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YOUNG MEN WITH IDEAS

OUR ELECTRICAL WORK expanded, not only in the number and size of the jobs we undertook and completed, but also in depth, in the kind of work we added personnel and equipment to do.

The first man to bring an established business into our fold was Earl Hain, who came in 1953. He also brought a fine sense of gay humor that makes him an asset at conventions. Red had been an electrical contractor who was looking for larger opportunities. We bought him out for a nominal sum, and he was a success from the start.

At the time he came with us, we were working for United Telephone Company at Hanover, where we had five splicers who needed supervision. After a year, Red took charge of our operations with the York Telephone & Telegraph Company, now part of the General Telephone Company of Pennsylvania. He handled this splendidly and it was quite an operation, at times reaching a maximum af one hundred fifty men. In the 1958 snow storm we had between fifty and eighty men in York. Since he came,

we have averaged thirty-five men with the United Telephone Company, and have pretty steadily kept men in other Pennsylvania divisions of the General Telephone Company.

We also have worked for the Columbia Telephone Company, Hershey Telephone Company, Commonwealth Telephone Company. This latter is quite flattering, as Commonwealth is owned by Sordoni, tough but ethical competitors. In fact, Red pretty well covered the available territory, Middle Creek Valley Telephone Company, United Telephone Company of New Jersey and the New Jersey Telephone Company.

Where Red started with seven splicers, we now have twenty-five, thirty station installers and numerous linemen, with equipment (to do the combined jobs of digging and setting) we have gone from fourteen men to over one hundred twenty, grossing over a million dollars a year for the past four years. He is diversified by power work such as Duncannon Boro, Ephrata Boro, Chambersburg.

One of the skills Red brought with him was radio and television tower work. We placed a four-ton antenna on a hundred foot tower for WHP in Harrisburg; in Michigan, we removed a four-ton antenna from three one hundred and fifty foot towers in Flint and Saginaw; both jobs completed in one week. As is easily seen, these are not merely heavy and spectacular rigging jobs but require a great knowledge of electric power and electronics as well.

Red is well known and popular over the greater part of Pennsylvania. His transition from a one-gang man to the boss of a hundred fifty men, seventy-five trucks and much expensive related equipment was made smoothly. Some of his trainees he has developed into first class mechanics, coveted by other territories. Under Red, we have completed some spectacular assignments and helped, as we could, in at least one tragic emergency.

On Saturday, July 28th, 1962, at 5:02 P.M., the Pennsylvania Railroad Baseball Special left Harrisburg Station bound for the Pirates' game at Philadelphia. At 5:07, five cars of the Special were derailed at Steelton, and at 5:25 the Pennsylvania State Police issued a request over Radio Station WHP for all available ambulances and 20-ton jacks. Red then telephoned the State Po-

lice, giving his name and company, and informed them that he could be there within 45 minutes with two Henkels & McCoy line trucks and power generators. He was instructed to be there as soon as possible. Securing two men, Red left for the scene of the accident, passing 25 to 30 ambulances en route. When they arrived at the Bethlehem Steel Company, the police cleared the way into the plant. As Red says, "Our yellow hard hats were the passes."

The Pennsylvania Railroad supervisor instructed them to install floodlighting to aid in the removal of injured, and to provide light for a landing area for removal of the critically injured by helicopter. After completing the lighting with Pennsylvania Railroad linemen, our men worked on their Wire Train until 8:30 a.m. on Sunday. More linemen were then brought in from Lancaster, Paoli, Philadelphia, Wilmington and Washington. By this time, two more Henkels & McCoy line trucks were on the job, making a total of four.

Red and his men returned to work on primary, signal and catenary, and replaced five steel poles with wood poles and cleared four tracks. Nineteen people were killed and 120 injured in the Steelton train wreck.

An incident on another job was less tragic, but a little confusing. It still puzzles me.

Henkels & McCoy bid and were awarded a telephone system contract for the New Jersey Turnpike Authority. Our work consisted of plowing and trenching in of direct burial telephone cable. Sleeves under paving had to be bored. Our intent was to connect the service areas, maintenance areas and the toll gates and then tie into their microwave system. The Turnpike calls it their gray phone system. It is a private telephone system connected with microwave between general areas.

