representative in Redlands. After attending San Bernardino Junior College, Ken joined the Company in 1960 as a Storeman in Redlands Construction. In 1963, following active duty in the Navy, he returned to C.W. & T. as a Serviceman and later became a PBX Man. Ken lives in Redlands with his wife, Trudy, and their daughter.



Charles Rathbone, formerly a Serviceman in Redlands, has been promoted to Customer Service Representative in Hemet. Chuck came to C.W. & T. in 1963 as a Facilityman and a year later transferred to the Service Department. Prior to joining the Company he did aircraft maintenance work for nine years at Norton Air Force Base and for one and a half years worked in sales and field service for the Ontario Feed and Milling Company. Chuck lives in Yucaipa with his wife, Cathy, and their three sons and daughter.

Engineering Director Lee Allen had the pleasure of presenting the handsome President's Golf Trophy for 1964 to Frank Scott, Commercial Supervisor in Redlands. Frank was low-net winner in a play-off between the winners of the four Company tournaments held last year.



Fellow traffic employees held a farewell party to honor June Samson (second from the right), Redlands Operator who has retired after 18 years of excellent service with C.W. & T. Shown with June at her party are, left to right: Ina Martin, Irene Pattison, Marjorie Larsen and Elizabeth Nance.



San Gabriel Valley Division



Hamilton H. Garfield, Division Accountant, has retired after 20 years with C.W. & T. A native of Spokane, Washington, "Gar" joined the Company's San Francisco office in November, 1944. The following year he was appointed to the San Marino office as Division Accountant and Office Manager. The accounting practices he instituted were subsequently adopted throughout the Company's Water Department.

Gar is shown here at his farewell party with Etta Gitt, Division Purchasing Supervisor, who presented him with a watch on behalf of the Company and fellow employees. Gar also received his 20-year service pin at the party.

On doctor's orders, Gar plans to relax for a while, then he might go into the real estate business.



Melvin Olsen has been transferred to C.W. & T.'s Centralized Accounting Department in Santa Monica. Mel joined the San Marino office in 1960 as Accounting Assistant. When H. H. Garfield retired earlier this year, Mel took charge of the Division's Accounting and Commercial Departments, as well as coordination of the Division's change-over to IBM billing. Mel and his wife, Mae, have two small sons. Currently, Mel is chairman of the Supervisory Committee of the C.W. & T. Employee Credit Union and a lieutenant in the California National Guard.



Marian Henderson has been promoted to the position of Commercial Supervisor of the San Gabriel Valley Division. Starting with the Company as a temporary relief clerk in the former Rosemead office in 1953, Marion became a full-time clerk in the San Marino office in 1960. Since then she has handled all phases of operations in the Commercial and Accounting Departments. A native of Rosemead, Marion makes her home there with her husband and sixteen-year-old son. Marian is a past President of the Rosemead Junior Women's Club and at present holds the office of Martha in the Order of the Eastern Star.

Elizabeth Dockery has been appointed Accounting Supervisor for the Division. Before the Duarte Water Company was merged with C.W. & T., she had served as the former company's Secretary-Treasurer and Office Manager since 1951. Elizabeth was born in Griggsville, Illinois. She went through school there, then attended Sawyer's School of Business here in California. She and her husband, Harold, live in Duarte. Elizabeth has been active in the Monrovia Quota Club, having served as its President, Vice President and Treasurer.



Monterey Peninsula Division

Fred Zinani, San Clemente Damkeeper, stands behind a plentiful array of produce and prizes which were auctioned at a barbecue held at the Carmel Valley Filter Plant to raise funds for the widow of Ernest Wright, who passed away in April. Ernie had been the Division's Meter Repairman. Proceeds from the auction, plus donations from employees, totaled \$955. A check for that amount was presented to Mrs. Wright, who later wrote: "This is a wonderful thing you have done for us. No wonder Ernie always said you were 'a great bunch of guys.' Our burden is eased and we feel good to have such friends."



