

**A Message  
from Executive  
Vice President  
Peter A. Nenzel**

■ Twenty years ago, in August, 1946, a magazine temporarily without a name was first published for California Water & Telephone Company employees and their families. The purpose of the magazine, which was soon named *Life Lines*, was: "To report the news of people and events . . . to create a publication as interesting and entertaining as it is possible for us to make it."

When *Life Lines* was born, C.W. & T. was providing telephone service in predominantly rural areas that were just beginning to experience the effects of the post-World War II expansion boom. At the time, we were serving about 21,000 telephones (compared to nearly 300,000 today). Like all other telephone companies throughout the nation, we were being pressured by a tremendous upsurge in the demand for service, along with shortages of material and equipment to meet that demand.

Over the years, as C.W. & T. grew in size and stature, so did *Life Lines*. Under the guidance of three successive editors and the help and cooperation of numerous employees, the magazine developed into a welcome and respected means of learning about Company events, employee activities and other matters of mutual interest.

Much of C.W. & T.'s growth during the past 20 years has been reflected through the words and photographs published in *Life Lines*. But what is almost impossible to record in black-and-white is the personality and spirit which have been the driving force behind the Company. The personality and spirit of C.W. & T. is the sum total of each employee who has given earnestly and sincerely of his or her time and talents. I, personally, am truly grateful for the continuous efforts shown in meeting the challenges of expansion and growth, which have helped make the Company what it is today—a thriving, rewarding place in which to work and grow.

I—and I hope you—have long been proud of *Life Lines*. But, as with all of life, change is inevitable and progress is not possible without it. Therefore, as C.W. & T. continues to become more fully integrated with General Telephone Company of California, the wisdom of combining the employee news media of the two companies becomes more apparent. Henceforth, published news about C.W. & T. and General of California will be the result of a combined effort and will appear in a variety of media, including *General News*, special bulletins, and a quarterly magazine which will begin publication early next year.

As the publication of *Life Lines* comes to a close, I am reminded of a statement once made by the venerable Justice Oliver Wendell Holmes: "I find the great thing in this world is not so much where we stand, as in what direction we are moving."

I sincerely hope that you will share this thought with me.

—Peter A. Nenzel



## C.W. & T. In Retrospect

*Editor's Note:* In this anniversary and final issue of *Life Lines*, it seems fitting to present a brief history of our Company and its development. Since C. W. & T. was born out of a number of companies, and, since World War II has grown so rapidly in so many directions, it is not possible to detail here every step of its advancement. However, in the following pages we have attempted to capture some of the past which made C. W. & T. what it is today, and which should help carry it on to even greater heights.







■ After Alexander Graham Bell invented the telephone in 1876, his marvelous machine was patented and put to use exclusively by what came to be known as the Bell System.

Until 1894, when the basic telephone patents expired, Bell System companies had concentrated on providing service in the larger cities and had not been able to spread themselves far enough to meet the widespread demand for service in less populated areas.

Then in 1894, the field was thrown open. Hundreds, and eventually thousands, of independent telephone companies sprang up all over the country. Small-town doctors, lawyers, and merchants of all kinds put their funds into new companies created to render service or to manufacture supplies for the operating companies. Many of these came into being in cities and towns where Bell System plants were also in operation. However, the public welcomed the competition as a means of controlling rates and practices and stimulating the growth and development of telephone service.

For 20 years, an intense struggle existed between the Bell System and the Independents, and even between the Independents themselves. Veteran telephone people recall that during this time, competition became so fierce,

men made it their personal affair, and frequent "accidents" occurred—such as short-circuiting of lines and clipping of wires.

It was during this same period that the telephone companies that were eventually to become part of C.W. & T. were formed.

In Monrovia, telephone service was originally established around 1900, when a switchboard was set up in a livery stable on Myrtle Avenue. Only local service was provided; there were no toll lines to outside points. In 1902, the Monrovia Telephone & Telegraph Company was granted a 50-year franchise, which led to incorporation of the company in 1903. That same year, connections were made with the toll lines of the U.S. Long Distance Telephone & Telegraph Company, which had just been organized to provide toll lines for independent telephone

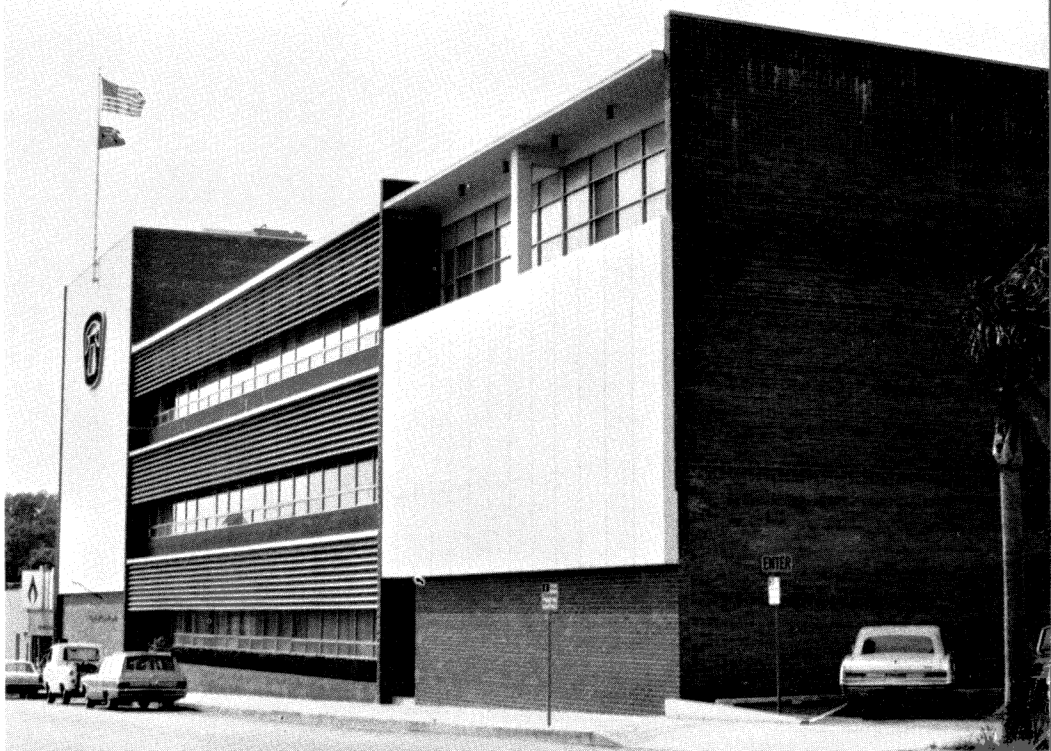
companies. Local lines were also extended from Monrovia to El Monte and Arcadia. (These were sold a few years later.)

In 1907, telephone equipment that had been set up a few years earlier in Sierra Madre was sold to W. E. Farman, who organized and operated Sierra Madre Telephone & Telegraph Company for a number of years.

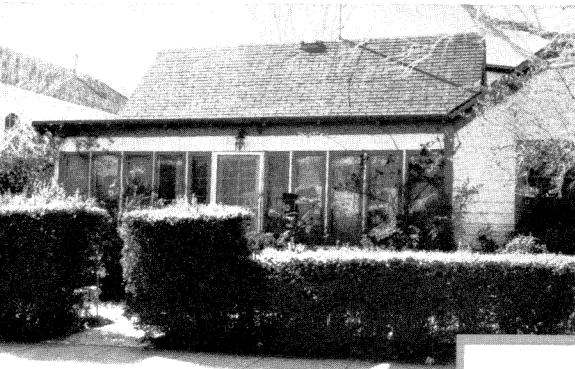
Telephone service in San Fernando originated in 1902, when a group of local merchants connected several telephones to a magneto line. The following year, the telephones were connected to a small switchboard, which in turn was connected with the toll lines of the U.S. Long Distance Telephone & Telegraph Company. Gradually, new telephones were added and the system, which was owned by the Maclay Rancho Land & Water Com-

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These pictures, which show the enlargement stages of the General Office in Monrovia, are representative of C.W. & T.'s over-all growth during the past 30 years. The first General Office building (upper left) was occupied in 1935, when C.W. & T. was formed, and remained relatively unchanged until 1953, when a one-story addition was completed (lower left). In 1961, a second story and partial third floor were added (above), and in 1965 a five-story addition (described as "Monrovia's first high-rise structure") was completed (right), replacing the original building.







The first switchboard in Banning was installed in this house in 1886 by a dentist who used it to communicate between his home and office. Subsequently, he provided service for his neighbors to the limit of the board's capacity.

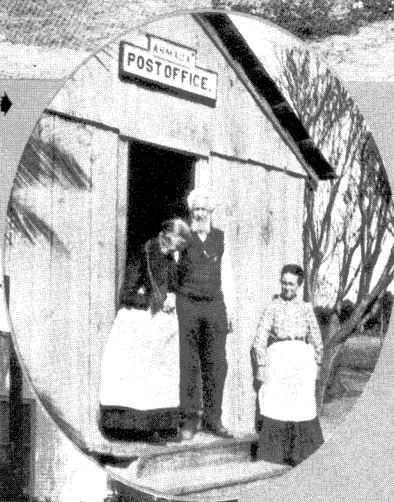
In 1902, a group of San Fernando merchants connected several telephones to a single line and the following year connected them to a table switchboard which was installed in this house on Fourth Street.



In 1906, the first telephone exchange in the Moreno Valley was established in this building, which also served as the post office. Pictured are Postmaster and Mrs. Starbuck, who were in charge of the telephone office, and their daughter. Previously, the area had been served by a single line extended from Redlands.



Telephone service, originated in the Redlands area around 1900, was "officially" established in this building in 1903. The office was demolished in 1964 to make way for larger facilities.



pany, became known as the Home Telephone Company. In 1912, the MacLay Company was taken over by Consolidated Securities, which sold the telephone properties in 1914 to Jim Baldwin. Subsequently, the system, consisting of a small magneto exchange with 421 stations, was named the San Fernando Telephone & Telegraph Company.

In Redlands, telephone service was originally established around 1900 by the Sunset Telephone & Telegraph Company. Then in 1903, the Redlands Home Telephone Company was incorporated to provide service in Redlands and adjacent areas. The two companies operated on a competitive basis until 1907. In 1905, the Southwestern Home Telephone Company had been incorporated for the purpose of acquiring the properties of the Redlands Home Telephone Company, which it did two years later. In 1908, these properties were consolidated with the Sunset Telephone Company and continued to be operated by the Southwestern Home Telephone Company until 1928.

#### Competition Comes to an End

Another significant change in the telephone industry began to take place in 1913, when an agreement was negotiated between the Bell System and the Independents. Known as the Kingsbury Commitment (so named for a Bell System vice president), the agreement stipulated that the Bell System would cease acquiring competing telephone companies, except by regulatory permission, and would make its toll line service available to all independent com-

The Redlands Traffic Department as it looked in 1905, when telephone service was provided by the Southwestern Home Telephone Company. ♦







The first and only telephone in Palm Springs for many years was installed in 1915 by Dr. Welwood Murray, owner of the Village's first hotel. In 1916, it was sold and transferred to a general store owned by Carl Lykken, who is shown here with the telephone shortly before he presented it to the Palm Springs Historical Society in 1955.

panies. (Without the latter condition, the Independents would eventually have been strangled because of the increasing importance of long distance toll business.)

Thus it was that, from 1913 to 1918, the duplication of telephone exchanges was largely eliminated through the purchase and sale of approximately equal numbers of stations between telephone companies. It was also during this time that the independent telephone industry outgrew its knee britches and became of age, with a strong organization of manufacturers aiding in its progress.

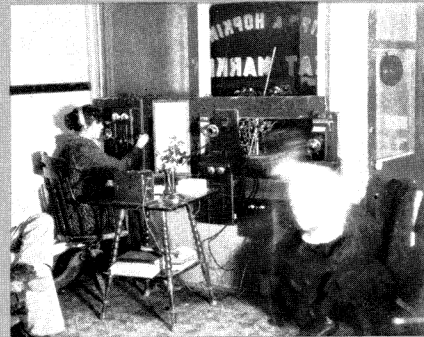
However, the final "truce" between the Bell System and the Independents did not come until 1922, with the issuance of what is known as the Hall Memorandum (so named after another Bell System vice president) That year, E. K. Hall "buried the hatchet" by stating without reservation that, in the Bell System's judgment, it and the Independents should continue to be two strong, powerful groups in the industry. And so it has been.

### The Emergence of C.W. & T.

The four previously mentioned telephone companies in Monrovia, Sierra Madre, San Fernando and Redlands continued to operate separately until 1928, when they were acquired by Western Continental Utilities Corporation, a subsidiary of Western Utilities Corporation (which was C.W. & T.'s original parent company). Although they operated under one management, the



In 1918, a severe earthquake destroyed most of the buildings in Hemet and San Jacinto and disrupted all utility service. Above: In Hemet, the telephone office on the second floor to the far right was rendered unsafe for occupancy. Left below: In San Jacinto, an adjacent building collapsed and fell on the telephone exchange, completely destroying it. Right: Telephone service was restored on a limited basis in San Jacinto shortly after the quake and traffic facilities were set up temporarily in a meat market.



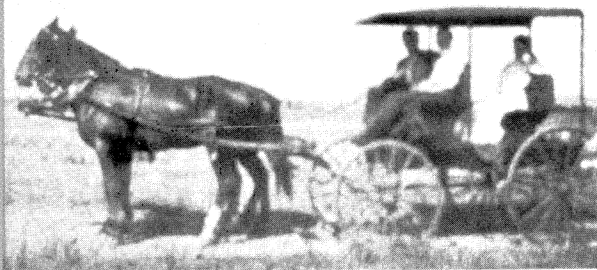
four companies retained their names for another seven years. Then in 1935, along with several water companies, they were consolidated, and California Water & Telephone Company was born. At that time, the Telephone Department had approximately 11,000 telephones in service and its plant investment amounted to \$1,550,000.

During the 1930s and well into the 1940s, the Company's growth was anything but spectacular. Like most businesses throughout the country, it felt the impact of the Depression of the Thirties. In those lean years, the trend was to discontinue, rather than request, telephone service. Company em-

ployees were urged to talk customers out of ordering their telephones to be disconnected. Servicemen were even advised to seek out the shortest routes in making their rounds. Slogans such as, "A disconnect saved is a station gained!" and "Every employee is a salesman," were urgently and frequently repeated, along with the admonishment that, "it behooves all of us to do our best so that our incomes can be made as large as possible and the expenses kept down to a minimum." Thus it was that, by 1940, telephone plant investment amounted to a "mere" \$2,000,000 and the number of telephones

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This stylish vehicle was used in 1912 to make the telephone rounds in the Redlands area by Ted Fisher, who started with the Company in 1907 and retired as Division Manager in 1956.







Left: The Palm Springs central office as it looked in 1935, when it was originally occupied by C.W. & T. Right: Palm Canyon Drive, looking south from the central office, as it was in the 1930s.

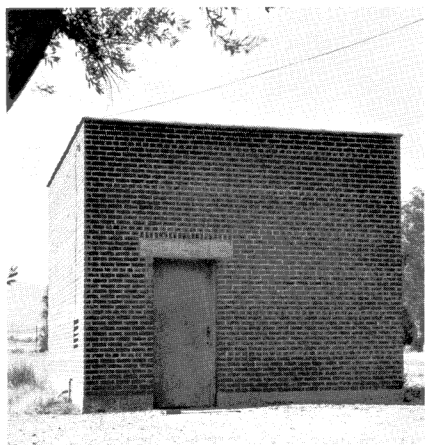


In 1922, the original office of the Monrovia Telephone & Telegraph Company on South Myrtle Avenue was abandoned and the company's entire operations were moved to this building at 116 West Lime Avenue. At the time, the company had 1,543 telephones in service. The building was torn down in 1948 and replaced by larger facilities.

This was the construction crew in Redlands in 1930. On the left is Ray Mills, who retired as Construction Foreman in 1959 after 32 years with the Company. In the center is Doak Davis, who has been with the Company since 1928 and currently is Staff Audit Engineer.







In 1913, the Moreno area suffered a serious depression and telephone service was discontinued until 1931, when this satellite dial office (which is still standing on Alessandro Blvd.) was cut into service.

had climbed slowly to nearly 14,000.

Then came the World War II years, which hampered growth for different reasons. Military priorities created a shortage of vital materials, which in turn made it virtually impossible to expand operations or fill applications for telephone service. As a result, the applications piled up and created an abnormal backlog of held orders.

### The Post-War Boom

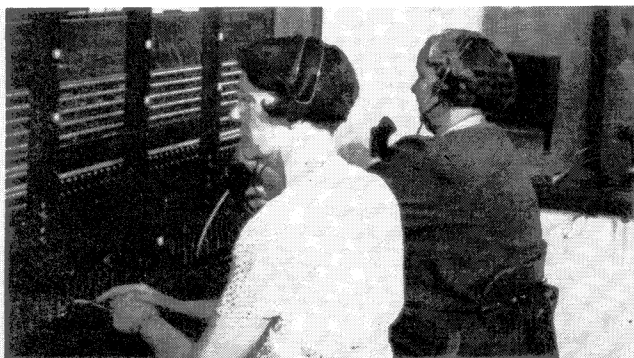
When the war ended in 1945, the telephone plant investment was relatively the same—slightly more than \$2,000,000—while the number of stations in service had increased to approximately 20,000. Then the Company found itself caught between two fires: an excessive demand for service and a severe lack of equipment with which to meet that demand. (The inability to provide equipment resulted from continued shortages of material and production delays caused by strikes.)

In the late 1940s, as related in an early issue of *Life Lines*: "Telephone lines spread far and wide, and a majority



The Edgemont office, which was opened in 1940 and used until 1961. It housed a business office and two-position manual switchboard which was used in conjunction with the Moreno dial office to take care of the increased traffic caused by the war activity at Camp Hahn, which is now part of March Air Force Base.

Hemet's manual switchboard as it looked in 1942. The operators were Deborah Dillon, who retired in 1956 after 36 years with the Company, and Ocie Klump, who has been with the Company for nearly 40 years.



Left: the Perris office as it looked in the 1940s. Service was provided through a one-position magneto switchboard from 1929 to 1947, when a two-position common battery board was installed. Right: Some of the "he-men" who installed the board are still with the Company—Frank Fese, on the left, Keith Horine and Tom Walsh, on the right.



Left: The San Jacinto office, decked out in 1947 for the Ramona Pageant. That same year, a two-position switchboard which doubled former capacity was installed and a cutover party was held to celebrate the occasion (right).



The young man standing by the equipment is Lee Allen, who is now Engineering Director.

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The Company's 19th exchange was cut into service in Idyllwild in 1947 after a one-position switchboard was installed in the home (left) of Jesse Brown, who served as agent for the Company. Right: Seated at the switchboard is Lois Eaker (now Mrs. Ralph Dutro), who was Traveling Traffic Supervisor at the time. Standing at right is Doak Davis, who was then Field Engineer for the Redlands Division.



of our subscribers enjoy the usual rural type service. But the aspect is rapidly changing. The regions we serve are too close to bursting cities to fulfill their natural rural destiny, and towns and subdivisions have sprung up where fields and orchards grew . . . And so the areas grew swiftly; people took the place of corn and alfalfa, and the telephone business boomed, too fast, too soon."

Nevertheless, the seemingly insurmountable obstacles of the early post-war years were gradually overcome, thanks mainly to the sincere diligence and patient foresight of C.W. & T. employees. It took more than a decade, but the storm of sudden growth was weathered and the "impossible"

was accomplished as a progressive program of expansion evolved.