While working along the right of way near Elizabeth, Frank Henderson, who was in charge of the job, noticed a woman's slipper lying on the embankment. He picked it up, thinking he'd concoct a story that night about some doll he'd met. As he kept on toward his trenching crew, he found another slipper, this one of a different size and color. By the time he reached the crew, he had picked up fourteen pairs of women's slippers, sizes 4, 5, 6

and 7. He had all his pockets and his jacket stuffed so that he looked like a large-bosomed woman himself. His hands were full. His story was shot. Usually, samples like these are all for the left foot. These were for both, but he couldn't have amassed that many souvenirs. It took him quite a while to find enough feminine friends who wore slippers between sizes 4 and 7.

Richard E. Gibbons, an ETO veteran, mechanical engineering graduate of the College of the City of New York with a degree in electrical engineering from Pennsylvania Military College, came to us as chief engineer in 1958. It was Dick who conceived and put into operation the industrial maintenance department of Henkels & McCoy.

Our first large-scale cost-plus industrial work was for the International Paper Company.

Bob Bricker informed Dick, in September of 1958, that a company was dickering for the old Acme property in the town in which he is President of Council. Upon investigating, Dick found that the International Paper Company was contemplating the installation of a paper box manufacturing facility at the site. International is the largest of all paper manufacturers. He approached Frank Dahle, International Paper Company's resident engineer, for the purpose of obtaining the electrical work – only to find that H. B. Frazier was already on the property conducting an electrical survey. A tour of the plant revealed that all crafts would be required, not only electrical; so Dick raised his sights and offered our services on a cost-plus basis for the complete rehabilitation.

While driving home from work the following Friday evening, he received a long distance telephone call on his car telephone. Frank Dahle advised him that if he could have a bid in their hands by 10:00 a.m. Monday, we would be considered. This was sudden and a test of our reliability, promptness and versatility. Over the weekend he worked up a budget estimate of $158,000, to be performed on a cost-plus basis, and delivered it to Whippany, New Jersey, on Monday. We were informed two weeks later that we were awarded the whole job, including electrical. The job took five months and with extra work was finally billed at $476,000. We were called back the next year to do another

$44,000 job. This discrepancy is not miscalculation. It merely shows the expansion of the work. The reorders prove this.

Dick's second large-scale, cost-plus, industrial job was with the Sun Oil Company, another huge outfit. We bid a contract job for $52,000 to build a tank truck weighing scale, complete with buildings and required piping. This enabled them to load twenty tank trucks at one time. Our piping bid was $4,600. It cost us over $22,000 to do this piping. He negotiated with Sun and was successful in getting them to turn the job into a cost-plus contract, thereby eliminating a $17,400 loss and obtaining a modest profit. Four months later we were awarded a $17,000 cost-plus job to do more piping, and last January we were awarded a yearly cost-plus maintenance contract.

In December, 1962, Jim Hake of the F. W. Hake Company asked Dick to help him bid a small ($10,000) revamp job for Boeing-Vertol. How blithely we call $10,000 small! Upon investigation, Dick found that Boeing-Vertol planned a major revamp of the facility. Dick talked Jim into going after the whole package and prepared the complete bid, including the sales letter, for him. The budget for the job was $168,000. Final billing, including additions, was $437,000. Our share was over 65% of the total. Since then, we have completed over seven additional jobs for Boeing-Vertol with Jim – most on a cost-plus basis. In the past year, Henkels & McCoy has done over $1,000,000 with Boeing-Vertol. At the present time, we have approximately 17 men working cost-plus on their property daily. We have reason to believe we will be awarded, in the near future, a yearly contract for maintenance.

In October, 1963, we were employed by the Franklin Research Division of the Purex Company to build an entire chemical plant (pilot plant). The job amounting to $46,000 was done on a cost-plus basis. Last month, the Paragon Oil Company awarded us a yearly maintenance contract covering their Claymont, Delaware Terminal. We negotiated a cost-plus contract in 1960, with North American Philips Company, to install a telegraph switching center in the new State Department building in Washington, D.C. Value $46,000. Roy later took over the account and did an additional $126,000 with Sound & Light Corporation

of America.

We have just scratched the surface on cost-plus industrial work. I have mentioned only the major contracts. There have been many other smaller ones.

One of the factors in this branching out was a contract with the building trades unions on a national scale. This was advantageous to them as well as us. Much of the work before had been done by non-union men. The unions have furnished us, as is generally the case, with competent journeymen. This overcame the price differential between union and non-union workers. It is not the price that matters. It is the cost.