San Diego Bay Division

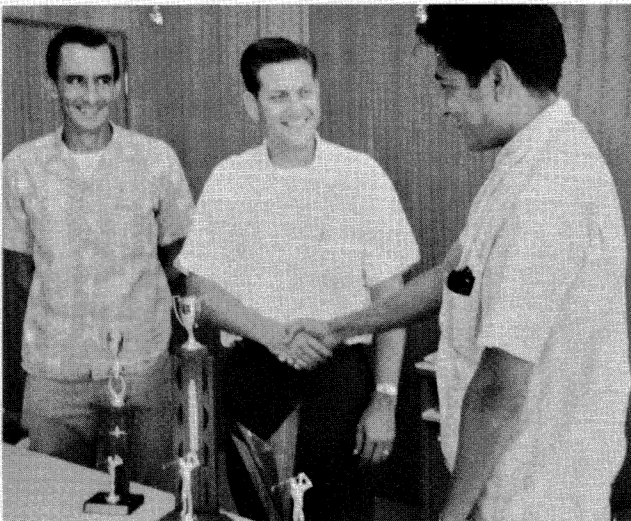


Before leaving the San Diego Bay Division to become Assistant Superintendent of the San Gabriel Valley Division, Julian Montana was honored at farewell parties given by office and repair shop personnel. He is seen here with Superintendent Bill Gibbs, who presented Julian with an AM-FM transistor radio on behalf of fellow employees. Julian was also given a life membership in the Division's Recreation Association, in which he had been active for many years.

For the past few months, Division construction crews have been busy relocating distribution mains in conjunction with street and drainage projects being handled by the cities of Imperial Beach and South San Diego. Here, Jim Sieger's crew is laying a 12-inch main at 8th and Coronado Avenues in Imperial Beach.



Palm Springs Division

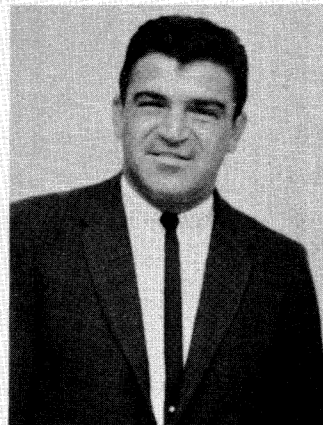
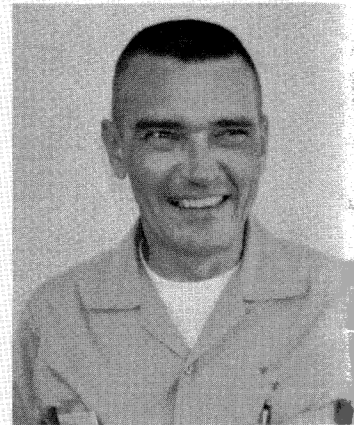


The Division's Recreation Club sponsored a local golf tournament on May 22. Exchanging congratulations are the tournament's trophy winners: Bob Bartlett, who placed second; Dave Henson, who was first; and Joe Hernandez, who came in third.

Jim Johns has been promoted from Service Foreman in Palm Springs to Area Service Supervisor in Joshua Tree. Before joining C.W. & T. in 1962 as Division Personnel Supervisor, Jim served as a lieutenant in the Army for five years and worked for four years with Northwestern Bell Telephone Company as a lineman, cable splicer and installer.



Ernest Otte, formerly Plant Training Instructor, has been promoted to Area Construction Supervisor in Palm Springs. Ernie joined the Company in 1957 as a cable splicer and later worked as a serviceman until 1963. Before coming to C.W. & T. he had served four years in the Army as a Field Lineman-Technician and 12 years in the construction department of General Telephone Company of Illinois.



Edward Burke, who works in the Joshua Tree Construction Department, was recently chosen to head the Boy Scouts Fund Drive in the High Desert. Ed is also interested in acting and is a past President of the Yucca Valley Community Players.



By Earl Snedegar,
Redlands Division Traffic Superintendent

■ There is a certain group of employees in our Company who, until recent years, were not usually thought of in connection with the telephone business. In other enterprises they may be referred to as salesmen or marketing specialists. In ours, they are called Customer Service Representatives.

Selling in order to stay in business used to be the watchword of non-regulated industries. Now it can be aptly applied to a regulated business such as ours, because marketing has become an increasingly intrinsic part of our Company's revenue picture.

In a non-regulated business, salesmen are directly responsible for the sale of certain commodities. In a public utility, however, a sales force operates quite differently from other types of business. Since traffic, which is our prime commodity, cannot be sold directly, its use must be encouraged through various services offered to our customers.