By 1950, there were 42,000 telephones in service and the plant investment amounted to nearly \$9,000,000. New exchanges had been created in Desert Hot Springs, Joshua Tree, Idyllwild and Mentone. The San Fernando Division had undergone a massive building expansion and dial conversion. Dial offices and service had been provided for Cathedral City and Elsinore Grand. Building and equipment additions had been made in Monrovia, Sierra Madre, Redlands, San Jacinto, Perris, Hemet, Banning, Beaumont and Palm Springs. Tremendous amounts of aerial cable and lines had been installed in all Divisions and in all directions.

### The Explosive Fifties

So the pattern went through the 1950s as C.W. & T. grew to be one

of the largest independent telephone companies in the nation.

In 1950, the Monrovia Exchange was converted to dial and automatic toll ticketing; the San Fernando, Redlands and Elsinore central offices were enlarged; direct dialing was extended from Redlands to San Bernardino, Mentone, Loma Linda, and Yucaipa, along with the introduction of a new numbering system.

In 1951, the Company's 50,000th telephone was installed, which amounted to twice the number of stations in service five years before.

The year 1952 saw the establishment of Division headquarters in Monrovia, separate from the General Office. Additional prefix units were cut into service in San Fernando and Monrovia to accommodate station growth. In San Jacinto, a new dial exchange building was cut into service. Redlands



The Joshua Tree Exchange was created in 1948, when a manual switchboard was installed in the home of Gladys Teeter Longshaw. Gladys had the board placed in her bedroom so she could handle calls around the clock. She served as agent for the Company until 1956, when a dial office was cut into service in Joshua Tree.



Throughout the latter 1940s and early 1950s, a number of satellite dial offices that looked like sugar lumps were constructed. This one, which was cut over in 1948, provided direct service for the first time in Mentone.



became the toll center for Banning and Beaumont.

1953 and 1954 were especially busy years, during which new buildings and dial conversions were completed in Monrovia, Pacoima, Granada Hills, Banning, Yucaipa, Twentynine Palms, Yucca Valley and Desert Hot Springs. Automatic toll ticketing went into operation in Sierra Madre, and the Company's first automatic time announcer was installed in Monrovia. Reflecting the significant increase in the Company's management force, a new program of supervisory conferences was inaugurated.

In 1955, new dial offices were built in Marine Palms, Loma Linda and Banning. A new commercial office was opened in San Fernando and central office additions were made in Sepulveda, Pacoima and San Fernando. The Company installed its first carrier system in Cabazon and its first microwave system at Camp Angelus. The Marketing Department was created, along with the position of Customer Service Representative, and the campaign to sell more extensions shifted into high gear. By year's end, there were 97,000 telephones in service and plant investment had jumped to \$30,000,000.

Expansion continued at a record-breaking pace through the last half of the 1950s. In 1956, the Company's 100,000th telephone was installed. A centralized Instrument Repair Shop & Warehouse to serve all Divisions was established in Monrovia. The position of PBX Service Advisor was created,

Groundbreaking ceremonies for a new central office in Monrovia were held in 1948 in front of the original office that had been occupied in 1922. C.W. & T. employees gathered behind former Mayor Reuel Brown included: Homer Pendergraft; Jack Williams, Sr. and Fred MacGougan (retired); Ralph Dutro; Keith Vine; and Lindsey Dudley, Knox Hagar, Lucille Conover and Harry Barrows (all retired).

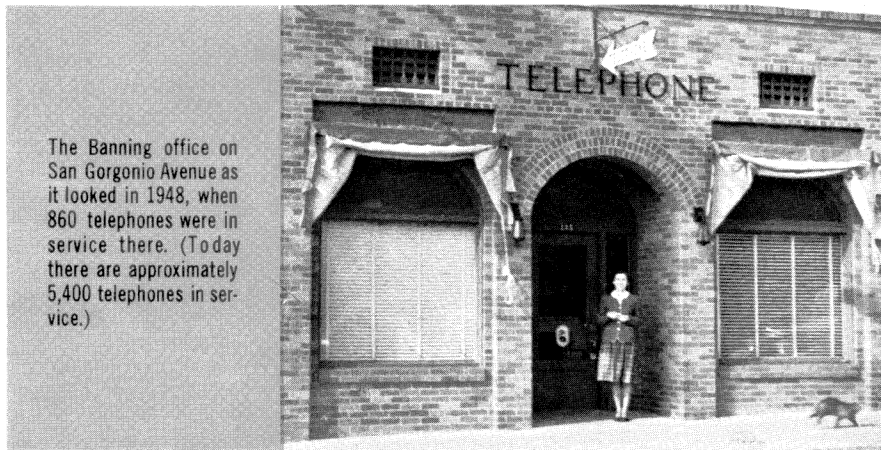
and Joshua Tree was converted to dial.

1957 saw the creation of the Sylmar central office and the launching of Paystation Development and Joint Apprenticeship Programs. (The latter was the first of its kind in California.) Hemet and Perris were converted to dial, and the Monrovia Division office was enlarged.

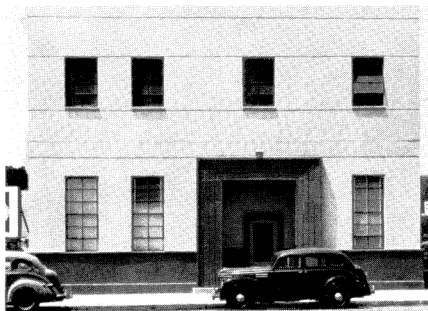
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Another "sugar lump" dial office was cut over in Cathedral City in 1949. The gentleman on the right is Knox Hagar, who retired earlier this year as Assistant Manager of the Telephone Department.



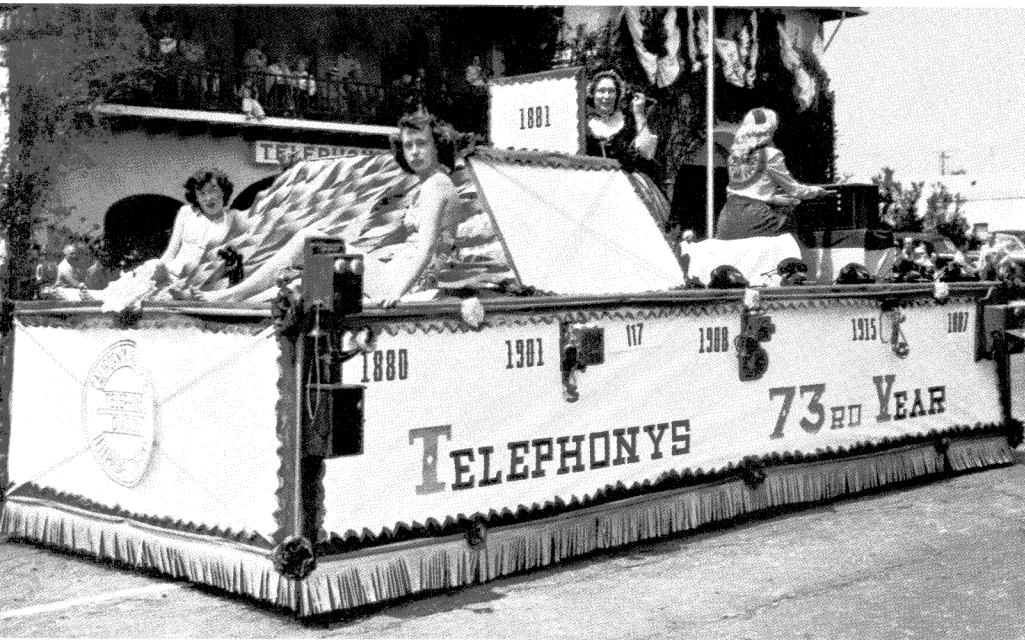
The Banning office on San Geronimo Avenue as it looked in 1948, when 860 telephones were in service there. (Today there are approximately 5,400 telephones in service.)



One of the most dramatic events in the Company's history was the San Fernando dial conversion in 1948. The central office (left) as it looked then was described as "the heart of the telephone system in the Valley." Right: Among the many people who attended the cutover ceremony were Tom Walsh and Peter Nenzel (seen in the center). At the time, the San Fernando Division served 5,000 telephones (compared to nearly 107,000 in service today).







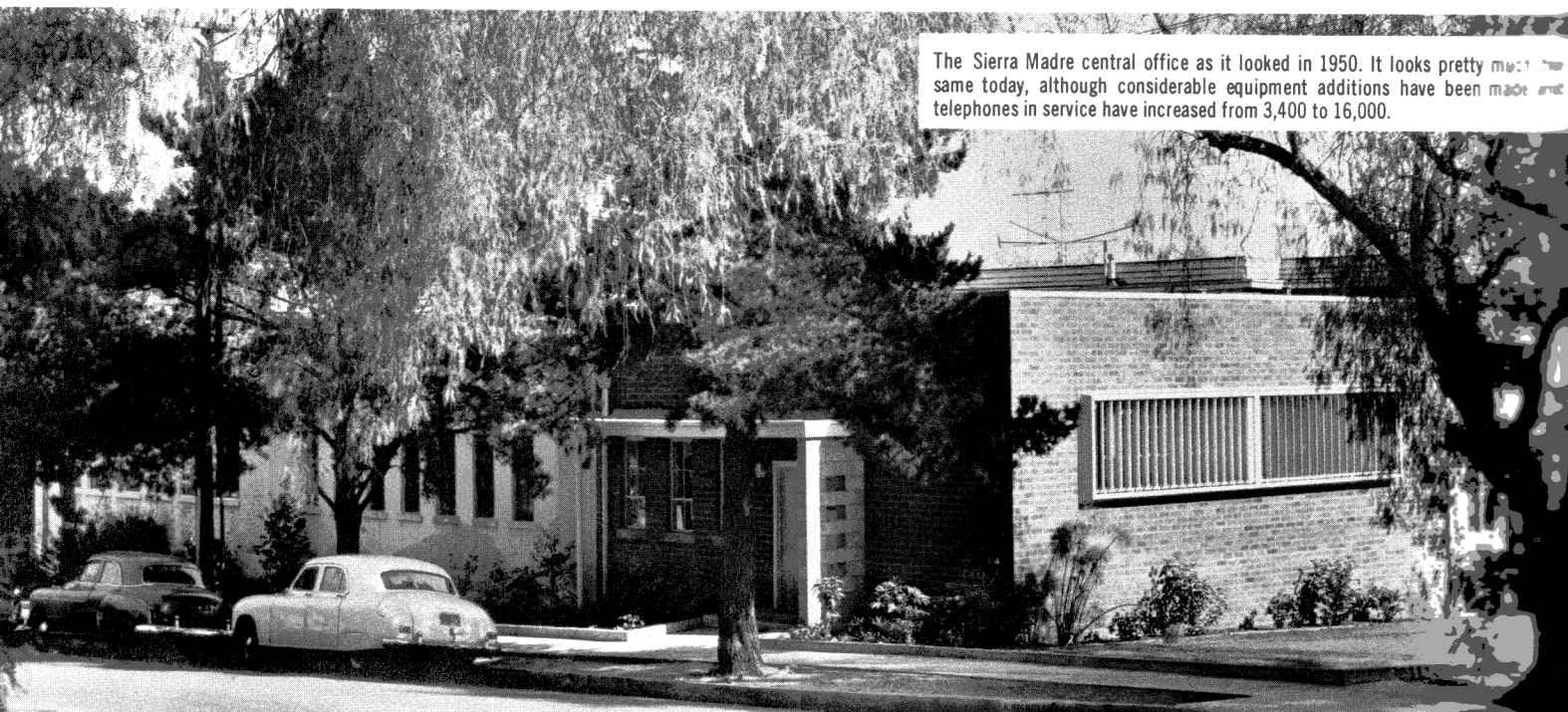
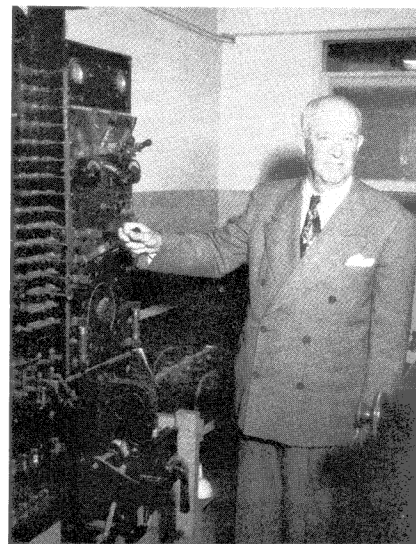
This Company float was photographed as it passed in front of the Palm Springs central office during the 13th Annual Desert Circus Parade in 1949. In the center is Mrs. Doak Davis, seated at a switchboard which had been installed in Idyllwild in 1881.



From 1946 to 1951, the number of Company telephones more than doubled. In July, 1951, the 50,000th telephone was installed by Art Tucker (kneeling) in the Monrovia home of Mrs. Mary Dolber. Standing is Ralph Dutro, who was Monrovia Division Manager and now is Palm Springs Division Manager.



Another Company milestone was achieved in 1950 with the dial conversion of the Monrovia Exchange, which then served 8,450 telephones (compared to 29,000 today). Left: Chief Operator Rosella Mackay completes the last call on the old manual switchboard as (right) Oliver A. Prest pulls the switch on the power panel to disconnect the manual office. (Mr. Prest was Manager of the Telephone Department from 1929-1947.)



The Sierra Madre central office as it looked in 1950. It looks pretty much the same today, although considerable equipment additions have been made and telephones in service have increased from 3,400 to 16,000.





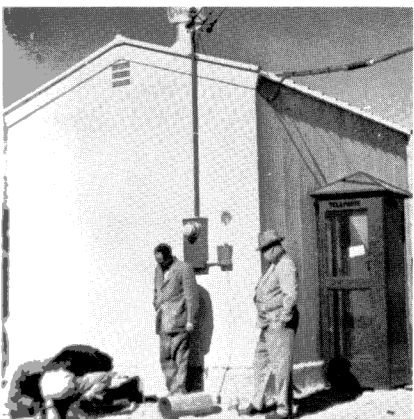
The office of the Plant Supply Department on First Street in San Fernando as it looked in 1954.



End of an era in Sierra Madre. After 30 years, the exchange was converted to dial and automatic toll ticketing in 1954, thereby eliminating the need for operators. Shown at the manual switchboard just before the cutover: Emma Poche, Corinne Fuller, Ver Graff and Rita Griffen, who was Chief Operator then and is now a Service Representative in Monrovia.



Telephone service was established in Twentynine Palms in 1934, when a manual switchboard was installed in the home of David Poste, local Justice of the Peace. Judge Poste and his wife served as agents for the Company until 1950, when a dial office was cut into service. Here, Judge Poste completes the last call made on the old manual board.



The first dial office in Yucca Valley (another "sugar lump") was cut into service in 1954. Before then, service had been provided out of the Joshua Tree Office.

In earlier times, telephone linemen needed a lot of muscle-power to perform their jobs. Then by the early 1950s, the introduction of new types of equipment made their work somewhat less arduous. This photo, taken in 1953, shows Jack Leuthje (then a lineman and now Construction Supervisor in Hemet) using a new aerial cable spinner. Today, the use of trucks with aerial lifts makes the lineman's job even less strenuous.







◆ An historic first occurred in 1954 (left), when Dwight D. Eisenhower became the first U. S. President to visit Palm Springs. He is shown here at the Tamarisk County Club with golf pro Ben Hogan, Paul Hoffman and Paul Helms, who were hosts of the Eisenhowers during their stay in the desert.



By 1954, traffic departments throughout much of the Company had assumed sizable proportions—especially in San Fernando, where this toll board handled long distance calls for the 25,000 telephones then served by the Division.

In 1958, Idyllwild was converted to dial and new offices were cut over in Mentone and Elsinore Grand. 1959 brought the establishment of new headquarters in Redlands and the installation of the Company's 150,000th telephone. A new dial office was cut over in Murrieta; a central office addition was completed in Banning; and the San Jacinto commercial operation was moved to Hemet.

#### The Dynamic Sixties

By the time the Sixties arrived, the

Company's telephone plant investment had soared to \$70,000,000 and 154,500 telephones were in service. In 1960, direct distance dialing went into effect in the Monrovia and San Fernando Divisions. Monrovia became a toll center; the San Fernando Commercial Office was enlarged; and the Moreno Exchange was converted to dial.

Highlights of 1961 included the merging of the Coachella Valley Telephone Company—adding 11,000 telephones and a plant investment of \$4,600,000;

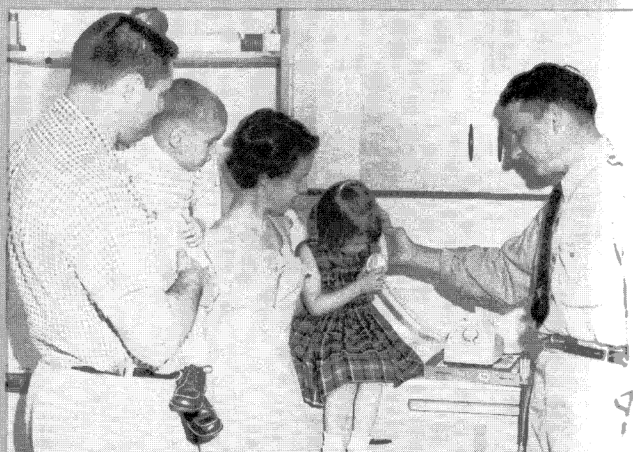
and dial conversions in Elsinore and Temecula, which made the Company 100 per cent dial-operated. That same year, the General Office was enlarged; DDD was introduced in the Redlands Division; a film library was created; and the Company made its first movie about itself, entitled, "Your Telephone Company At Work."

In 1962, J. Curtis Newman, former President of the Coachella Valley Telephone Company, became Manager of

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The San Fernando Commercial Office which opened in 1955 was a welcome addition for many employees who previously had occupied crowded quarters in scattered locations.



From 1951 to 1956, the number of Company telephones again doubled. In March, 1956, the 100,000th telephone was installed by Chester Sweeley (right) in the Granada Hills home of Duan Putnam (left), former Los Angeles Rams star.





Palm Springs was one of the first communities served by the Company to have its utilities placed underground in major areas. In 1956, aerial cable along South



Palm Canyon Drive (left) was removed, and after the project was completed, the main thoroughfare looked much more attractive (right).



By 1957, the San Fernando Main central office, originally placed in service in 1948, had been greatly expanded and was the Company's largest and one of its most impressive facilities.



The Monrovia Division office as it looks today. The left half was built in 1949 and the right portion was added in 1957.

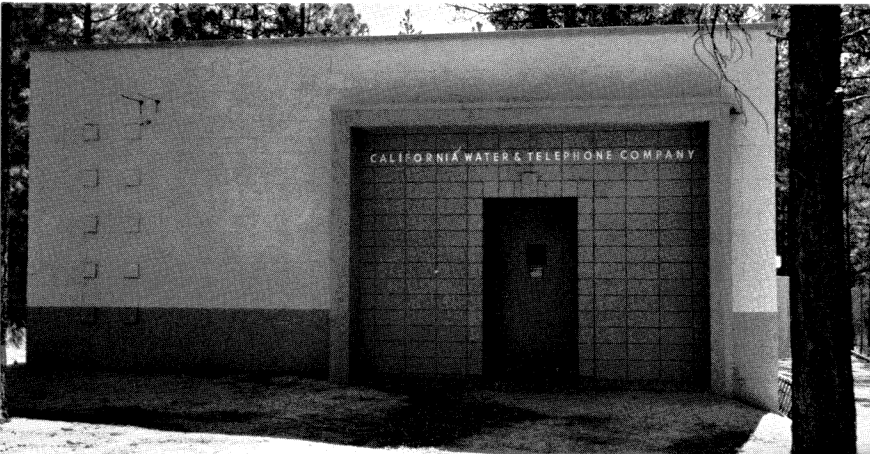
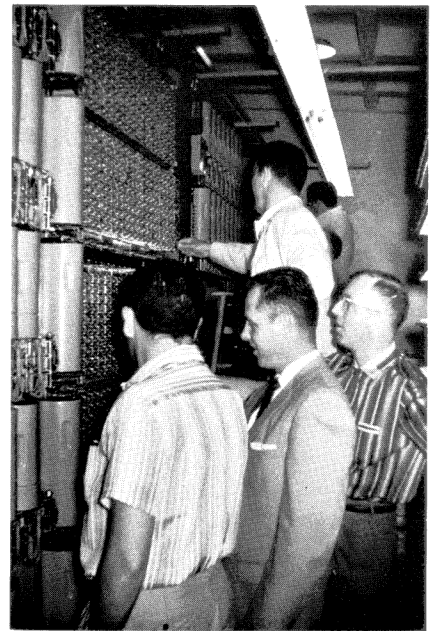
A portion of the Monrovia Traffic Department as it looked in 1957 after the central office addition was completed.