A couple of years ago we went into still another new business with Robert B. Wiseman directing the Henkels & McCoy telephone equipment rebuilding service of the Elkhart office.

Just prior to the start of the dial conversion program, the telephone industry slowly awakened to the fact that the manual switchboard was rapidly going to be made obsolete by a completely automated system. Far-sighted telephone managers began looking around for used or rebuilt manual equipment, including telephones, to tide them over until they could realize their dial conversion program.

Three organizations became aware of this need and served the industry while the market existed. They were Buckeye Telephone Supply, Columbus, Ohio; Suttle Equipment Company, Lawrenceville, Illinois; and Telephone Repair and Supply Company, Chicago. There were others serving local areas, but not so well known nationally.

These companies bought and sold manual switchboards and associated apparatus, and accomplished a rebuilding service that was needed by the industry, until the dial conversion program was seventy-five percent completed. Their market disappeared. Dial switchboards were complex, and such additions and modifications as were needed were made by the manufacturer of this equipment, who more or less closely guarded his product with the assumption that only he was sufficiently capable and trained to perform this service.

The market is now just before making another major change. Solid-state electronic switching will replace all of the present

electro-mechanical systems. The materials and know-how to make the solid state system is at hand. The data systems, higher speed requirements, greater memory storing requirements, lesser floor space and lower maintenance is going to make the replacement a "must".

The Telephone Company is again hesitating to purchase new equipment, now already obsolete, in the face of imminent change. The manufacturers are busy looking to future new designs and are not guarding their now old electro-mechanical systems as jealously as in the past. I think that Henkels & McCoy, in a small way, have educated the industry that contract dial equipment installation, modification and maintenance is logical, proper and desirable.

About ninety percent of the dial switching systems presently in use are so-called "switch" or "step-by-step" type. The balance are relay or cross-bar types. Many of the switch type systems are old and worn, have obsolete circuits, equipment rooms are filled and expansion is costly. The relay types are difficult and costly to expand and the cross-bar systems are modern but few in number.

The switch type system offers the greater market for rebuilding with relay systems requiring moving and modifications.

We devised "Clearing House," a direct-mail piece to prospective customers as a quick way to bring our services to their attention, and sent the first issue to 2800 companies in March, 1962. We received about 400 replies wanting either to buy or sell used equipment. The inquiries, follow-up and associated news resulting from this publicity put us in the used equipment sales and rebuilding business.

The service was started by simply finding a customer requirement, and then locating a piece of apparatus close enough to needs to close a sale. We soon found that most equipment required modifications to meet the customer needs, and often left extra parts in stock.

Building space was required. Our first two small switchboard rebuilding jobs were done in the tool room loading area and we were literally run off, because we were shoving the birds there out of their nest. We then built a new building (40 feet by 60

feet) on the adjacent lot, on a rental basis, which we fondly refer to as “Outer Space”. Within six months our switch rebuilding program required more space and a clean air-conditioned room. Again, we went back into the tool and ladder storage area and made a new room, approximately 18 feet by 40 feet, for switch rebuilding operations.

Just one year from the start of the first rebuilding, we added a sixty foot extension to “Outer Space”, doubling the floor space. At this time, we purchased the land and building and have adequate space for expansion.

Brick and mortar and machines never make a production unit. It will not operate without well trained people. Our key personnel consists of an office sales engineer, who assists Bob Wiseman with preliminary engineering and estimates; a competent field supervisor, who hires, assigns men and supervises the central office field forces. We have a shop manager, who supervises and manages all work in the “Outer Space” switchboard rebuilding area. A switchboard systems engineer is required full time in the switchboard rebuilding operation, and a part time stock clerk. The switch rebuilding operation, located in the main building, requires a production manager and a quality control man.

During the past year we have completed, or have in process, twenty-two major switchboard systems, or additions, totaling approximately 4000 lines of equipment. All but five of these systems required shop engineering, modification and rebuilding. Seventeen of these systems have required field installation services, which sales would not have occurred except for the used equipment sales and rebuilding operation.