Our telephone customers are divided into two main groups. One group is composed of residential customers. They seldom need an elaborate telephone system; usually, they are interested in a primary telephone with one or more extensions. The other group is comprised of business customers. They rely heavily on telephone facilities, and the equipment they require ranges from a single telephone to an elaborate Private Automatic Branch Exchange (PABX). The bulk of our Company's traffic is generated by this group.

Since the telephone needs of businesses vary considerably, it is of great importance that each concern receives the type of service that best suits its operations. This job is performed by our Customer Service Representatives (CSRs).

The customer's primary interest is telephone service, and the Company's interest is the traffic generated from satisfied customers. The challenge facing the CSR is to meet the demands of both.

Essentially, it is the CSR's job to plan, sell and arrange for the provision of telephone service to business users. He also represents the Company through field visits to customer's premises on business matters which cannot be handled effectively by telephone or correspondence. In the case of prospective new business installations, it is the CSR's responsibility to obtain pertinent data regarding the nature and size of the business. He must know the arrangement of plant or office space, the number and location of employees requiring telephones and the probable amount of telephone usage of each, as indicated by the nature of the functions performed.

In order to carry out his duties, a CSR must be familiar with the many types of equipment that are available for customer use. He must be able to integrate a customer's individual requirements into a system that will operate efficiently and effectively. Whenever possible, each basic system placed in service should be designed to meet future expansion requirements.

Like any good salesman, the CSR has to be a public relations expert. He must also be a dedicated telephone person

who likes to serve his fellow men. He must be constantly aware of each of his many business customers' requirements and periodically contact them to verify that their telephone service is adequate. Sometimes he will recommend a traffic study to ascertain whether a customer is receiving satisfactory service. If it is found that the service is not up to par, the CSR might recommend that additional lines be installed.

Still another of the CSR's functions is to determine the most practical and profitable locations for our coin-operated telephones and to recommend discontinuance of those that are seldom used.

At all times, the CSR must be familiar with the numerous rules and regulations which govern our business, such as tariffs and policies, as well as the various operational procedures involved in our complex organization. As liaison man between the customer and the Company's many departments, it is another of the CSR's tasks to determine which path should be taken to provide service according to an established schedule.

Some of the auxiliary services offered by our Company are private line circuits for burglar alarms, traffic signals, pumping stations and emergency call boxes, to name a few. Other types of circuits are used with teletype, data and answering services. Many of these services tie into connecting telephone companies.

A CSR must be familiar with each type of service offered and see that it has been properly engineered before it is placed into operation. This may call for the assistance of plant, transmission, special equipment or central office engineers. Completion of an installation could also require the aid of a construction crew, cable splicers, central office installers, PBX installers and Service Center personnel. All the work related to an installation must be programmed into the operations of each department involved and coincide with the established in-service due date.

PBX and PABX installations are usually quite complex and include many stations on key systems and Call Directors. Frequently, there are additional requirements for foreign exchange lines and tie lines to a central office from a switchboard or a dial exchange. When such an intricate system is installed, one of our Company's PBX Service Advisors is called in to help program the traffic expectations and recommend trunk quantities.

In addition to selling and arranging for new services, a CSR devotes considerable time to public relations programs, such as tours through central offices, film presentations and talks to schools, universities and civic organizations.

The CSR's job, collectively, is a big one, for a great deal of the Company's reputation rests on the successful performance of those who hold the position. Our CSRs have proved to be a valuable asset to the Company's operations and have achieved an admirable record as C.W. & T's ambassadors of good will.



From a telephone customer in Yucaipa:

My daughter-in-law asked me to thank the lady (Service Representative *Brenda Dallmeier*) who helped her with the order for our phone. It was done by long distance, and my daughter-in-law said the lady was so helpful and kind, she wanted to say thanks again. This was done as a Mother's Day gift and we are so grateful.

The man who put the phone in is *Mr. Virgil Deckard*. He too was a real gentleman and so nice about showing us everything about the phone.

We think you have a wonderful group of men and ladies working for the telephone company. We thank you for your fast, courteous service.

From a telephone customer in Palm Springs:

I am sending this note to show my great appreciation for the cooperation and sympathy given me by Operator 79 (*Annabelle Johnson*). Her understanding of my predicament did so much to help when I needed someone to bear with me during a trying attempt to complete a real emergency call.