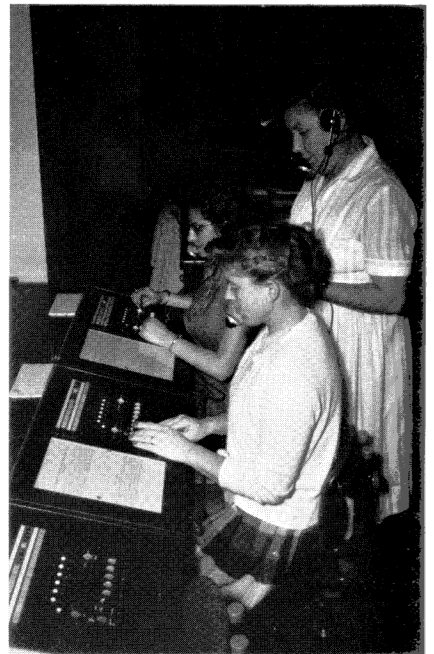
In 1958, Mentone's "sugar lump" dial office was replaced by a larger, more attractive building (above). Participating in the cutover of the new office (right) George Redmond, Redlands Division Field Engineer, and Fred Hacquebord, who was Equipment Maintenance Superintendent at the time and is now Operations Director.



During 1958, larger and more modern dial offices of similar design were cut over in Elsinore Grand and Idyllwild (shown here).

The first major underground cable installation in the High Desert was started in November, 1959 and completed in January, 1960 in Twentynine Palms. In the background is the dial office which was originally cut over in 1953 and expanded a few years later.

Coin Box Customer Dialing (CBCD)—the first installation of its kind in the U.S.—was cut into service in San Fernando in 1959. CBCD allows coin telephone customers in the San Fernando Exchange to dial any telephone in the Los Angeles metropolitan area without operator assistance. When such a call is dialed, charges are automatically indicated on one of the boards shown here. The operator then relays the charges to the customer.







Handsome new headquarters for the Redlands Division were completed in 1959, tripling the space available for personnel and equipment.

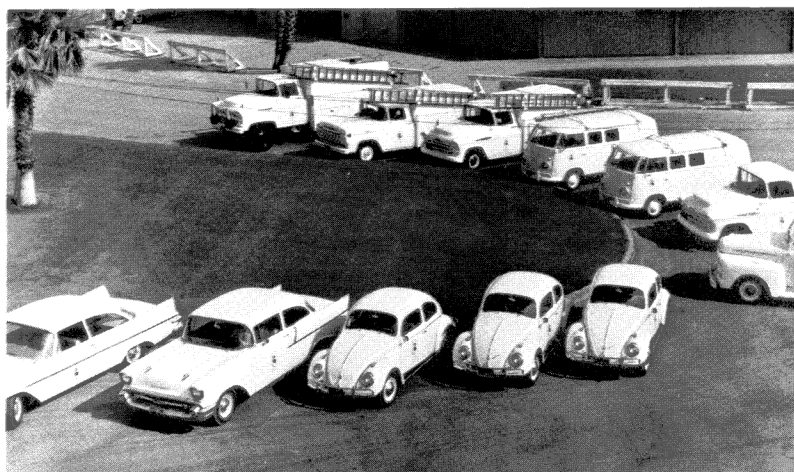
the Telephone Department. The Palm Springs East Exchange was created, and the Company's 200,000th telephone was installed. Numerous organizational changes were made throughout the year and in 1963; new supervisory positions were created; and greater emphasis was placed on employee development and training at all levels, reflecting a more sophisticated outlook and approach to operations. New dial offices were established in Desert Shores, Salton City and Sun City and new exchanges were created in Yucca Valley, Morongo Valley and Homestead Valley.

1964 was "the year of the merger," and on June 30, C.W. & T. became a subsidiary of General Telephone & Electronics Corporation.

Expansion continued at an accelerated pace as the Company entered 1965 with 252,400 telephones in service, a plant investment of \$117,800,000 and a telephone construction budget approaching \$18,000,000 (which was more than the Company's total plant investment less than 20 years ago). Dur-



Partial view of the Monrovia Traffic Department which became a toll center in 1960. (Previously, long distance calls had been routed to Pasadena and handled by Pacific Telephone Company.) That same year, the Division's exchanges were connected to the nationwide direct distance dialing network.



After 30 years of being painted "telephone green," Company vehicles began to be changed to white in 1960. The lighter-colored vehicles do not heat up as much in warm weather and are easier to keep clean.

ing the year, a major addition to the Redlands Division's headquarters was completed, and the Yucaipa office was enlarged. A new exchange was created in Pinyon Crest and the new Hemet Toll Center and office facilities were placed in operation. Mobile telephone service was inaugurated, and the Company entered the computer age with the Advanced Service Order System (ASOS) conversion in the Monrovia Division. A five-story addition to the General Office was completed, and the General Office Commercial and Mar-

keting Departments were reorganized and enlarged. The San Fernando Division celebrated the installation of its 100,000th telephone, and General System service pins were awarded for the first time to 1,150 employees.

The Company entered 1966 with a \$22,200,000 construction budget and bigger-than-ever expansion plans. Thus far this year, ASOS has been introduced in the San Fernando Division and plans for a similar conversion are in progress in the Redlands Divi-

Continued ▶



In 1955, when the San Fernando Commercial Office was built, it was described as having "enough floor space to last for many years." Within three years, that prediction was disproved, and in 1960 a major addition (in the rear at right) was completed.

When the present Moreno office was cut into service in November, 1960, it represented the latest advance in the development of telephone service that had started more than a half-century earlier. Until this summer, the building housed the central office, traffic, commercial and service center operations. The latter two functions have been transferred to Redlands. The building will be enlarged this year and additional equipment will be installed next year.







Spacious outside plant facilities were completed in 1961 for the San Fernando Division's construction, engineering and service departments. This year, the

building has been enlarged to accommodate the Division's Administrative offices.

One of the last vestiges of early-day telephone facilities—a 6" x 6" redwood pole line stretching 35 miles through Cleveland National Forest from Aguanga to Oak Grove—was rebuilt in 1961. Originally constructed by the Bell System in the early 1900s, the line has been part of 10-party line magneto system which served an area south of Hemet.



After 55 years of magneto service, telephones in the San Timoteo Canyon region south of Redlands were converted to dial operation in 1960. The last crank-telephone in the Redlands Division (shown here) was disconnected at the Haskell Ranch. Serviceman Claude Thompson is shown offering Mrs. James Haskell her choice of modern telephones.

C. W. & T. installed an extensive communications system at the Foothill Station of the Los Angeles Police Department, which opened in 1961. The late Police Chief, William H. Parker, and Mayor Sam Yorty are shown presenting the key to the new station's Captain, Robert W. Richards.



In 1960, the Company acquired the Coachella Valley Telephone Company and in 1961, that company was merged with C.W. & T., at which time Coachella's main office on Bliss Avenue in Indio became headquarters for the Palm Springs Division.







A significant era in the Company's history came to a close in November, 1961, when new dial offices in Elsinore and Temecula were cut into service, thereby making the Company 100 per cent dial operated. Above: The new office in Elsinore was described by local residents as a "big-city installation" and "just about the finest building in Elsinore." Right: Edna Swanguen—last of the 'round-the-clock operators—who had operated the Temecula Exchange's switchboard from her bedroom for 43 years, puts through the final manual call before the dial cutover. In the early 1900s, Edna's parents had operated Temecula's first exchange in a livery stable they owned.



& T.'s operations with General Telephone Company of California's.

#### The Future Is Bright

Today, with nearly 300,000 telephones in service and a plant investment of more than \$150,000,000, C.W. & T.

is caught up in a vast modernization and expansion program that promises to continue on indefinitely.

In the near future, for example, new dial offices will be established in Anza, Homeland, Desert Center and Bermuda Dunes. Building additions will be made in Granada Hills, Pacoima, Sepulveda, Sylmar, Moreno and Indio. Toll centers will be established in Perris and Palm Springs. And the cutover of the Hastings Ranch Centrex office next year will herald another new era of providing the most up-to-date communication service.

Looking farther ahead, we can expect even greater changes as new space-age techniques are introduced and the widespread, burgeoning areas the Company serves continue to develop.

As a comparatively new member of the General System, C.W. & T. stands as a proud, dynamic organization that can be looked up to for many reasons: Its able and dedicated employee force; its admirable record of "firsts" and continued growth; and its desire to continue to do well and achieve even greater accomplishments.

Certainly then, in the words of John Dewey: "The future is not ominous, but a promise; it surrounds the present like a halo."

Continued ▶



The late President John F. Kennedy visited Palm Springs in March and December of 1962. On both occasions, C.W. & T. had the key responsibility of providing extensive special communication facilities for the Chief Executive, his staff and a host of newsmen.

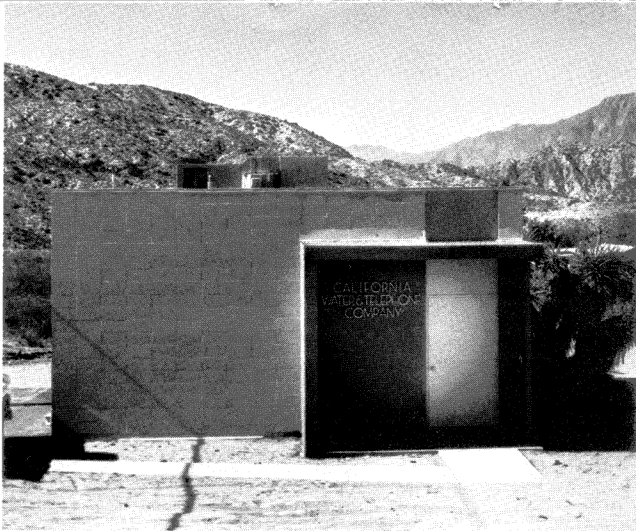


The Company's 200,000th telephone was installed in Redlands in October, 1962, and the occasion was observed by a week-long celebration climaxed by a luncheon sponsored by the local Chamber of Commerce. Serviceman Clarence Lappinga (left) installed "the" telephone in the home of an Air Force colonel.

A second exchange to serve Palm Springs was cut over in 1962, with the completion of the Palm Springs East central office. At the same time, service center operations were moved here from the main office on Palm Canyon Drive in order to provide space for additional equipment in the downtown office.







Three new exchanges were created in the High Desert in 1963 with the cutover of dial offices in Yucca Valley, Homestead Valley and Morongo Valley (shown at left). High Desert residents were so pleased, they honored the Company at a



brunch. Right: Commercial Supervisor Jim Riggs and Palm Springs Division Manager Ralph Dutro with the president of the Homestead Valley Women's Club.

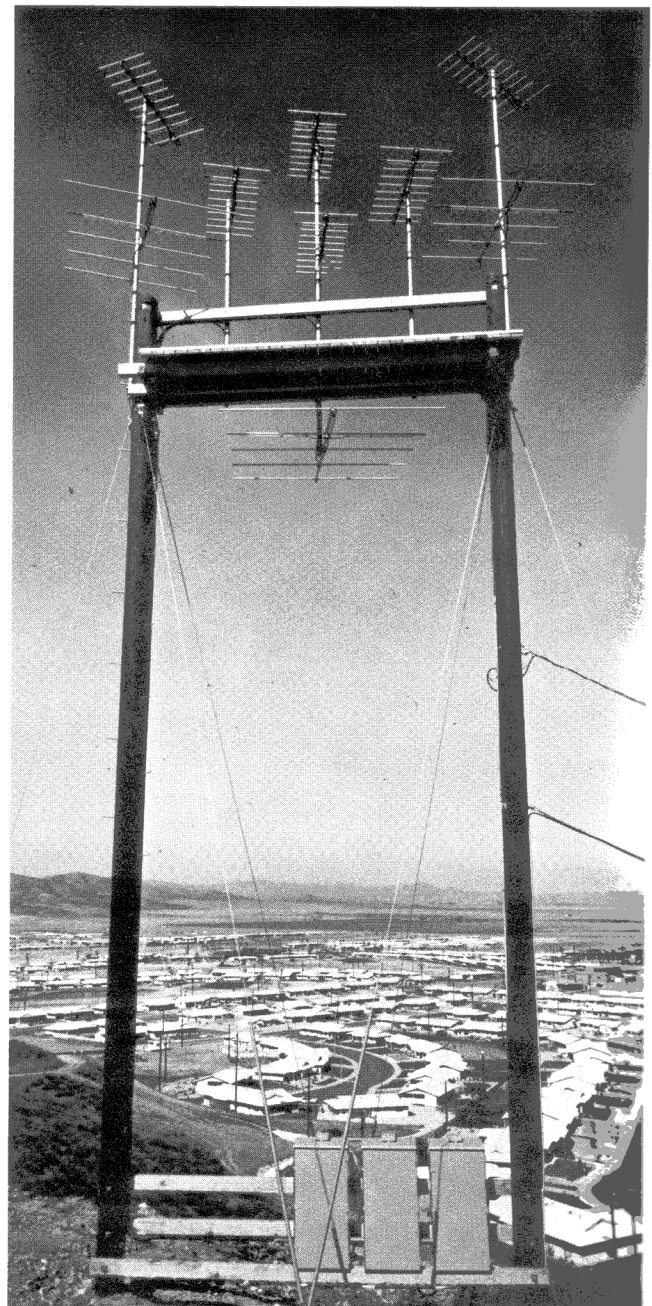


A combined manual and dial telephone system—the first of its kind in the desert area—was cut over in 1963 at the luxurious Palm Springs Spa Hotel. The system was designed to meet the specific needs of individual guest service and simultaneously provide efficient dial communications for hotel personnel.

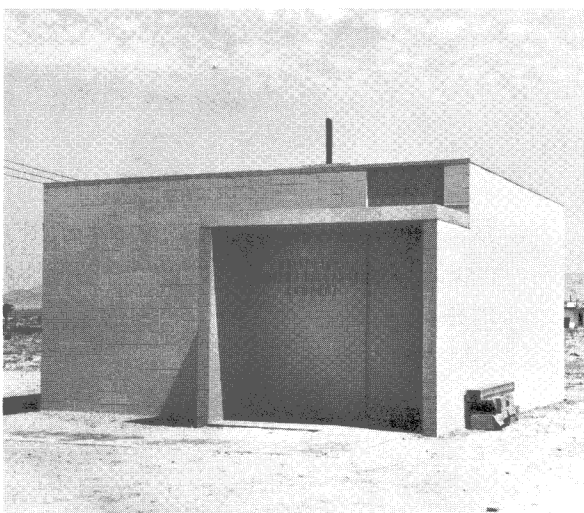
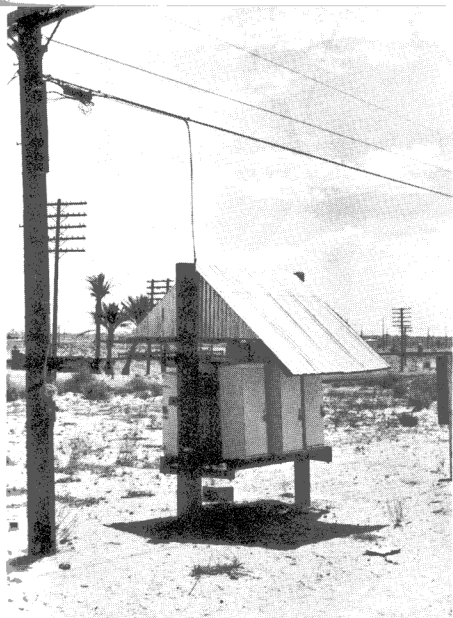


An extensive improvement program designed to upgrade telephone service was launched in 1964 throughout the Company and is still in progress. A Company crew is shown here installing 1818-pair cable in the Fish Canyon area of Duarte. This was the largest single outside project in the Monrovia Division's history.

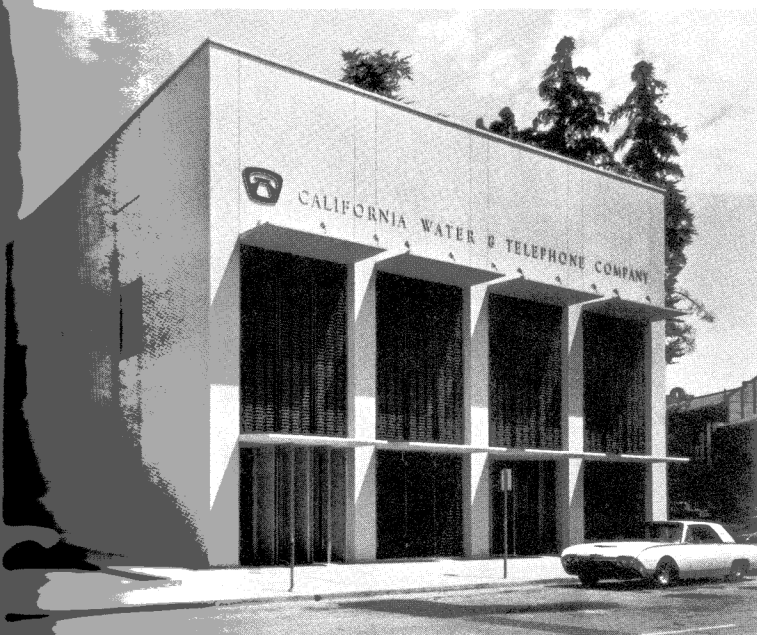
C.W. & T. was one of the first telephone companies to enter the Community Antenna TV (CATV) field in 1964 with the installation of this master antenna and amplifier system at Sun City, the retirement community south of Perris. The equipment receives signals from nine TV stations in Los Angeles and San Diego and transmits them strongly and clearly to local viewers.







Service facilities in the Salton Sea area were expanded in July, 1964, when carrier equipment (left) was replaced in North Shores by a new dial office (right). Construction of new offices and building additions throughout the Company has come to be a never-ending process.