The switch rebuilding operation is most interesting and may well become the major portion of the entire program. When a switch is rebuilt, it is completely torn down. All metal parts that are to be re-used are stripped and re-plated with cadmium and di-chromate finish and returned to parts storage. The switch is then re-assembled from a combination of re-plated and new parts, rewired with new wire, readjusted, oiled and re-stenciled. All switches are given a serial number that is recorded in a record book, production tag and stenciled on the switch base. It is then given a final inspection and electrical test by a quality control

man and placed in a standard carton, bearing the Henkels & McCoy name and technical identification.

These rebuilt switches are beautiful things to behold. They look and act like new. We back them with a one-year guarantee against defective workmanship and materials and, so far, we have built a reputation for delivering a top quality product. We have found that we can sell rebuilt switches at about sixty to eighty percent of the cost of a new unit and still maintain a satisfactory margin of profit.

One result of our telephone equipment rebuilding servce is that Henkels & McCoy has become an installer of telephone equipment. This business started with Graybar in the Los Angeles area, where for a year we had one engineer and up to twelve central office men installing Carrier, moving patch panels, and the like.

Graybar is primarily a sales organization selling Western Electric and Lynch Carrier systems to the independent telephone companies. They do very little engineering and no installations of this equipment, but at times must quote their merchandise on an engineered, furnished, and installed basis. Graybar is now using Henkels & McCoy for this engineering and installation on a national basis. We do business with Graybar houses in Los Angeles, San Francisco, Seattle, Minneapolis, Omaha, Kansas City, St. Louis, Melrose Park (Chicago), Cincinnati, Cleveland, Pittsburgh, Philadelphia, Long Island City, New York, Richmond, Washington, Atlanta, Tampa and Houston.

Start anything, and you had better finish it. We found out early that you can't dig a hole and put a metal pole, a pipe, a conduit or anything else in it and just walk away. One of the big problems is corrosion. Along with a lot of other people, we try to do something about it. In January, 1963, under Regis Kubit, we established F. W. Ringer Associates, Inc., a division of Henkels & McCoy, to deal primarily with corrosion control engineering on underground structures.

This division enables us to offer almost any type of corrosion service to client companies, including assisting their engineers and technicians in testing and design work and performing a "turn key" job on installation of a corrosion control sys-

tem. “Turn key” is a very apt description of a complete job. It means that all the client does is receive the key to the plant, turn it in the lock, and walk in ready to operate.

Corrosion, of course, is a gnawing or wearing away gradually, usually by chemical action. Since most metals are found in nature in an impure state, for instance iron (Fe) as iron oxide (Fe2Oa) and lead (Pb) as Salena (PbS), they strive to return to their natural state when they are installed in the ground as pipe or cable. The corrosion process begins immediately after the metal comes in contact with the earth or moisture, and for the most part involves an electro-chemical reaction. This reaction requires a difference to proceed; differences in environment, in metal purity, in electrical voltage in the earth all create the reaction. Corrosion processes are usually grouped into four classifications: soil corrosion, galvanic corrosion, stray current corrosion, and bacteria corrosion.

Soil corrosion occurs when a pipeline passes through soils containing varying concentration of sand and clay, moisture, decayed organic material, mineral content and hydrogen iron concentration (pH). This type of corrosion is very severe and rapid at many locations in the eastern United States.

Galvanic corrosion occurs when dissimilar metals are connected together in the earth or water. When steel is connected to cast iron, copper or lead, the steel will corrode. There are many combinations that result in galvanic corrosion, but those mentioned above are the most common.

Stray current corrosion is caused by D.C. electric systems that use the earth as part or all of the return circuit. Trolley and subway systems are the chief sources of stray currents. Coal and mineral mining operations often use D.C. equipment and use the ground or rails as the negative return.

The magnitude of these stray direct currents is often quite large; 100 amperes is not an unusual amount of current to flow on a pipeline or cable. In large cities, 400 or 500 amperes often flow on large water and gas mains and lead cables. We know that one ampere flowing from a pipe for one year will carry 20 pounds or iron with it, and this same one ampere will carry 70 pounds of lead from a cable; the potential for stray direct current destruc-

tion is huge.

Certain bacteria that thrive in non-aerated environments are the direct and indirect cause of much underground corrosion. These bacteria, called anaerobic bacteria, are usually found in swampy areas and where the soil is moist and tightly packed. These bacteria do not eat the iron, but do destroy protective films that build up on the pipe surface and thereby open the door for other types of corrosion to attack. When these bacteria are present, the corrosion rate is substantially increased.