I would also like her to know that every subscriber is not a complainer. Some of us are truly grateful for good service.

From the chairman of National City's annual Maytime Band Review:

On behalf of the 18th Annual Maytime Band Review Committee, please accept our sincere thanks and appreciation for supplying water facilities and helping to make this year's Review an outstanding success.

Without the support, planning and cooperation of individuals and service organizations within our community, the Maytime Band Review would never take place. Your efforts have made a considerable contribution to the success of this parade.

Again, our thanks for your part in this spectacular musical event.

From the Space Secretaries Association in Redlands:

On behalf of the Association, I would like to thank you (PBX Service Advisor *Dorothy Shelby*) for your participation as guest speaker at our luncheon at Lockheed. We are all aware of how important telephone manners are, but everyone slips now and then. Your talk was just the boost we all need occasionally.

Please accept our deep appreciation for taking time from your busy schedule to be with us, and also for coming out in that awful rainstorm.

From the general manager of the Ramona Pageant Association in Hemet:

The Board of Directors of the Association at a regular business meeting passed a resolution commending California Water & Telephone Company for its fine cooperation in solving a number of communications problems

during our recent presentation of the Ramona Outdoor Play.

We would like to call special attention to the efforts of *Messrs. Norman Morrison, Noel Lloyd and Keith Horine*.

Equipment and labor made available by your company certainly helped to smooth out the "behind the scene operation" of our play.

From a customer in San Jacinto:

My dear lady (Service Representative *Margie Fulgham*), I want you to know you are a wonderful, dear person who does take an interest in people, especially the oldies like myself. You certainly are a credit to your company.

You took interest enough and your time to plead my case. So, dear, from the bottom of my heart I want you to know I am so grateful for what you have done and that now my phone won't be disconnected.

Dear Sir
MAY 3 1965
We enjoyed trip
threw your company.
Thank you very much.
We enjoyed to
have the time.
Oh boy!
your company is
a big company.
You also have a
clean company.
it is also nice.
Sincerely The
Ha Ke La Gamp Fire Girls

From a youthful telephone user following a tour through the Monrovia Division's facilities.

PROGRESS CHART

TELEPHONE DEPARTMENT

EXCHANGE	TELEPHONES IN SERVICE		HELD APPLICATIONS	
	Total on 4/30/65	Increase Decrease	Total on 4/30/65	Increase Decrease
		April		April
Monrovia	26,845	129		
Sierra Madre	14,757	—20		
TOTAL—Monrovia Division..	41,602	109		
Granada	20,053	213	1	0
Pacoima	17,812	211	0	0
San Fernando Main.....	21,206	105	7	—13
Sepulveda	26,966	229	3	2
Sylmar	10,607	68	1	1
TOTAL—San Fernando Div...	96,644	826	12	—10
Banning	5,066	33	2	—3
Beaumont	3,775	48	1	—5
Elsinore Grand	953	—2	13	—2
Main	2,121	26	9	—2
Idyllwild	1,146	5	11	—1
Moreno	4,592	—71	17	3
Hemet	10,040	203	100	—28
San Jacinto	2,518	17	16	2
Murrieta	362	0	9	2
Sun City	2,718	18	0	0
Perris	3,061	33	41	—7
Loma Linda	4,086	43	8	0
Mentone	1,617	13	7	0
Redlands Main	17,564	64	12	—4
Yucaipa	8,676	44	7	0
Temecula	163	0	1	0
TOTAL—Redlands Division..	68,458	514	254	—45
Desert Hot Springs	1,810	6	16	1
Eagle Mountain	417	26	0	—2
Homestead Valley	106	5	20	0
Coachella	1,700	32	6	2
Indio	8,225	53	62	—6
La Quinta	671	6	5	—10
Mecca	296	5	1	0
North Shores	144	1	0	0
Oasis	366	—2	2	2
Palm Desert	6,383	15	9	—4
Thermal	867	2	9	—1
Joshua Tree	776	9	9	—3
Morongo Valley	337	6	4	—1
Cathedral City	5,255	4	11	—2
Palm Springs Main.....	12,117	59	6	—58
East	7,939	138	2	—4
rt Shores	104	1	2	0
on City	173	4	2	—1
sand Palms	238	0	4	1
intynine Palms Main	2,541	33	71	17
Marine Palms	743	6	0	0
pca Valley	2,231	48	39	—8
TOTAL—Palm Springs Division	54,434	440	280	—77
GRAND TOTAL	260,138	1,889	546	—132

—Indicates Decrease.