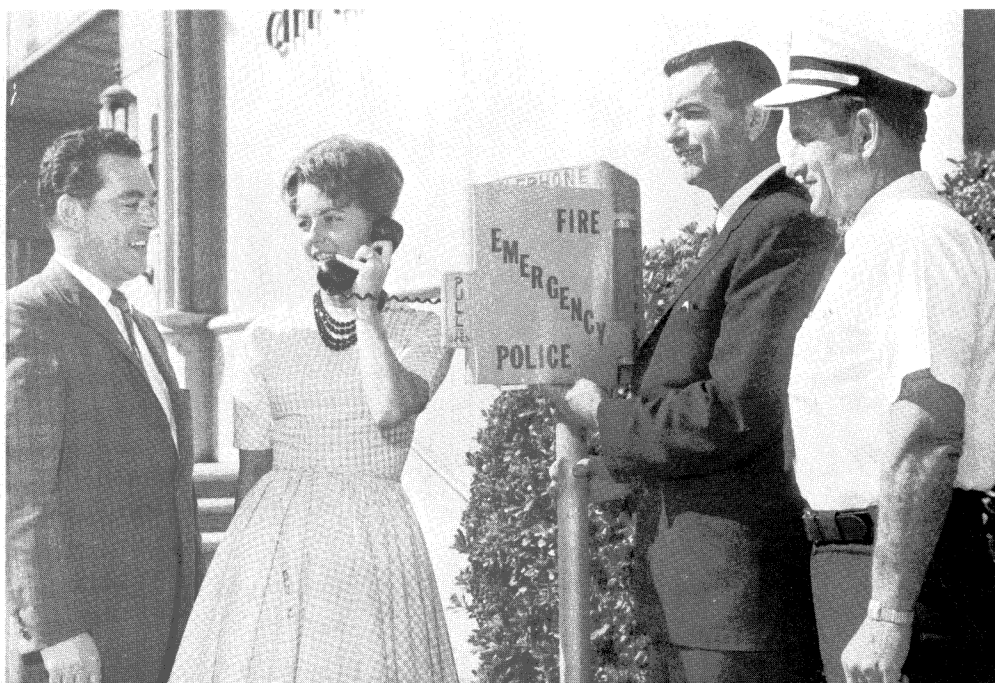
Another major addition to the Redlands Division's headquarters was completed in 1965, replacing the original telephone office built in 1903. A three-day Open House to show off the 12,000-square-foot building attracted 1,500 visitors—the largest attendance at such an event in the Company's history.



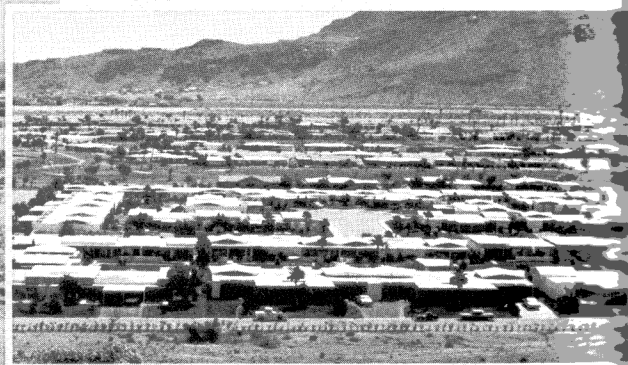
For the eighth time in ten years, C.W. & T. had the all-important responsibility of providing communications for the President of the United States when Lyndon B. Johnson visited Palm Springs in February, 1964. Mr. and Mrs. Johnson are shown on their arrival with former Mayor Frank Bogert and Mrs. Dean Rusk.

Continued ▶

A public emergency telephone network—the fourth of its kind to be installed in the country—was cut into service in Redlands in 1964. Emergency call boxes installed throughout the city connect directly with the local police department. The call box network speeds the arrival of emergency help and makes reporting emergencies easier. Bud Ketching and Darlene Powers are shown testing an emergency telephone with Redlands' police and fire departments.





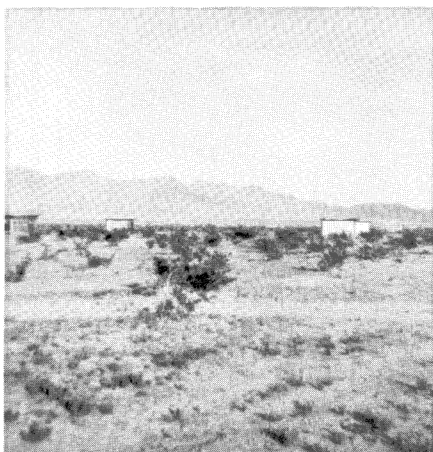


These two photos are vivid examples of the growth that has occurred in areas served by C.W. & T. The picture at left was taken less than 10 years ago from a hillside south of Palm Springs. The photo at right shows the same general area as it looks today. In the foreground are portions of Canyon View Estates and Country Club Villas. Two golf courses stretch out between the developments.

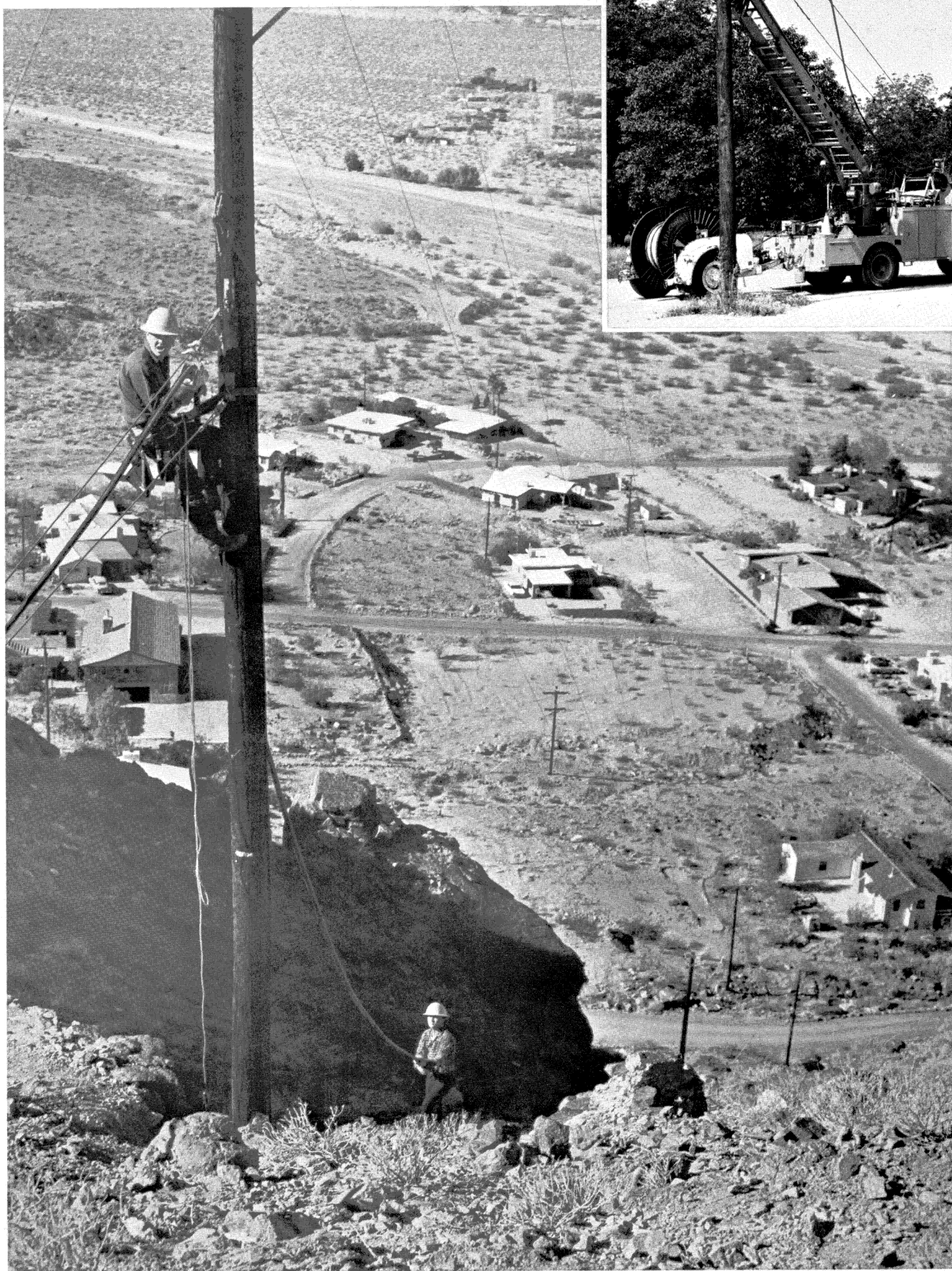


As the last half of 1966 unfolds, extensive expansion activities are in progress throughout the Company. Shown here is an architectural sketch of the toll center to be constructed in Perris and cut into service next year. The 27,000-square-foot structure will accommodate a new service center, business office, direct distance dialing equipment and a 28-position toll board which will serve Moreno, Elsinore, Murrieta, Temecula and Sun City, as well as Perris. Additional central office expansion will be made in Moreno, Granada Hills, Sepulveda, Sylmar and Pacoima, and new offices will be established in Anza, Homeland, Bermuda Dunes, Desert Center and Hastings Ranch.

While much of C.W. & T.'s service area has experienced tremendous growth, there is still plenty of room for further expansion, as can be seen in these photos taken recently in San Timoteo Canyon, south of Redlands (right), and along Amboy Road, north of Twentynine Palms (left).







Nowadays, new types of mechanized equipment (inset) enable linemen to perform the most difficult jobs with greater speed and safety than was ever pos-

sible just a few years ago. Nevertheless, there still are some occasions and areas where such equipment cannot be used and muscle-power is required.

**Continued** ▶





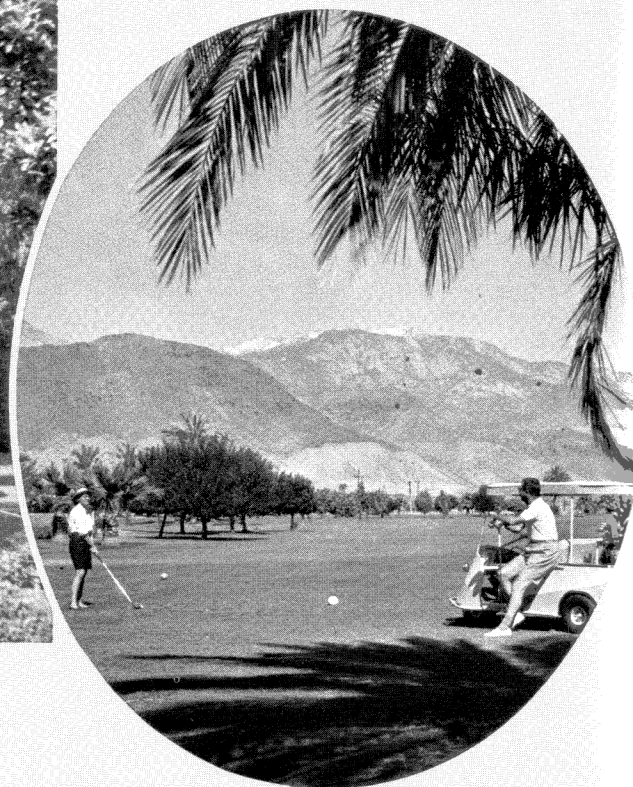
## C.W. & T. Serves A Variety of Interesting and Important Customers

Loma Linda University, world-famous medical and dental center, is one of the Company's largest customers.

Consolidated Electrodynamics Corporation in Pasadena is one of a number of space-age customers served by the Monrovia Division.



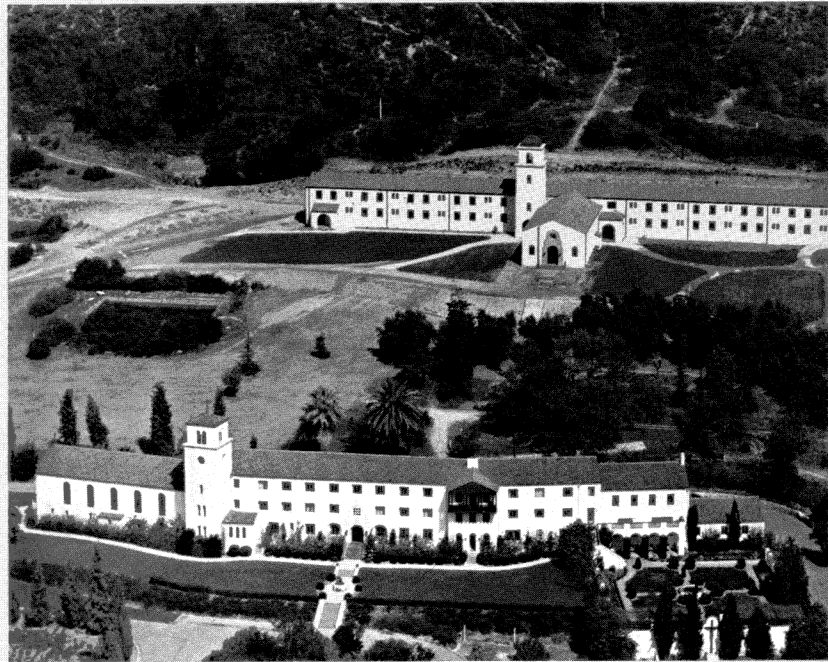
The Mission San Fernando Rey de Espana, built in 1797 and considered one of the most beautiful of all California missions, is a relatively small, but nevertheless noteworthy, customer.







The beautiful University of Redlands, one of the finest schools in the country, attracts students from countries throughout the world.



The Passionate Fathers Monastery in Sierra Madre is a famous retreat which annually hosts several thousand laymen seeking rest and peace.



An example of the luxurious residences which have been built recently in a formerly barren area south of Palm Springs. This is one of the Country Club Villas near Canyon Country Club.

Palm Springs' first golf course—the plush Thunderbird Country Club—was completed in 1951. Since then the desert spa has become known as the Winter Golf Capital of the World.



Bendix Corporation's Pacific Electronics Center, served by the San Fernando Division, is one of the most modern in the electronics industry. Among the products manufactured here are sonar systems for anti-submarine warfare; guidance systems for torpedoes; missile guidance radar; and telemetry systems.



# Guardians of the Airways

■ Every day throughout the year, as thousands of private, commercial and military aircraft fly eastward from, or westward to, Los Angeles, they are monitored and guided by a small but all-important group of men who serve as unseen co-pilots.

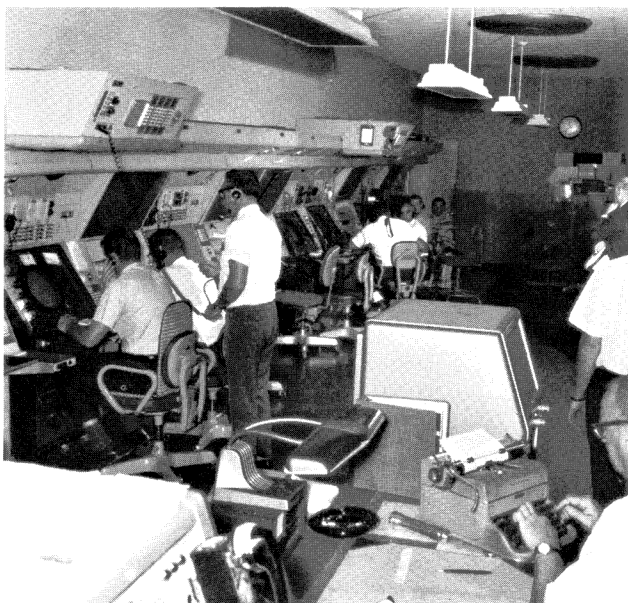
These key people are members of the Federal Aviation Agency (FAA) and the Air Force, who operate the Radar Approach Control Center (RAPCON) at March Air Force Base.

The primary purpose of RAPCON is to see that all aircraft movement under its jurisdiction is carried out quickly, efficiently and safely. Every plane that wings its way through the air within a forty-mile radius of March Air Force Base is watched and controlled constantly by RAPCON. Included in RAPCON's area of control are fourteen commercial and military airports. The major ones are: March Air Force Base, headquarters of the 15th Air Force of the Strategic Air Command; Norton Air Force Base, southern terminus for the Military Airlift Command; Ontario

International Airport, home of the 196th Fighter Wing and the largest commercial airport in the San Bernardino-Riverside Valley area; Riverside Municipal Airport; and Brackett Field at La Verne.

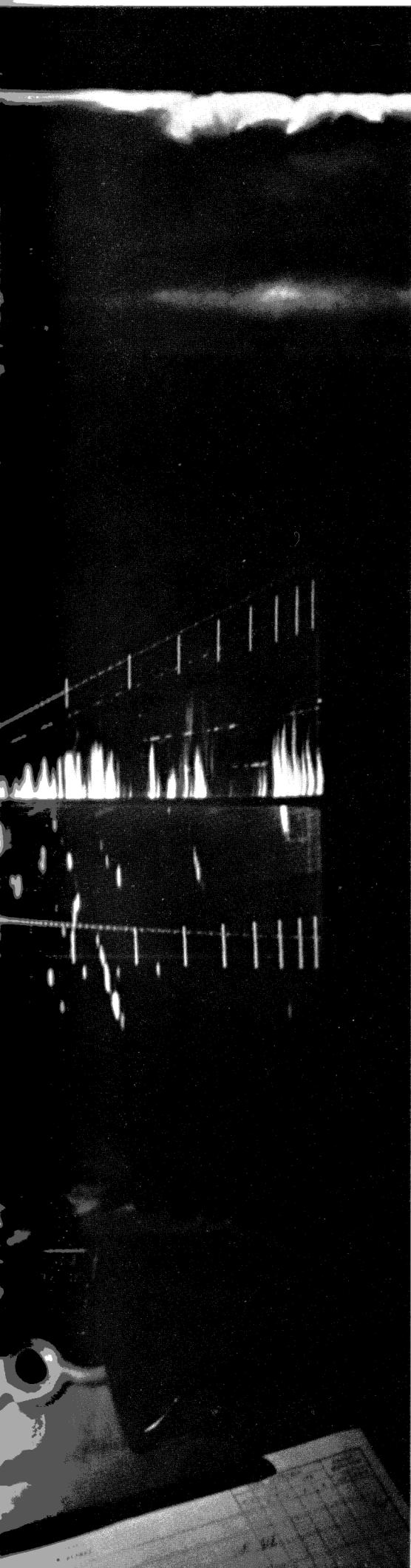
RAPCON facilities at March include seven radar control positions with associated data equipment, plus three coordination positions. Each position is controlled by one individual, but also has the capacity for over-ride of adjacent positions for the exchange of air traffic from one area of control to another. Each satellite airport under March RAPCON's control is connected with land lines, and four remote radio sites are controlled from RAPCON operating quarters. These sites are located at Ontario and Riverside Airports and in the vicinity of March.

The air space controlled by March RAPCON embraces the most heavily travelled air lanes in the United States. RAPCON monitors and provides advisory service to thousands of private, commercial and military aircraft which



The Radar Approach Control Center (RAPCON) at March Air Force Base is now the largest facility of its kind in the United States. With the aid of 21 radar and telephone consoles, FAA and military personnel coordinate and control all air flight traffic within the Ontario - Riverside - San Bernardino area, which is one of the busiest in the world.





The men who run the Radar Approach Control Center  
at March Air Force Base have the responsibility  
of protecting the lives of millions of people

fly under visual flight conditions and which request radar traffic information about other aircraft flying in the area. It also controls all aircraft operating on Instrument Flight Rule (IFR) flight plans. (IFR is used primarily by military planes which practice instrument flying at specified altitudes and in specified directions. During the past year, RAPCON handled a record 95,000 IFR operations.) In addition, RAPCON provides overlapping radar coverage and handles traffic handoffs for planes flying to and from the Los Angeles and Long Beach International Airports, Burbank Airport, and El Toro Marine Corps Air Station.

The Los Angeles Air Route Traffic Control Center located at Palmdale is connected with RAPCON by land lines, and radar hand-offs are made with this facility for aircraft passing through RAPCON's control area. In all, there are thirty land line terminations to outside facilities, connecting RAPCON with 60 different operations offices, airlines, flying services and control towers.