Because the corrosion process involves a flow of electric current, corrosion is best controlled with electrical devices. High dielectric insulators, in the form of pipe coatings, perform a function very similar to insulation on a wire. These coatings form an electrical and physical barrier between the pipe and the environment. If the coating is perfect, no electric current will flow between the pipe and environment and thus corrosion is stopped. Since no perfect coating has been developed, supplemental protective measures must be used with coatings. Insulating couplings and flanges are used to stop the exchange of current between various underground structures; for instance, between cast iron and steel pipes, between copper and steel pipes and between coated and uncoated pipes.

Fortunately, corrosion occurs only where the pipe or cable discharges current to the environment. Where the structures pick up current, they are protected against corrosion. The latter phenomenon is put to good use today and forms the basis for cathodic protection. A controllable electric circuit is set up and the pipe is made a part of the circuit. Direct current is caused to flow in the circuit in sufficient magnitude to force current to flow from the environment to the pipe at all points on the pipe. When this is done, the pipe is said to be under cathodic protection and the corrosion processes have been arrested.

The job of the corrosion engineer is manifold. First, he must protect structures by the most economical means available. Second, he must take into consideration all other structures in the ground when he applies cathodic protection to a structure. Third, he must continually evaluate new products. Fourth, he must sell management and the public the facts that corrosion control is

economical and is a measure for promoting public safety.

The wide variety of environments and the many sources of stray direct currents make it necessary to analyze each large underground project on its own merits. There are many composite methods for protecting underground structures, but economy and safety usually prevail in the final decision.

Construction forces present the corrosion engineer with one of his most difficult problems. Corrosion control materials are usually less durable than most construction materials. They require special attention and more than the usual amount of time to install. In the understandable rush to finish a job as quickly as possible, and thus make a good profit, short cuts are often taken on corrosion control items, particularly coating and insulating joints. The corrosion engineer has developed techniques for finding defects after a structure is backfilled, and thus the good old days of "burying the mistakes" are gone, possibly forever.

The client companies for which we are performing corrosion control engineering services include Algonquin Gas Transmission, New England Gas and Electric, Brockton-Taunton (Massachusetts) Gas, Norwich (Connecticut) Gas, Humble Oil & Refining, Elizabethtown (New Jersey), Consolidated Gas, South Jersey Gas, Washington Gas Light, Penn Fuel Gas, Air Reduction, Colonial Pipeline, Sun Oil, Johns-Manville, and Consolidated Rendering.

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THE BOY SCOUTS

I HAD BEEN SCOUTMASTER of the largest troop in Philadelphia for almost 19 years. Andy Lewis was a Scout official in Montgomery County. Bob Bricker, who had started as a Scout, retained his love for Scouting and participated actively as an adult. Magnus Stender is the most active of us all. A Scoutmaster still, he takes his boys on wilderness hikes and joins with them in other rugged activities.

I resigned as Scoutmaster, because of the pressure of a mushrooming business, that geographically and economically was spreading in all directions, and because of other demanding activities, but, if I am honest, perhaps there was one more reason. The able and fiery chairman of our troop committee was all for having me in uniform for some kind of Memorial Day parade. He borrowed this and that for me to wear. I was a reluctant dragon as I donned my finery. When I came downstairs, Anne threw her arms around me, gave me a big smacker, and exclaimed, “My hero!”

Resignation or not, it was inevitable that Henkels & McCoy would be in Scouting up to its corporate neck.

Malcolm Schweiker had given the Montgomery County Council of Boy Scouts a magnificent wild tract in the Perkiomen Valley, running from one hard road to another, and including a long stretch of the Unami Creek. The area is about 700 acres. We were asked to design and build a dam for a lake. Previous tests showed solid rock to be at least 70 feet down, through glacial moraine, euphemistically titled "occasional rock." These were granite boulders weighing up to 50 tons each.

Stan Moyer, mechanical engineer for the Philadelphia Electric Company, induced Joel Justin, the famous dam engineer, to make a study and recommendation. He specified a timber and rock crib dam about 150 feet long and 40 feet wide with interlocking sheet steel piling on the upstream side. This piling construction was not in itself supposed to be waterproof. Downstream from it was the 40 foot dam. We crisscrossed wooden electric poles over 10 foot centers and filled the spaces with rock, large and small. It was all excellent granite; the locality had been the source of the so-called Belgian blocks and granite curb when they were widely used.