WATER DEPARTMENT

DIVISION	ACTIVE SERVICES	
	Total on 4/30/65	Increase Decrease
		April
Monterey Peninsula	24,766	42
San Marino District	13,724	12
Duarte District	5,620	5
Baldwin Hills District.....	5,984	18
Sweetwater District	25,744	161
Coronado District.....	10,435	21
TOTAL	86,014	259

The Lighter Side

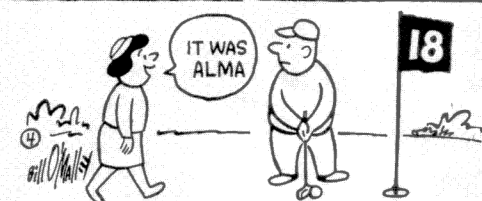
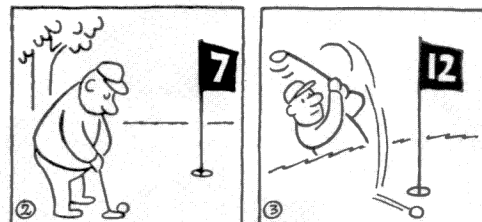
Wanting to outdo the lavish gifts of his brothers, John gave his mother on her birthday a \$5,000 mynah bird with a 4,000-word vocabulary in several languages.

"What did you think of the bird, Mother?" he asked after her birthday. "Delicious!" his mother replied.

Husband to veterinarian: "Cut this dog's tail to the very last hair."

Vet: "Sorry, I can't do that. But why do you want it done anyway?"

Husband: "My mother-in-law will be visiting us soon and I want to eliminate any possible sign of welcome."



From the composition of a sixth-grader: "My father's life was hard as he had to get up early in the morning and shave. Then he would drive to market with a load of vegetables. A girl used to ask him for several pounds of string beans which later proved to be my mother."

A form-deluged government clerk mistakenly initialed a paper from another department. Two days later, the paper came back with this note: "This document was not intended for you to handle. Kindly erase your initials and initial the erasure."

On clothes she spends her legal tender,
Because this truth she's found:
A dress can make a girl look slender,
And a hundred men look 'round.

California Water & Telephone Co.
115 East Lime Ave.
Monrovia, Calif. 91016

RETURN REQUESTED

D B ECKROTE
328 FOUNTAIN
REDLANDS CALIF

8457 SS
48

BULK RATE
U. S. POSTAGE

PAID

Monrovia, Calif.
Permit No. 80

■ Thousands of copies of a booklet entitled "You and Your First Job" were made available recently to all graduating high school students in the areas of southern California served by C.W. & T. The booklet, which bears our Company's signature on the back cover, has proved to be a definite asset to students and has also been appreciated by parents.

Prepared by experts in the field of personnel and industrial relations, the 12-page booklet is filled with valuable information. It is intended primarily for senior students; however, it can be equally important to juniors.

"You and Your First Job" has three objectives. First, it guides students in deciding what they should do after graduation—further their education or pursue a career. If they choose to work, the booklet suggests many ways to decide what type of work to do. Second, the booklet describes the correct way to secure employment, carefully covering attitude, appearance and proper conduct during an employment interview. Third, it recommends good standards of conduct for holding a job and how to prepare for advancement in one's chosen field.

Each year prior to graduation time, many high schools ask the telephone company to aid in presenting special programs. "You and Your First Job" has been used extensively by the Redlands Division's Personnel Department this year in presenting talks to high school students on Career Days. This has provided an excellent opportunity to encourage young people to look to our Company for good, future employment.

It isn't only the Personnel Department that can give young people good advice and encouragement. Every employee has the opportunity at one time or another to explain the many advantages of working for the telephone company. Each of us represents our Company to our families, relatives, our neighbors and the entire community in which we live.

The Company is always looking for good applicants, and many present employees were originally referred to our Personnel Department by other employees. Let's keep up the good work.