RAPCON is operated on a 24-hour basis by 30 Controllers, seven Crew Chiefs, four Watch Supervisors, a Facility Chief and an Assistant Facility Chief. The peak traffic period occurs between 10 a.m. and 8 p.m. On many occasions, especially during inclement weather, March RAPCON is called upon to provide service for aircraft that normally use Los Angeles International Airport. Ontario International Airport is used as an alternate under such conditions, and March RAPCON provides the approach and departure service to Ontario. This means that, in addition to handling its normal complement of flights, RAPCON sometimes has to take on an additional workload which has amounted to thirty operations an hour for four to five hours.

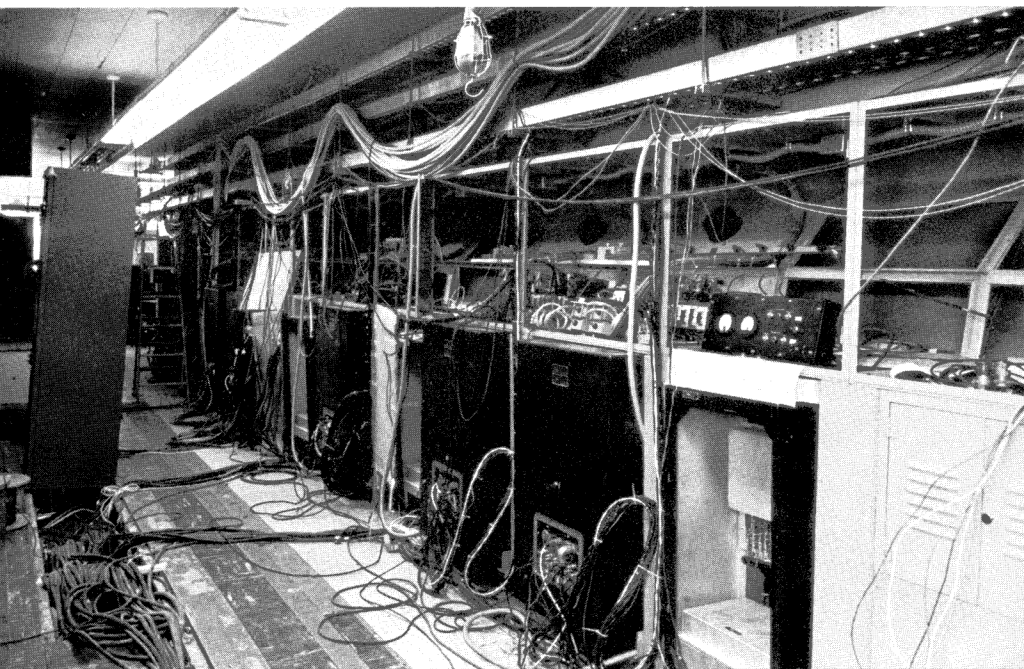
Communication facilities for the flight control service at March were originally installed by C.W. & T. more than twenty years ago. Over the years, they have gradually been expanded and

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In the RAPCON Center, Don Smith, Customer Service Representative at March, checks the operation of the dark environment control unit which permits flight controllers to select the desired brightness of the lamps on their radar positions.





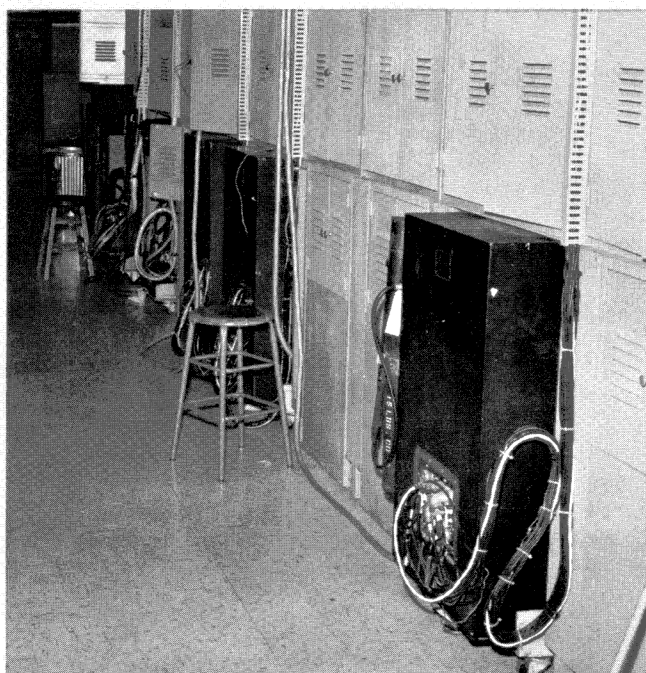


Left: The rear section of the new RAPCON installation as it looked over a year ago in the early stages. Extreme care had to be taken in working around this equipment, because any outage could have been disastrous to flight operations.

Middle left: The rear section of RAPCON as it looked shortly before it was cut into service in June.

Lower left: George Alexander, C.W. & T. Equipment-man at March, installing a main terminal for one of RAPCON's control consoles.

Below: Amid a maze of temporary cables at RAPCON, Ted Culver, the FAA's Facility Chief at March, describes the equipment changes and improvements to be made to Life Lines' Editor Ellen Taussig. In spite of such disrupted conditions, which lasted for a year, not a single accident occurred.



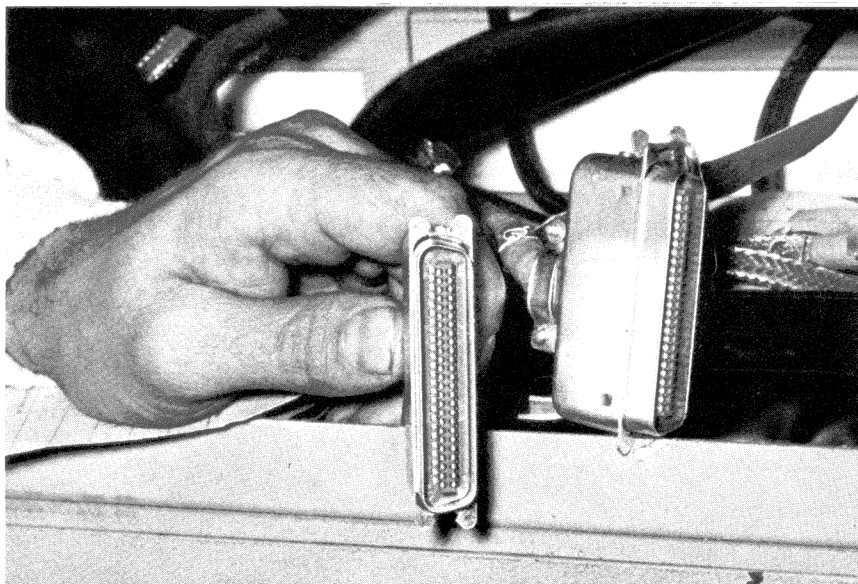


modernized to meet the continued increase in air traffic in southern California.

The most recent and extensive enlargement of RAPCON facilities was cut into service last June 6, after a year and a half of installation work. During that time, an older type 102A modified key system was replaced by a new 301 key system, the first of its kind to be used by C.W. & T.

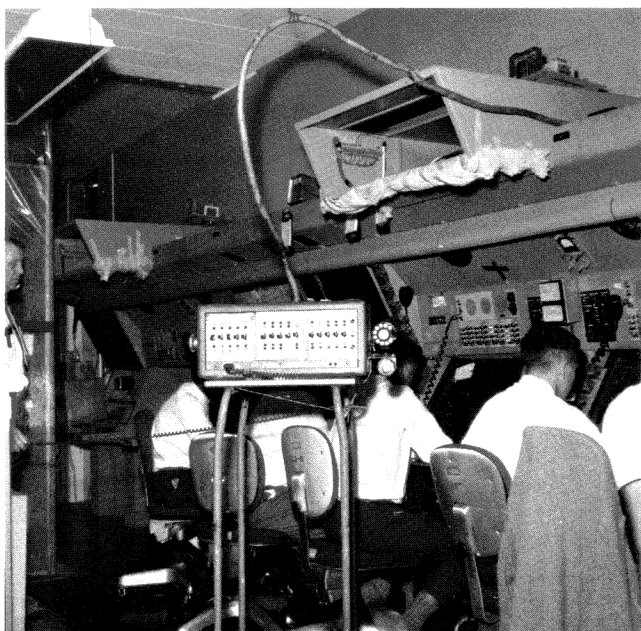
Now, RAPCON has 21 operating positions in service (representing an increase of 10), with up to 40 lines appearing in each. Each position has its own speaker and dial capability and a dark environment control which allows the operator to select the brightness of the lamps on his position. The keys in use light up brightly, and those not in use are dimly lit for visual recognition. Each position is also wired to operate either by radio or wire from the same headset, and to record all air traffic on multi-channel recorders. Four-wire long lines connect March RAPCON with the Los Angeles Control Center at Palmdale, and the airports in Ontario, San Bernardino, El Toro, Mt. Laguna, Riverside and Redlands for the receiving and hand-off to other control sectors.

Hot lines connect RAPCON with Base Operations and the Control Tower at March, for local coordination of aircraft landings and take-offs, and with



Close-up of the plug-in amphenol connectors used at RAPCON. Each tiny section is the terminal of a line. Use of this new type of equipment saved about 30 days' installation time. If any equipment trouble occurs, these units can be quickly replaced without interruption of service.

Throughout the new RAPCON installation, C.W. & T. personnel performed with speed and efficiency under difficult conditions. Here, Equipmentman William Durheim is installing a new 106B speaker during the latter phase of the installation. (His safety glasses were removed to prevent a glare from the flash used when taking this picture in the dimly-lit control center.)



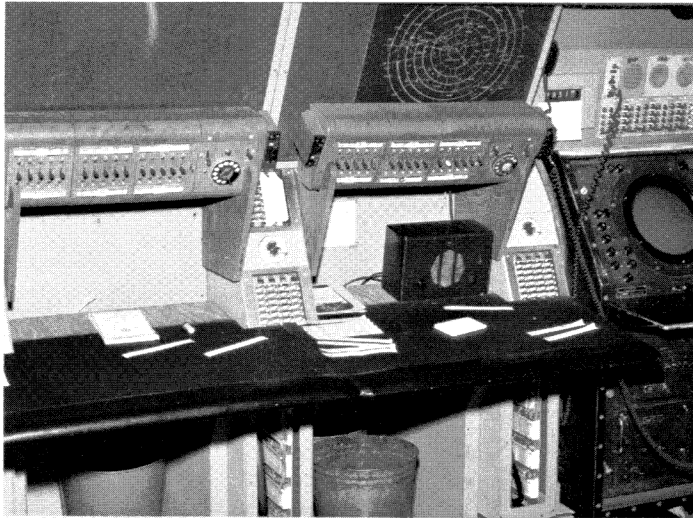
Before and after. Left: the interim supervisory position (in the center) and uncompleted coordinating positions (above). The cabinets were specially made to house new key system equipment. Right: RAPCON Controller Ray Soehl and



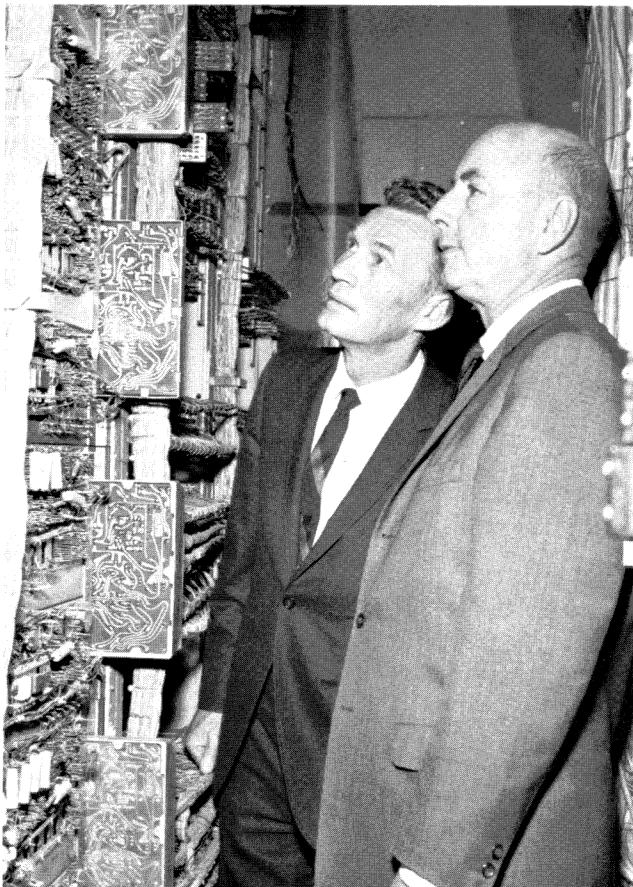
Don Smith discussing the operation of one of the three new coordinating positions which provide faster, more efficient and flexible service.

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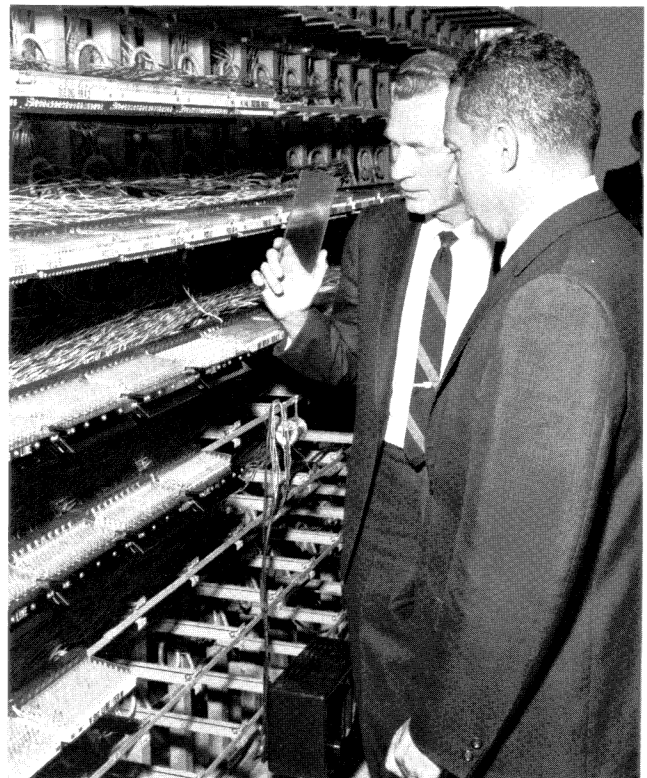




A typical data and radar position (left) as it looked during the interim period of installation before new key system equipment was mounted in new consoles (right).



Wayne Bowers, Resident Manager at March, and FAA Facility Chief Ted Culver inspect the old distribution frame that served RAPCON, shortly before it was removed and replaced by a lounge area.



In the new equipment room which was added on to the RAPCON center, Wayne Bowers and Redlands Division Manager Dale Eckrote examine the new plastic block protectors that were installed to keep harmful dust out of the sensitive equipment.





Two key operations at March that work closely with RAPCON are the Control Tower (left) and the 22nd Bomb Wing Command Post (below). RAPCON provides radar departure and landing control for the Control Tower, which directs all aircraft arriving or departing from March, and for the 22nd Bomb Wing Command, which controls all communications related to base operations and which is constantly in touch with airborne SAC airplanes.

the Weather Tower, which provides local weather information. Hot lines also are connected to the 22nd Bomb Wing Headquarters, where personnel operate and maintain the huge B-52 SAC bombers and KC-135 tankers, and with the 15th Air Force Command Post at March.

Because of the importance of the March RAPCON operation, service is maintained by C.W. & T. personnel around the clock, throughout the year. Whenever there is an outage of any kind, a C.W. & T. man is on duty to see that the Company's facilities are operating properly. Restoral of service is critical, since RAPCON's operation is a life-or-death matter involving the control of flying aircraft that are particularly dependent upon them for guidance during inclement weather or under poor visibility conditions.

Anyone who visits the dimly-lit RAPCON Center at March cannot help but feel the air of expectancy created by the distant hum of planes combined with the urgent, but controlled, voices of the men at work there. Unbelievable as it may seem, there has never been an aircraft accident within FAA jurisdiction that has been caused by faulty operations at March RAPCON. The men who run the facility are as dedicated as anyone can be. If all other FAA control centers throughout the United States are operated as superbly as RAPCON, then our nation's over-all air facility command is in the best of shape.





Zap! Wham! Wowee!

# Extension Sales Keep Soaring

■ "Poetry in action" is one of many ways one could describe the Extension Sales Campaign, which is becoming increasingly competitive among the Divisions each month.

Commercial and Service personnel are proving to be "trophy-hungry" in their endeavors to increase sales and establish new records.

While all Divisions are to be commended for their fine sales showings, special honors still go to the Monrovia Division, which continued through the second quarter to lead in Commercial and Division total sales, and to Redlands Service personnel, who put on a stunning concerted drive that temp-



Members of the Monrovia Commercial Department who captured the Operations Director's trophy and who helped win the Vice President's trophy for the second consecutive quarter.





Monrovia Marketing Supervisor Bill Chase, aided by his artistic wife, sparked the Division's sales campaign in July with an Extension Derby. Each Service Representative was assigned a horse, which was moved forward according to the number and type of sales made. Left: Service Representatives Donna Kleckner and Dorothy Walden check their standings in the race. Below: Commercial Superintendent Mervin Money presents Rita Griffen with a corsage and a bunch of carrots for her "sales horse," which crossed the finish line first in the July race. Rita, who has been with the Company nearly 25 years, became the "champ" within three weeks.



Continued ▶

orarily earned them the Operations Director's trophy. In doing so, Redlands Service broke the records for one-day and one-month sales, coming through with 107 on June 30 and a total of 500 during the same month.

As we come into the stretch of the third quarter, the race continues to be a tight one. Dark horses from the San Fernando and Palm Springs Divisions could suddenly come to the fore. If this occurs, it will surely make the fourth quarter an exciting "run-for-the-money" match toward capturing permanent possession of the handsome Vice President's and Operation Director's trophies.

Good luck, everyone!

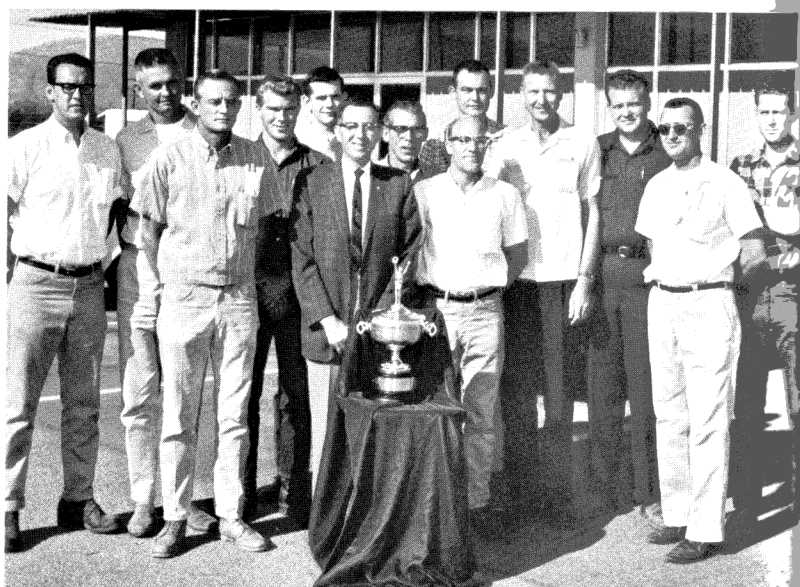
Redlands Division Service Superintendent Les Willey accepts the Operations Director's trophy from Fred Hacquebord as members of the Hemet Service Department proudly watch. In the few months he has been Service Superintendent, Les has done an outstanding job of encouraging his Service personnel to increase their sales.







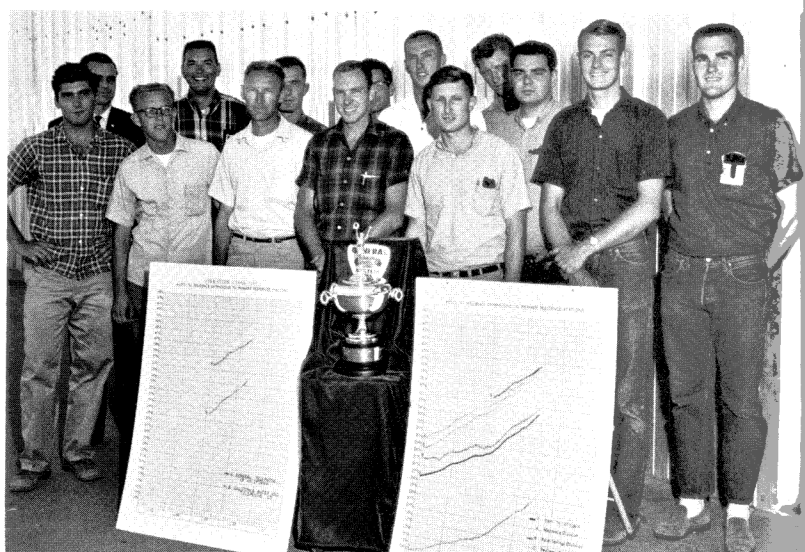
## Redlands Division Service Sales Winners



Redlands sales teams. Left: Jack Riddle, David Greene, Joe West, Ray Green (Service Foreman), George Cloud, and Jake Pietraszun. Right: Jerry Adair (top salesman in Redlands), Vern Bleeker, Jerry Brewer, Tom Taylor, John Myler, Bob Moore (Service Foreman), Ted Bender, George Balzer, Don Trowbridge, Clarence Lappinga, Stan Sharp, Alan Yeager, and Paul Elkins.



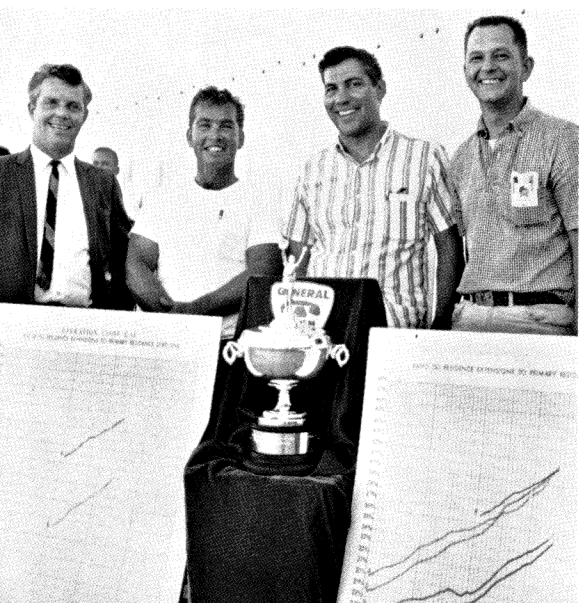
Banning's sales team: Hod Schurman, Bob Cable, Jay Sholes (top salesman in Banning), Matt Reidhammer, Brookie Miller (Service Foreman), Les Johnson, Bob Ritz, John Calhoun and Ken Schauer.



Hemet's sales team: Rick Kosar, Dick Crockett (Service Foreman), Jim Longwill, Tim Johnson, Bob Dennis, Walt Skinner, Max Stein, Jim Laughner, Louis Burt, Ted Vosti, Neil Mackenzie, Gary Lawrence, Ross Heale (top salesman in Hemet) and Doug Riesland.

Moreno's sales team: Al Fox (Service Foreman), Ron Phillips (top salesman in Moreno), David Buckwald, and Tony Ducoin.

Perris' sales team: Bill Bowsher, Eddie Good, Bill Sosbey (Service Center Foreman), John Dolph, Gary Raymond, Marvin Trueblood, Jim Bardon (top salesman in Perris), Don Hales, Tomy Limon, Fred Cope (Service Foreman) and Keith Sims.





Turnabout is fair play. During the Sales Award ceremonies in Redlands, Vice President J. C. Newman was presented with a handsome set of glass insulators as a memento from the Service Department. The insulators were heated to a high degree then cooled rapidly to create a crystalized effect. Word has it that Mr. Newman now has the insulators sitting on his desk in Monrovia.



## Palm Springs Division Sales Leaders



Palm Desert Serviceman Frank Moroney (second from right) led the servicemen all the way with 35 sales during the Division's STARLITE® Introductory Promotion. Frank received an 11-transistor radio and a letter of commendation from Tom Pollock. Joining in the presentation were Area Service Supervisor Lou Tuttle (left) and Division Service Superintendent Buzz Kropf (right).

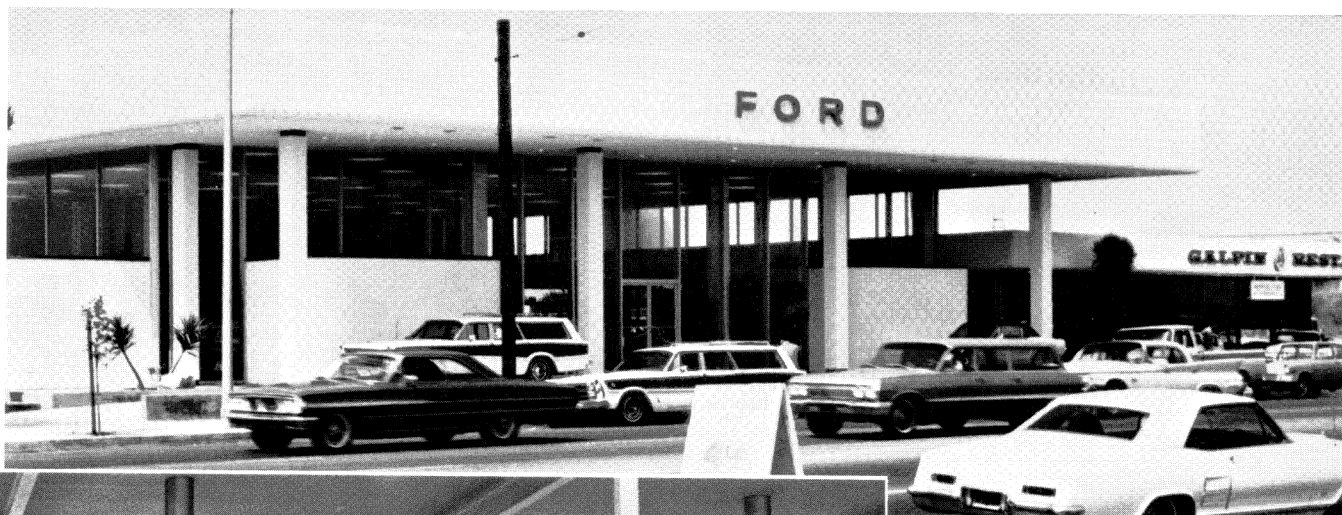
Tom Pollock, Staff Superintendent-Marketing, presents Indio Service Representative Jean Jones with a portable radio and a letter of commendation as Division Commercial Superintendent Marlin Brown looks on. With 30 sales, Jean was the leading saleslady during the STARLITE® Introductory Promotion held recently throughout the Division. Commercial forces made 181 of the 482 STARLITE® sales recorded during the two-month promotion period.



San Fernando Service Representatives bounced back admirably following the ASOS conversion period and recorded 682 residential extension sales during June, which was nearly double their previous month's sales. For their efforts, the leading sales girls were honored at a luncheon given by members of the Marketing Staff. Seated: Luci Real, Mabel Welch (Section Supervisor whose group scored the highest in sales), and Karen Duncan. Standing: Iva Rachwitz, Sandra Ruple, Rita Henderson (who was tops with 65 sales), and Pat Demeo.







Front view of the new Galpin Ford Square in Sepulveda shows the agency's large showroom and a restaurant on the right. The agency has served Valley residents for the past 20 years.



Galpin's sizable service center is manned by 50 mechanics and can accommodate 60 cars at once. When customers drive in for service a meter (on the right of the check-in booth) automatically checks and indicates the status of a vehicle's tires and wheel alignment.

In the telephone equipment section of the Galpin agency, PBX Service Foreman Art Hannemann and Installation Foreman Ed DeCosse check wiring options and modifications to be incorporated into the PABX system. In the rear, PBX Installers Jim Hughes and Wally Seeman make preliminary tests on equipment.



## San Fernando Division

# Sophisticated Service for Distinctive Customers

■ In recent years, the San Fernando Valley, in addition to being a massive bedroom community for workaday Los Angeles, has been experiencing steady industrial growth. Continued extensions in the freeway system have attracted new businesses and prompted existing firms to expand.

Two new and rather unusual telephone customers served by the San Fernando Division are Galpin Ford Square in Sepulveda and the Granada Hills Community Hospital located in Rancho Ex-Mission de San Fernando.

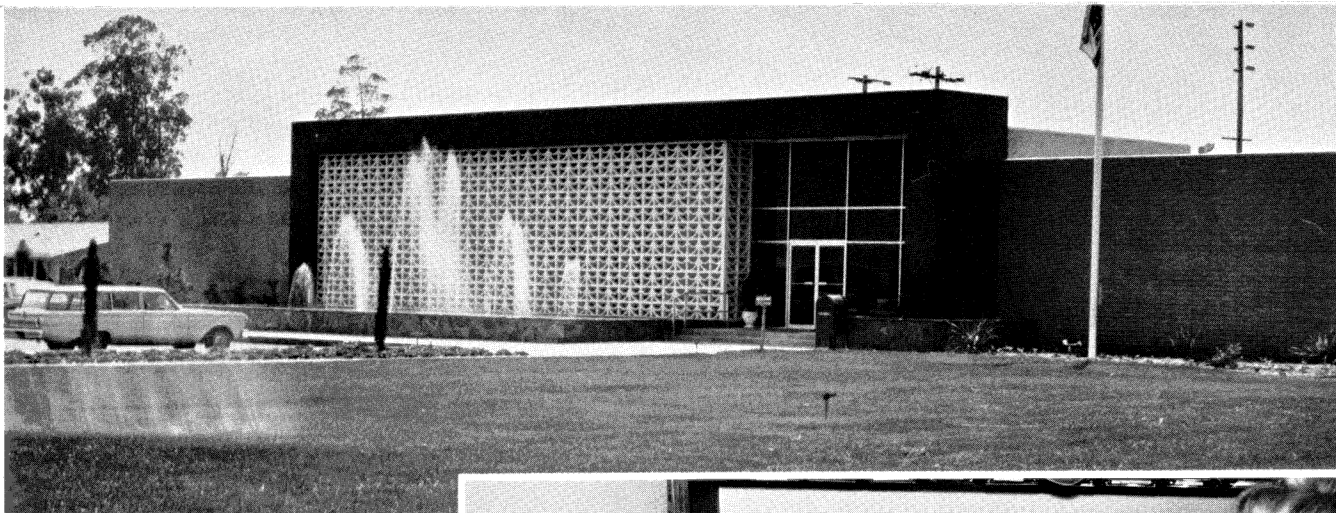
Galpin Ford Square, which opened May, is called "America's first department store for the mass merchandising and servicing automobiles." Utilizing new concepts in auto agency design, the million-dollar facility features a 20,000-square-foot sales building and showroom, a service center equally as large, a restaurant and parking space for 650 cars. Ultimately Galpin Square will also include a barber shop, beauty salon, insurance office and an automotive accessory store.

Telephone facilities provided by C.W.

& T. for the auto agency include a Leich 80 PABX switchboard with 18 trunks and 58 stations. Installation of the system, which was recommended by Customer Service Representative Herb Conkey, was started in March and cut into service seven weeks later.

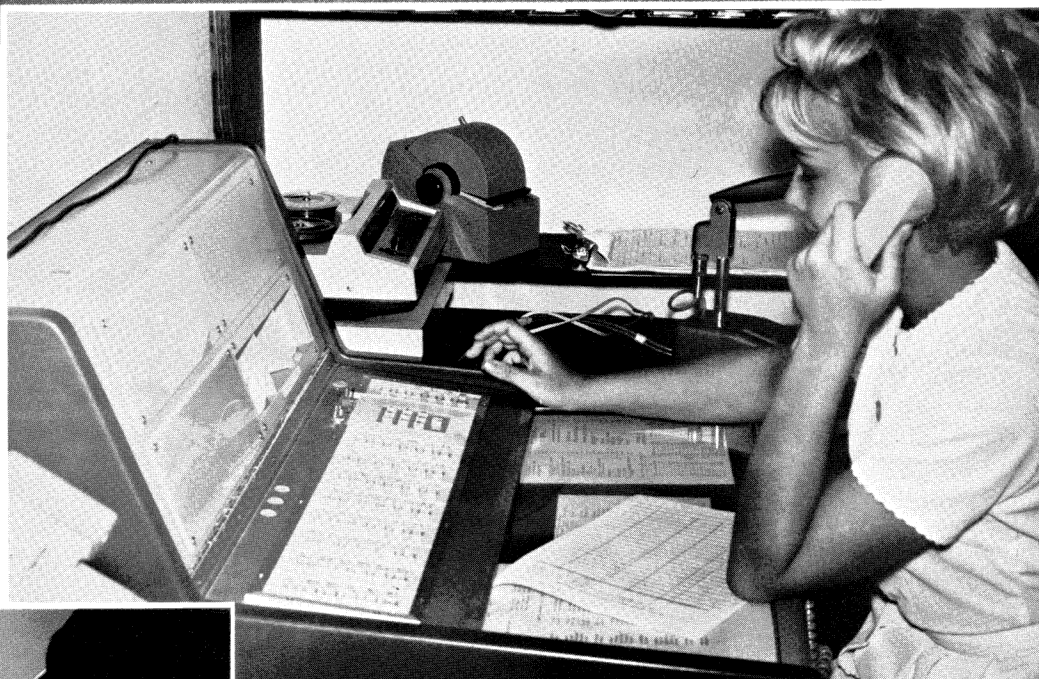
Following the cutover, the president of Galpin Ford, in a letter of appreciation to C.W. & T., commented: "This system could not have worked without the understanding and cooperation of your people, who worked very hard and beyond the call of duty. The in-





In another section of the Galpin agency, Wally Seeman installs jumper wire for the 584A key system which works with the agency's switchboard.

Below: Ramae Volz, operator at the Galpin agency, handles the new Leich 80 switchboard with ease and efficiency. C.W. & T. also provided a public address system adapter for the agency's paging system.



Top: View of the main entrance of the new Granada Hills Community Hospital.

Above: In the hospital's reception area off the main lobby, operator Julie Gormley handles calls through a cordless 300T PABX switchboard. A new feature of this equipment is a writing shelf which the operator can use to perform additional duties.



stallation and repair crew were right there when 'shakedown' problems arose. (PBX Service Advisor) Kay Pearson's instructions to our employees on the use of the system was done with patience and a fine sense of knowhow."

Last fall, a major medical advance in the Valley was realized with the opening of the Granada Hills Community Hospital. The new 210-bed facility is affiliated with the International Philanthropic Hospital Foundation, a non-sectarian, non-political organiza-

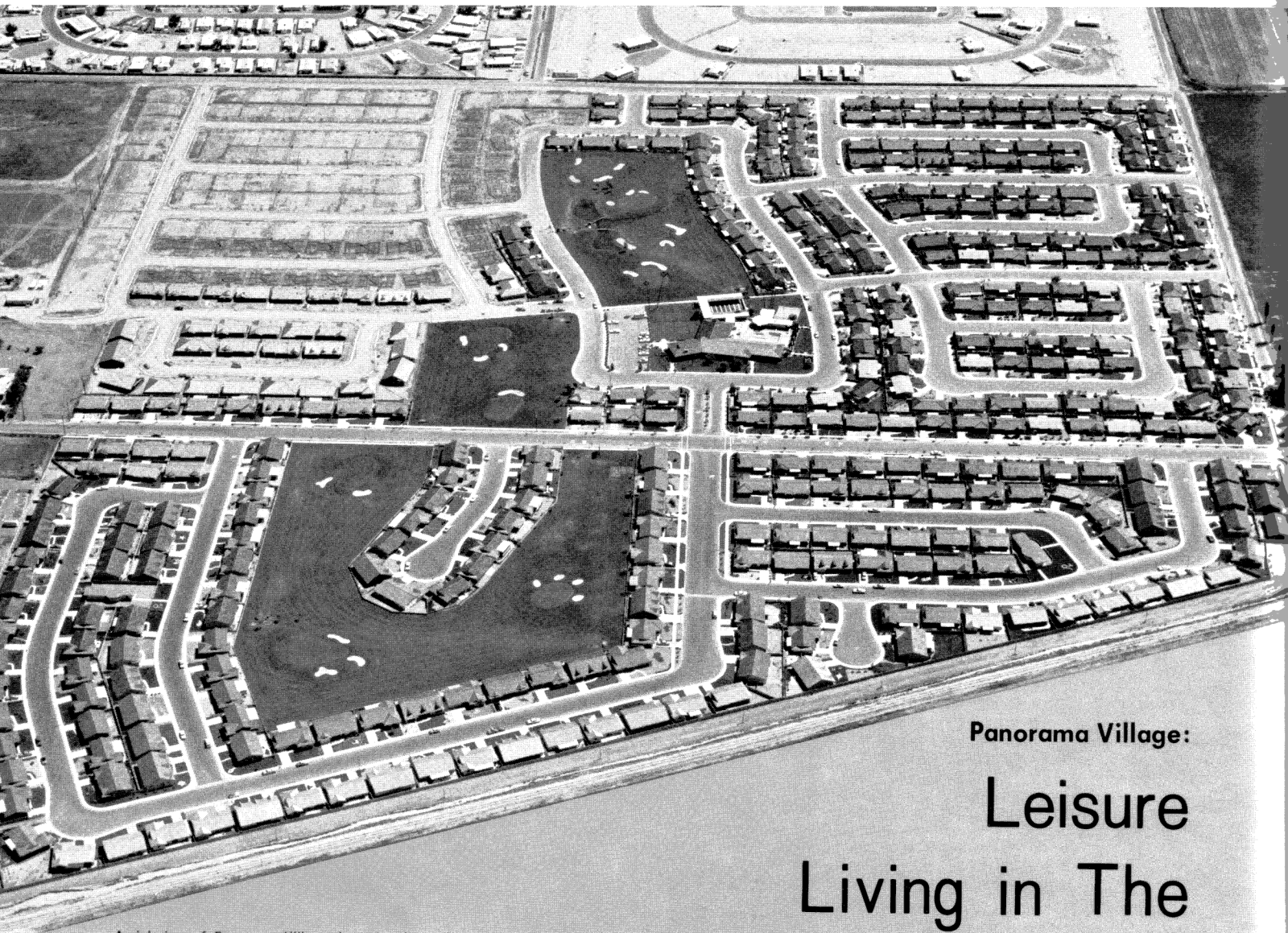
tion. Its purpose is to establish hospitals and medical facilities in selected areas of the world in order to foster and promote genuine people-to-people understanding and good will. In addition to the hospital's regular staff, top physicians and surgeons on sabbatical leave are helping to provide the most advanced forms of medical treatment and surgery.

The communication system provided for the hospital includes a cordless 300T PABX switchboard backed up by 16 extendable "O" level trunks for pa-

tients' rooms and information service and 59 common battery lines. Two C.W. & T. installation crews—one during the day and one in the evening—worked on the complex installation, which was completed on schedule within six weeks.

Galpin Ford and Granada Hills Community Hospital are two interesting examples of what keeps San Fernando Division personnel ever-busy in providing business and residential customers with the type of service they need, when and where they want it.





Panorama Village:

# Leisure Living in The “Foothills of Heaven”

Aerial view of Panorama Village, largest retirement development in the Hemet-San Jacinto Valley. Third and final phase of construction (upper left) is currently in progress.



As the final phase of construction at Panorama Village progresses, linemen have been placing drop wires to individual houses. Here, Ollie Johanson and Jim Marton are connecting wire from a pedestal location to a telephone box located on the side of a new house.



Linemen Larry Waltz, Chuck Kirby, Tom Heney and Dick O'Brien placing main cable which feeds from the central office in Hemet to the underground distribution cable in Panorama Village.



■ Although retirement communities have been cropping up throughout California to the extent that they no longer are unusual, the development of Panorama Village in Hemet is worth noting because it goes a few steps beyond the current norm.

Initially opened in 1962 with 41 homes for sale, Panorama Village is now in its third and final stage of construction. When it is completed it will consist of 502 attractively designed homes and one of the most complete recreation centers to be found in any retirement community.

All utilities in Panorama Village are underground, which adds to the beauty of the development. The only projection above the heights of the houses and recreation center is the TV antenna that serves the community. Otherwise, residents enjoy a scenic view of the San Jacinto Mountains and a portion of the San Bernardino Mountains.

Telephone construction and installation work in Panorama Village has, from the beginning, paralleled the growth of the community. Initial installation of underground cable was started in October, 1962 and has continued as each successive phase of the development has been launched. Last spring, during the third and final phase of construction, C.W. & T crews placed 7,400 feet of underground cable ranging in size from 25-pair up to 400-pair. As groups of houses have reached the early framing stage, linemen and servicemen have been assigned to install individual buried drop lines and pre-wire the houses.

As of mid-July, 436 houses had been completed in Panorama Village and an equal number of primary telephone stations had been installed. Continued cooperation and smooth coordination between C.W. & T. and the developers of Panorama Village has helped greatly in expediting the installation of telephone facilities.

In recent years, Hemet has become known as "Health Center, U.S.A." Its ideal, smog-free climate, its room for growth and its proximity to business centers and a host of recreational facilities have attracted a steady influx of residents and business establishments. Those who have lived in the Hemet Valley for a number of years and have witnessed its dynamic growth now envision that it will eventually become as bustling and booming as the San Fernando Valley. As it does, C.W. & T. will grow right along with it.



Prospective residents are offered a choice of four basic styles of houses, all of which are attractive, roomy and well-landscaped, such as the one shown here.



Partial view of Panorama Village's recreation center, which encompasses 12 acres. Here, residents can avail themselves of a therapeutic pool, Sauna bath, social and game rooms, shuffleboard, croquet and horse-shoe courts, arts and crafts facilities and golf.

The L-shaped therapeutic pool with hydro-massage fittings is a focal point of interest for residents and their guests at Panorama Village.





**For Bill and Carolien Barkarbessy:**

## ***A Cherished Dream Has Come True***

■ Bill Barkarbessy and his wife, Carolien, are wearing proud smiles these days, and for good reason. Early in July, they became United States citizens, thereby fulfilling a dream they had shared for more than five years.

Both the Barkarbessys are C.W. & T. employees. Bill started with the Company in August, 1965 as a utility clerk in the Special Services Department and recently transferred to the Equipment Maintenance Department in the Monrovia Division. Carolien joined the Company in November, 1963 and worked in the General Office mail room and in Revenue Accounting until a year ago, when she was promoted to her present position in the Mark Sense Section of General Office Accounting.

Both the Barkarbessys are also natives of Indonesia. Bill was born 35 years ago in Molukus on the island of Amboina, which is one of the Spice Islands, and Carolien was born 30 years ago in Java. However, they did not know each other until ten years ago, when they met in Holland. (Indonesia was formerly under Dutch rule. When it became a republic in 1949, those residents of the former commonwealth who wanted to retain their Dutch citizenship had to immigrate to Holland. Carolien left Indonesia in 1950 and Bill left in 1955.)

Bill and Carolien met at a social club at The Hague (capital of Holland) and were married in 1957. Subsequently, they had two daughters: Magdalena, who is now 8; and Louise, who is 6.

After leaving Indonesia, Bill earned his living as a seaman on Dutch merchant ships. This gave him the opportunity to visit other lands, including the United States. After seeing our country and what it had to offer in the way of high living standards, educational facilities and chances for advancement, he decided it would provide a good future for his family.

The next step was to apply to the U.S. Department of Immigration and secure sponsorship under the Department's immigration quota for the Netherlands. The Methodist Church of the Good Shepherd in Arcadia acted as sponsor for the Barkarbessys, and after they received permission to come to this country, the church helped them with entry procedures and in locating a home and jobs.

Last year, after having lived in this country for five years, the Barkarbessys became eligible to apply for citizenship. In order to realize their long-cherished dream, they



Carolien and Bill Barkarbessy, proud new citizens.

enrolled in an evening citizenship class at Monrovia High School. Preparing for the citizenship examination wasn't easy, but after six months of studying and with the support and encouragement of their friends and co-workers, the Barkarbessys took the test on June 1 and passed with flying colors. Then on July 8, they took their final oaths before a U.S. District Judge in Los Angeles. (Their daughters, since they are under age, also became citizens at the same time.)

As a remembrance of the occasion, Carolien's co-workers in General Office Accounting gave her a charm bracelet with a small U.S. flag attached. The girls had helped Carolien learn words that were unfamiliar to her and encouraged her through her studies for the citizenship test.

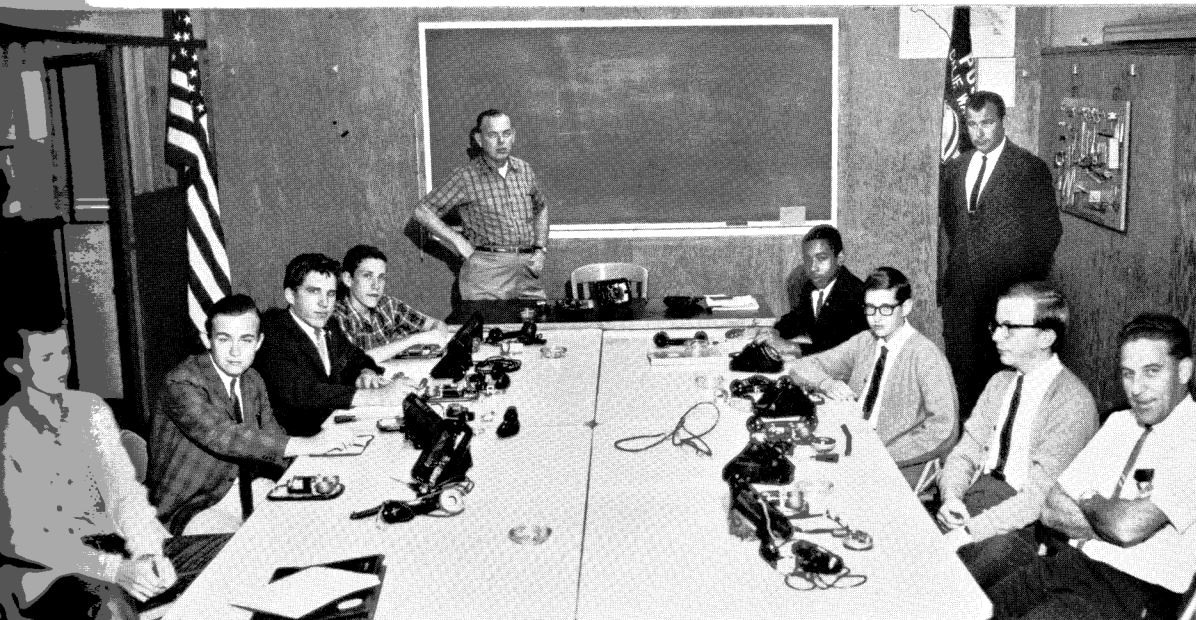
The decision to become a U.S. citizen was a big one for Bill, and for an unusual reason. Just before he and Carolien applied for citizenship, Bill's parents, whom he hadn't seen for 17 years, came from Indonesia to visit him.

Bill's father, who is 72, is the mayor of Molukus, Amboina, where Bill was born. (In Indonesia, such a position is almost comparable to being a king.) One of the reasons for the elder Barkarbessy's visit was to pass on his trusted position to his son. (The people of Molukus had even planted some coconut trees in Bill's honor to indicate that they approved of the succession.)

The choice of succeeding his father as mayor of Molukus or remaining in the United States and becoming a citizen was not an easy one for Bill to make. But he finally decided that what the U.S. had to offer him and his family meant more to them than anything.

Thus it is that the Barkarbessys are now among the proudest U.S. citizens to be found anywhere. They have also realized another long-held dream—that of owning their own home in Monrovia.





During semi-monthly meetings of the C.W.&T. Explorer Scout Post, high school boys are learning the fundamentals of communications. Company employees serving as instructors for the Explorers include Emerson Stockwell and Dale Anglin (standing) and Mel DeYonker (seated at right).

■ Over the years, C. W. & T. and numerous employees throughout the Company have participated in a wide variety of civic, educational and charitable endeavors. One of the newest service activities to be sponsored by the Company, with the help of thirteen employees, is an Explorer Scout Post, which was established earlier this year.

The Explorer Scout Program, like the Boy Scouts and Cub Scouts, is conducted by the Boy Scouts of America. Currently, there are about 21,000 Explorer Scout Posts throughout the United States. Their main purpose is to give boys between the ages of 14 and 18 the opportunity to learn about various professions, crafts or businesses through lectures, projects, and research.

C.W. & T.'s Explorer Post is unusual in that it is one of only two in California that are supported by the communications industry. (Pacific Telephone Company also sponsors a Post.)

Members of the C.W. & T. Explorers, who are high school students from Monrovia, Arcadia and Duarte, meet twice a month in the Company's Plant Training offices in Monrovia for instruction in the fundamentals of communications. C.W. & T. employees serving as advisors and instructors meet once a month to plan the teaching program for the youngsters. Included in the program are demonstrations and films on the operation of telephones, dial equipment and related activities.

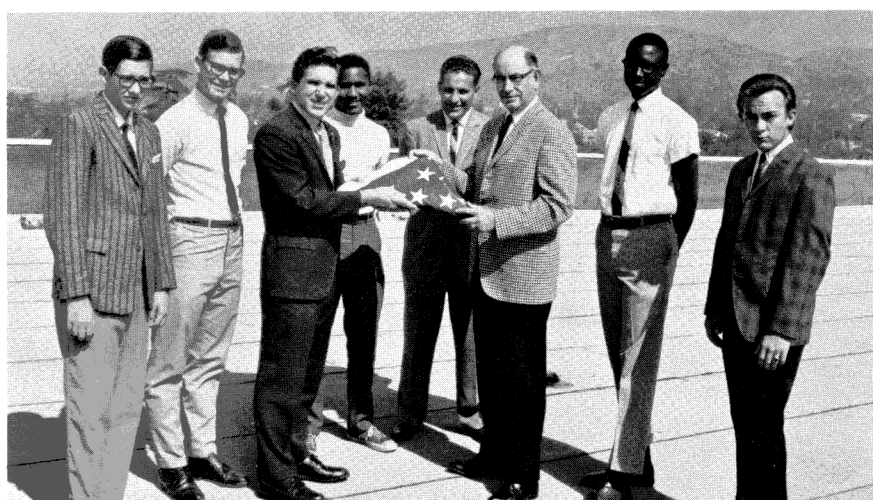
Recently, as a gesture of appreciation for the guidance they have received, the C.W. & T. Explorers obtained a U.S. flag that had flown over the capitol in Washington, D.C. The flag was presented to Vice President J. C. Newman, who was largely responsible for the creation of the C.W. & T. Explorer Post, and was flown over the General Office. In the near future it will be placed on display inside the building.

## Company Sponsors Explorer Scout Post



C.W. & T. personnel who are serving as instructors, consultants and administrators for the Explorer Scout Post. Seated: Owen Rabourn, Ken Waters, Les Dunklau, Mark Willson and Glen Knoblock. Standing: Dale Anglin, Tom Jarosz, Mel DeYonker, Jerry Zimmerman and Emerson Stockwell. Missing: Joe Clarke, Charles Kelley and Olin Hill.

As a token of appreciation, Danny Mahnken, vice president of the Explorers, accompanied by fellow Explorers, presents a U.S. flag that once flew over the nation's capitol in Washington to Vice President J. C. Newman, who was instrumental in the formation of the Post. The presentation, followed by raising of the flag, was made on the roof of the General Office's five-story addition.







## Monrovia Division and General Office

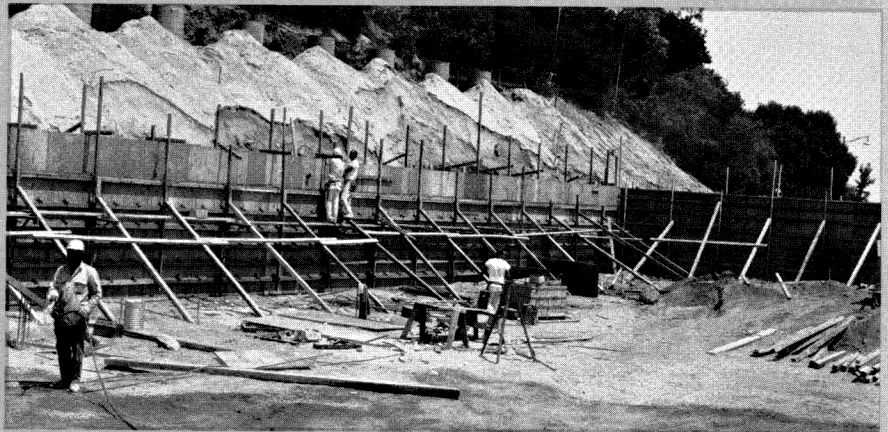
Recently, two linemen—Arthur Corcoran and Bob Shirbish—came to the aid of a customer in Sierra Madre by killing a rattlesnake on her front lawn.

It seems that the day before, the woman had discovered the rattler in a bush in her yard and had called the police department. However, the policeman who responded to the call only succeeded in scaring the snake away. The following day, the lady discovered the rattlesnake again. Noticing some C.W. & T. linemen working in the area, she went to them and related her predicament. Art Corcoran and Bob Shirbish immediately went to the rescue. Armed with a hoe from their truck, they chopped off the rattler's head.

Twenty-eight engineers from operating companies throughout the General System recently completed a comprehensive radio-microwave transmission engineering course held at Lenkurt Electric Company in San Carlos. Attending from C.W. & T. were Jim Slawson, Transmission & Protection Engineer, and Thomas Halfman, Special Equipment Engineer, who are seen on the left with General System engineers who served as instructors of the course.



Groundbreaking ceremonies were held in June for the Hastings Ranch central office, which will house the Company's first Centrex facilities. On the right, Division Manager Henry Schuil and Vice President J. C. Newman with Knox Hagar, who retired earlier this year as Assistant Manager of the Telephone Department. In the rear are Engineering Director Lee Allen and Operations Director Fred Hacquebord with a group of local businessmen who attended the ceremonies following a breakfast given by the Company.



The Hastings Ranch building on North Rosemead Boulevard in Pasadena as it looked in July during the initial stages of construction. The office is scheduled to be completed in December. Approximately one year and \$4.5 million will be required to install the central office equipment that will provide one-party service for residential customers in Hastings Ranch and Centrex service for business customers such as Electro-Optical Systems and Burroughs Corporation. The building will also include space for commercial, plant and marketing personnel.

Mark Van Draanen and Hilton Graef, sixth-grade students at Bradoaks School in Monrovia, try out one of four telephones they helped install to improve communications between portable classrooms set up temporarily at their crowded school. Looking on are C.W. & T. Service Foreman Bill Bybee and Mrs. Arlene Hobson, the boys' science teacher. C.W. & T. donated obsolete equipment, which the boys re-conditioned and installed under Bill Bybee's supervision. The project was completed over a period of three weeks, during weekly science club meetings. "Both boys are real bright," says Bill, who estimates it would have taken Company installers about three days to do the job.





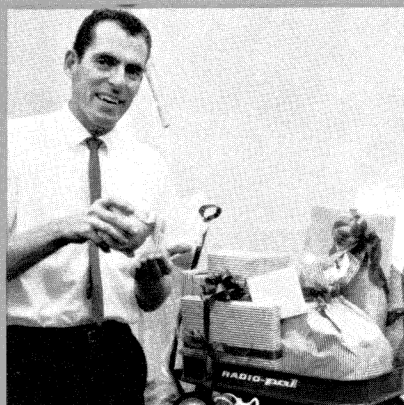


Instrument Shop Foreman Ed Bayrack presents a \$30 award to his secretary, Margaret Latourelle, who suggested that an asterisk be placed next to items in the Station Equipment Supply Catalog, indicating that they can be ordered directly from the Instrument Shop rather than through the Purchasing Department. This simple but effective method has proved to be a considerable time- and money-saver.

Meet George Harrington, Jr., who recently was promoted to Cable Splicing Foreman in Monrovia. A native of Connecticut, George started his telephone career there with the Southern New England Telephone Company. Four and a half years later, in 1959, he moved to California and joined C.W. & T. as a lineman in Banning. The following year he transferred to Redlands as a cable splicer and remained there until 1963, when he transferred to Hemet and served in the same capacity for two years. Then he worked in the Engineering Department for a year before moving to Monrovia in his present position. George and his wife, Carol, have a two-year-old son, Timothy. In his leisure time, George enjoys woodworking, camping and fishing.



Connie Serafin, secretary to Bill Tevnan, Staff Supervisor-Employee Development, pauses during the bridal shower given for her by fellow employees in Monrovia. Connie was married July 31 to Kailash Grober, a native of India. C.W.&T. employees who were in her bridal party included her sister, Pat Serafin, Melinda Tiemann and Diana Bailey.

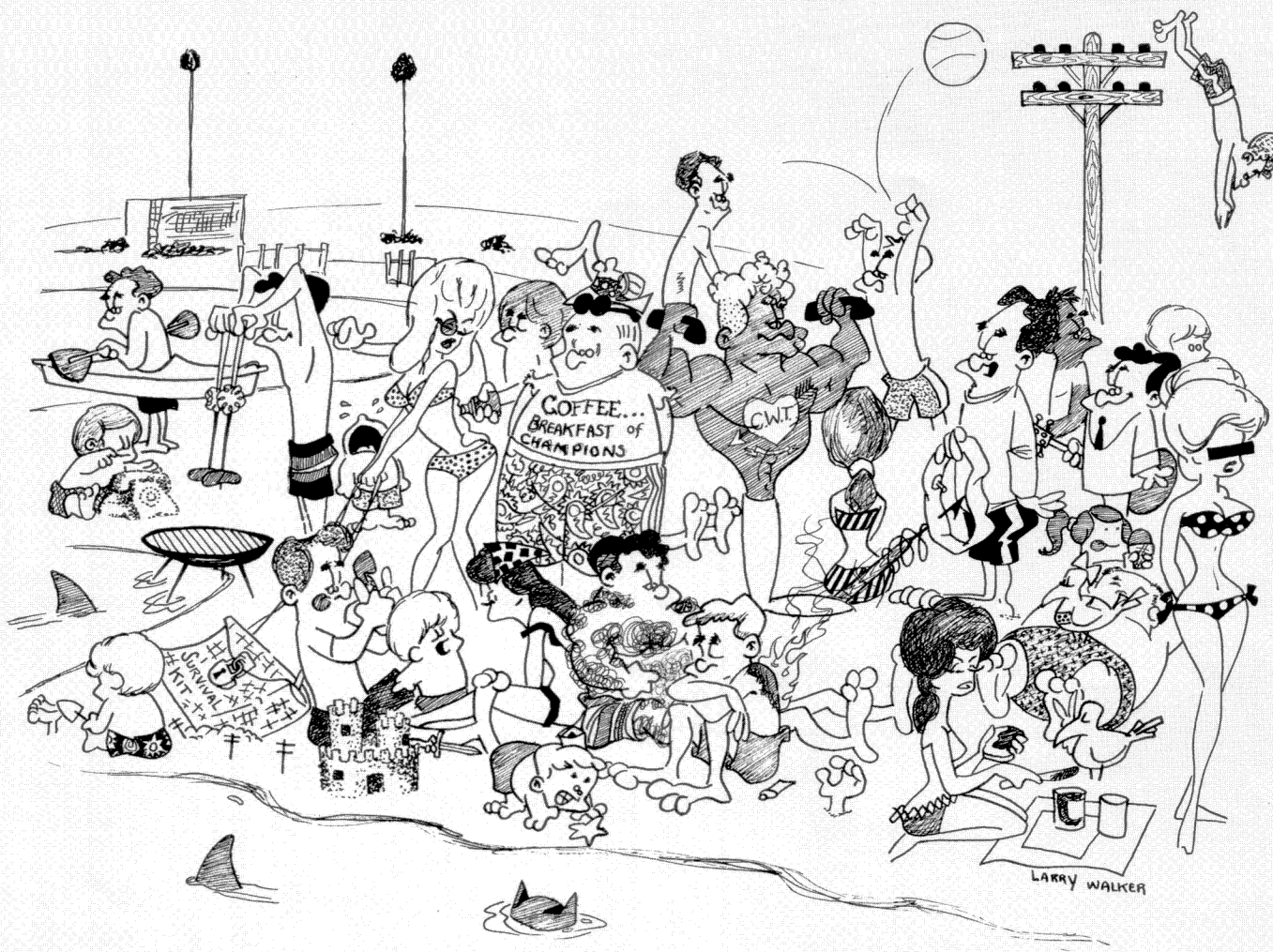


Division employees held a surprise baby shower for John White, Equipment Maintenance Foreman, following the birth of his son, John, Jr. John was literally showered with gifts, which included a high chair, car seat, blankets, toys, clothes and baby food.



News about a farewell party for Bea Lewis, who retired as Chief Night Operator last December, was late in arriving, but is still worth noting. Shown with Bea (left) as she opened her going-away gifts are: (seated) Chief Operator Rosella Mackay, Tom Nielsen (who retired as Division Plant Superintendent in 1963), and his wife; (standing) Traffic Section Supervisors Mary Burns, Pat Doyle and Renee Joyce. A native of Vermont, Bea started working with Citizens Telephone Company in 1919. Subsequently, she moved to California and went to work for the Monrovia Telephone & Telegraph Company (predecessor of C.W. & T.) in 1925. Throughout her long career, Bea was admired by fellow employees for her patience, sincerity and willingness to do whatever kind of work needed to be done.

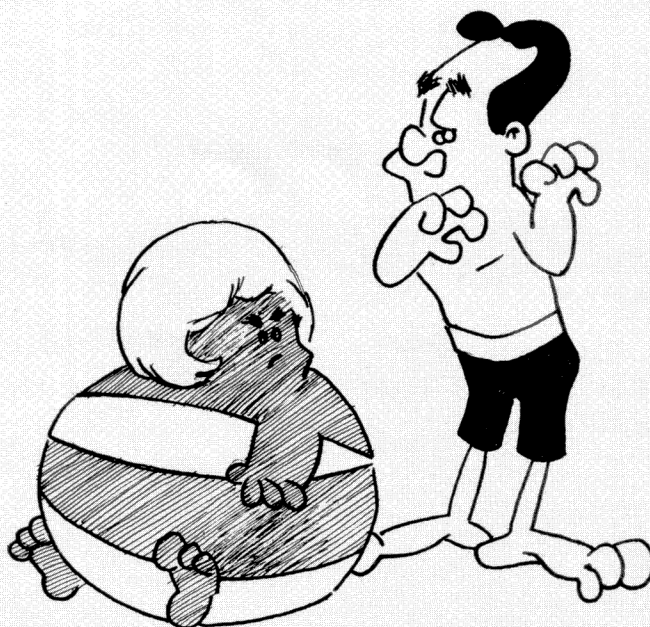




Larry Walker, who works in the General Office Supply Department, was inspired to draw these cartoons after attending the General Office-Monrovia Division beach party which was held in June at Newport Dunes. Larry is taking art courses at night and hopes to become a professional cartoonist. Judging from these samples of his handiwork, he should be a success at it.



"HANG FIVE!"



"I'M SORRY, LADY—I THOUGHT YOU WERE MY BEACH BALL..."





## Redlands Division

The SM-50 Program, which was inaugurated in 1964, has continued to be highly successful in furthering the development of supervisory and management skills. Recently, 23 supervisors in the Redlands Division completed the course. Above: graduates of the class conducted by Wayne Bowers (standing at right). Seated: Margaret Hales, Bea Larsen, Marie Dewey, Marge Baldwin, Alice Wilhelm, Margie Reed. Standing: Jim Mortlock, Bill Mann, Bert Bentley, Jack Warner, Dick Crockett, Ron Belshe. Right: graduates of the class conducted by George Redmond (standing at right). Seated: LaDonna McKelvey, Kay Alexander, Doris Kerr, Lucile Knighton, Eleanor Layton. Standing: Dick Leeman, Bob Moore, George Woods, Roy Smith, Charie Wilson, Gene Gray.



Completion of the SM-50 course in Redlands was accompanied by "graduation" ceremonies. Here, Group Leader Wayne Bowers and Division Manager Dale Eckrote present diplomas to Marie Dewey and Marge Baldwin.





Kathleen Kelly with Janet Hoffman, just before the girls departed on a cruise of the Caribbean (see story below).

Kathleen Kelly, daughter of Division Manager Richard Kelly, was one of 1,004 Camp Fire Girls from all parts of the U.S. who recently participated in the Horizon Club Conference Afloat—a 20-day cruise throughout the Caribbean aboard the Italian ship *Aurelia*. This was the first international land-and-sea study trip of its kind to be sponsored by a national youth agency.

The purpose of the conference was to introduce senior Camp Fire girls to other cultures through direct contact with girls their own age in three Caribbean countries—Puerto Rico, Colombia and Jamaica (where Kathy spent three days with a Jamaican family).

While at sea, Kathy partook in an orientation program which included seminars and workshops on Latin American history, customs, arts and current affairs.

The girls who participated in the Caribbean tour were selected from among 4,000 applicants on the basis of outstanding character, ability and personality.



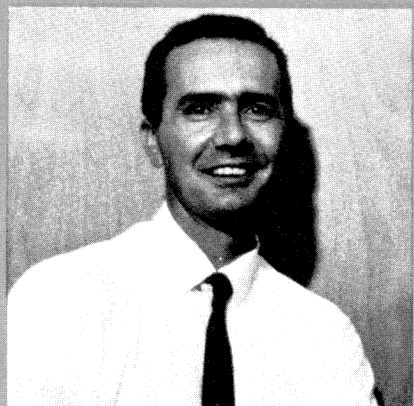
Traffic Engineer Fieldman Dennis Powell presents a \$20 award to Daphne Brown, switchcount clerk in San Fernando, who suggested that the spaces on the Traffic Study Recording form be made larger. This has made it easier to write in figures when reading meters and has resulted in the completion of more accurate and legible reports in less time.

## San Fernando Division

Scenes from the Recreation Club's annual picnic at Soledad Sands which was enjoyed by 600 employees and their guests. Right: Test Section Foreman Don Culver and Division Manager Dick Kelly partaking in a game of horseshoes. Center: The Frank Fese family turned out in full force for the event. Bottom: Jim Hughes, Emma Lee Ellis, Bill Reid and Chris Sparks, Rec Club officers, relaxing for a spell.



Richard Clements, formerly Equipment Maintenance Foreman in Sepulveda, has transferred to Automatic Electric Company as a Field Test Engineer. After completing a training course at A-E in Illinois, Dick will be sent to Central America to work on the AUTOVON Overseas Project. His wife, Margene, and their three children will travel with him. Dick had been with the Company since 1957.





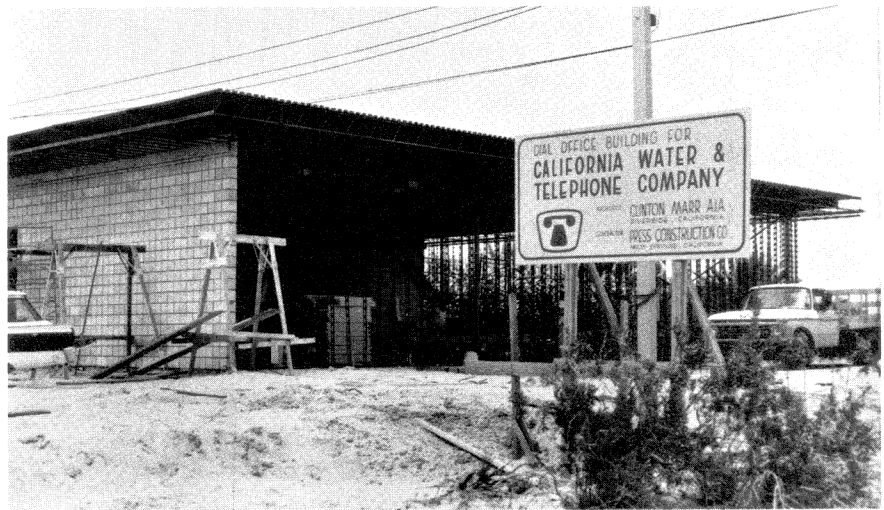
The new Washington Street dial office building, located mid-way between Indio and Palm Desert, under construction. Preparations are now being made for the installation of central office equipment. The office, scheduled to be cut over next April, will provide service for existing customers in Indio and Palm Desert and new customers in Palm City and Bermuda Dunes.



**HERE AND  
THERE**

**Palm  
Springs  
Division**

Extensive underground cable installations have been in progress throughout the Division. Here, Cable Splicers Wayne Clipper, Ed Glennon and Vince Zorn and Service Foreman Tom Rafferty are supervising the placing of a manhole in conjunction with the laying of 900-pair cable along Cathedral Canyon Drive extending from East Palm Springs to Cathedral City.



Poisonous reptiles pose a constant threat to those employees who work outdoors in the Redlands and Palm Springs Divisions. Consequently, the Company provides them with snake-bite kits and first-aid instruction. Recently, members of the Service, Construction and Engineering Departments in the High Desert were given a talk by Dr. A. G. Mearsh; a veterinarian, who showed them various types of snakes and described how to treat snake bites.



Charles McCall, Serviceman in Indio, receives a \$25 award from Area Service Supervisor Lou Tuttle for suggesting that a battery-operated headlight be fastened to the hard hats used by servicemen and linemen. This has proved to be helpful, particularly for night construction crews, who can perform their work more efficiently under better lighting conditions.







*From the police department in Twentynine Palms:*

This letter is to inform you of our appreciation for the alertness and co-operation shown by your Traffic Supervisor, *Gloria Dukeshire*, in the assistance she gave to our office concerning a possible murder.

The informant in this alleged crime failed to advise either your operator or the deputy sheriff handling the call of his name and address. Through the efforts of *Gloria Dukeshire*, this information was immediately ascertained. A sheriff's unit was dispatched and an investigation was initiated.

Upon conclusion of this investigation it was ascertained that a juvenile had made a false report to our agency. Should this have been a bonafide criminal incident, *Mrs. Dukeshire* would have greatly assisted this office in the investigation of said crime.

*From a customer in San Fernando:*

A few days ago, a friend called from Paso Robles asking me to contact his wife who was visiting in Culver City. He had tried unsuccessfully for several hours to reach her by telephone. All he could get was a busy signal.

His call to his wife concerned a personal emergency. Having no other recourse he called me to see what I could do from this end.

Your telephone operator (*Mrs. Gladys Perry*) was very patient, kind, tolerant and considerate. Her business-like manner was always efficient, yet courteous and polite. It was she who finally discovered the reason for the continuous busy signal—it was out of order. Her notification of this matter to the Culver City office expedited repairs, the situation was remedied and the call was placed.

Telephone operators such as (*Mrs. Perry*) should be commended. If she pursues her duties and handles all her calls and patrons as she did me, you have a rare gem for an employee.

*From the Office of Compensatory Education in Elsinore:*

The Public Schools of Elsinore are charged with the education of most of the children in this area. In fulfilling this job to the best of our abilities, many times we call on businesses in the community to help us.

Upon calling your local office three weeks ago, I requested the use of some telephones to help train children. In a very short time I was given the answer that the equipment would be available and to pick it up at my convenience.

The equipment was picked up and is in use in two of our pre-school classrooms. The teachers are extremely grateful for the opportunity to have this equipment, and many parents who have visited the program have expressed the same sentiments. On behalf of these people and our office, we would like to thank your company for its generosity and express our gratitude for the help and courtesy that we received at your local office.

*From the Chief of Police in Banning:*

The members of our department wish to take this opportunity to extend their thanks and appreciation for the assistance and cooperation received from employees of your Company a short time ago, when we were unable to establish the location of an attempted suicide.

The department especially wishes to thank operators *Fern Torkelson* and *Ruth Bartman* for their efforts, and a special thanks to *Frank Scott*, who was awakened to come to the office to assist.

*From a customer in Coachella:*

Yesterday, one of your employees, *Dave Audsley*, was here and did some repair work. I would like to comment favorably. He was efficient, considerate and very polite.

Such conduct as his speaks well for the training given the employees by your company and does much to promote good will and favorable company-patron relations.

*From a customer in Twentynine Palms:*

A while back, I had a blow-out just east of Yucca Valley. I had no idea what to do. So, after pulling off onto the shoulder, I sat there and pondered my plight.

Within seconds a telephone truck pulled up behind me, and within five minutes the men had put on my spare tire and I was on my way.

The men were *Walter Timberlake* and *Charles Baldwin*. They certainly deserve credit, because they were en-route home and took time to help me.

## The Lighter Side

A busy executive took time off one day to take his wife to a psychiatrist. When they entered the office, the psychiatrist asked the man what his wife's trouble seemed to be.

"Well," the man replied, "the main trouble is that—er—uh—what's-her-name here says I haven't been paying enough attention to her lately."

When a fellow says, "It isn't the money, it's the principle of the thing," it's the money.

A gunman suddenly appeared at the paymaster's window of a large plant and demanded, "Never mind the payroll. Just hand over the pension fund, the group insurance premiums and the withholding taxes."

Little girls like to play with dolls and little boys like to play with soldiers. But when they grow up, the situation is reversed.

Boss: "You'll get a raise every year—if your work is satisfactory."

New employee: "I knew there was a catch to it!"



"Surely, Mr. Bentley, you must know there are faster, more efficient methods of communication."

A circuit preacher, making his rounds on horseback through hill country, found one of his elderly parishioners puffing a pipe on the porch of her shack. Pointing to the offending pipe, the preacher asked, "Miz Wilkins, do you expect to be saved?"

"Yes, Rev, I do," she answered.

The preacher's voice rose. "Don't you know, woman, that the Bible says nothing unclean shall enter Heaven? How do you expect to go there with your breath smelling of evil tobacco?"

"Well, Rev," she said between puffs, "when I die, I 'spect to leave my bref behind me."

Two men were hotly discussing the merits of a book. Finally one of them, himself an author, said to the other: "No, John, you can't appreciate it. You never wrote a book yourself."

"No," retorted John, "and I never laid an egg—but I'm a better judge of an omelet than any hen in the state."

What this country needs is someone who knows what this country needs.



## PROGRESS CHART

	TELEPHONES IN SERVICE		HELD APPLICATIONS	
	Total on 7/31/66	Increase Decrease	Total on 7/31/66	Increase Decrease
<b>CENTRAL OFFICE</b>				
Monrovia . . . . .	28,840	-134		
Sierra Madre . . . . .	16,074	66		
<b>TOTAL—Monrovia Division . . . .</b>	<b>44,914</b>	<b>-68</b>		
Granada . . . . .	23,547	273	0	—
Pacoima . . . . .	19,833	111		
San Fernando Main . . . . .	21,559	79	1	0
Sepulveda . . . . .	30,257	206		
Sylmar . . . . .	11,981	124	2	1
<b>TOTAL—San Fernando Division . .</b>	<b>107,177</b>	<b>793</b>	<b>3</b>	<b>2</b>
Banning . . . . .	5,427	17	23	2
Beaumont . . . . .	4,167	3	9	0
Elsinore Grand . . . . .	1,031	0	6	-1
Main . . . . .	2,330	5	21	4
Idyllwild . . . . .	1,369	21	3	0
Moreno . . . . .	5,882	71	15	5
Hemet . . . . .	12,147	166	107	-11
San Jacinto . . . . .	2,758	-33	7	-1
Murrieta . . . . .	406	-5	2	0
Sun City . . . . .	3,289	43	0	-1
Perris . . . . .	3,671	40	50	14
Loma Linda . . . . .	4,747	49	14	-6
Mentone . . . . .	1,779	-1	0	-1
Redlands Main . . . . .	19,302	142	5	2
Yucaipa . . . . .	9,871	95	4	1
Temecula . . . . .	188	2	2	1
<b>TOTAL—Redlands Division . . . .</b>	<b>78,466</b>	<b>617</b>	<b>268</b>	<b>8</b>
Desert Hot Springs . . . . .	2,025	-3	5	0
Eagle Mountain . . . . .	564	21	0	-1
Homestead Valley . . . . .	166	5	25	2
Coachella . . . . .	1,913	-39	12	0
Indio . . . . .	9,199	12	18	4
La Quinta . . . . .	728	7	0	-17
Mecca . . . . .	318	-2	3	-1
North Shores . . . . .	162	1	0	0
Oasis . . . . .	390	-1	1	0
Palm Desert . . . . .	6,633	-52	3	2
Thermal . . . . .	938	-24	3	-3
Joshua Tree . . . . .	924	15	2	1
Morongo Valley . . . . .	412	11	8	5
Cathedral City . . . . .	5,617	-183	13	2
Palm Springs Main . . . . .	9,201	-1,097	3	0
East . . . . .	10,305	-304	4	-3
Desert Shores . . . . .	126	-2	1	0
Pinyon . . . . .	53	0	0	-2
Desert Heights . . . . .	136	3	8	8
Salton City . . . . .	259	5	2	-5
Thousand Palms . . . . .	268	3	1	0
Twenty-nine Palms Main . . . . .	2,460	-10	10	-65
Marine Palms . . . . .	670	2	0	0
Yucca Valley . . . . .	2,644	12	37	1
<b>TOTAL—Palm Springs Division . .</b>	<b>56,117</b>	<b>-1,621</b>	<b>159</b>	<b>-70</b>
<b>GRAND TOTAL . . . . .</b>	<b>286,674</b>	<b>-279</b>	<b>430</b>	<b>-62</b>

—Indicates Decrease

FINAL ISSUE

# Life Lines

VOLUME 21, NUMBER 1

**ELLEN TAUSSIG, Editor**

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THE COVER

... of this final issue of Life Lines is composed of representative covers that have appeared during the past 20 years, starting in August, 1946. In all, 214 issues of the magazine have been published. Just as the Company did, Life Lines started out in a small way (measuring 7½" x 10" and containing 16 pages) and grew to its present state (8½" x 11½", with a total of 48 pages).

Over the years, Life Lines has reflected the tremendous growth of C.W. & T. and the doings of employees who helped make that growth possible. Without a doubt, the magazine's success can be attributed to the many helpful employees who have given of their time and talents in contributing "life lines" of information for publication. To each and every one of them is extended a most warm and grateful "thank you."

—E. T.