Again, this was not supposed to waterproof the dam, but to make it immovable in any storm. We finished off with an eight-inch reinforced concrete spillway. The waterproofing was simple and 100% effective. We dumped coarse gravel until it reached the spillway. The angle of repose was natural. This gravel trapped and retained the silt as it was brought down by the stream. A year or so after, during a drought, I travelled the entire Perkiomen and Unami Creeks, and our dam was the only one with water going over the spillway.

In getting permission from the state government to build this dam, we were opposed by people named Taylor. One of their arguments was that it would lower the water table, which had been falling for years. I argued that the falling water table was a result of the abandonment of the ice dams and their consequent disintegration and that our dam would tend to raise the water table.

The Scouts had buildings on both sides of the creek. We jacked up and moved two substantial three-story buildings and built a suspension bridge across the creek.

Then they wanted a dining hall with kitchen and freezing

room. The dining hall was to seat 550. Bob Bricker designed and built it, using creosoted logs. We built an enormous stone fireplace out of field stone. The roof trusses were laminated and shipped in prefabricated from the Pacific Coast. The building was a handsome affair that fitted perfectly into its setting.

We cleared, graded and stoned a road about three quarters of a mile long.

Our next Scouting venture was the jamboree at Valley Forge in 1950. We set up and operated the entire camp, including miles of water line, extensive electric lines, built and lighted the stage. We dug 8,000 potty holes, built rustic tables, erected tents and distributed the baggage that came in on railroad cars. The Philadelphia Suburban Water Company donated the water and the Philadelphia Electric Company, the electricity. Some of the statistics are quite formidable. It was a tent city of 50,000, almost 50% larger than the adjacent county seat of Norristown. This was a huge project. We parked the 44,000 cars that brought the visitors.

One hundred fifty baggage cars came in with the luggage. They were on the sidings of the Reading Railroad at Valley Forge and Port Kennedy. It took good organizing to get all these items to the proper camp sites. The water pipe was donated by C. J. Rainear & Company and we placed it in trenches, ten miles of it. There were three miles of drainage lines and forty-six multiple shower buildings. There were eighty-two stations where the boys could draw water.

The electric power requirements were of like importance. The large stage required all sorts of Hollywood lighting for the various pageants. Statistics here again are formidable. Twenty miles of power lines, one large substation and forty transformers.

We wired four hundred sixty tents with twenty-six hundred outlets. In addition were a hundred twenty refrigerators.

Figuring one table for every ten scouts, it took us all winter to make over five thousand tables.

All this equipment was removed, including the temporary roads and parking lots, and the park restored to its original appearance.

We did this same job again for the 1957 jamboree at Valley Forge. Working cost plus we saved enough from the Boy Scout

appropriation to return a sizable rebate to every Scout.

As an active member of the Valley Forge Council Executive Board and a vice president for many years, Andy Lewis was responsible for many of the fund raising campaigns, camp improvement programs and special feature shows, which have made this Council one of the most outstanding in the Nation.

In the past fifteen years every Spectacular Show, sponsored by the Valley Forge Council, has enjoyed the untiring efforts of Henkels & McCoy. Noteworthy among these are six Scouting Fairs, held every three years at the Devon Horse Show Grounds. A Scouting Fair is a spectacular, live action exhibition of all the thrills and skills of the Scouting Program, and colorful and exciting demonstration of Scouts in action. Magnus Stender, with the help of many other members of Henkels & McCoy, has provided the physical arrangements to transform the Horse Show Ground into an enormous thrill show and fair, which attract over 100,000 Scouts and friends. Our men donated innumerable hours wiring barns, erecting flood lights, doing countless jobs to make these shows the outstanding success that they have always been. In addition, management made available supervision, tools and equipment necessary to undertake such a project.

Another notable Scouting Spectacular was held at Valley Forge in 1962, known as Scouting Trails in Action. This activity was a three-day encampment of 18,000 Scouts, plus other features such as a mile-long midway of Scouting action, a conservation exhibit, physical fitness areas, plus an arena show staged at night. It is evident from the above description that considerable physical arrangements were necessary to sustain such an encampment, including temporary power for refrigeration and lights, sanitary facilities plus lay-out of the camp sites. Henkels & McCoy contributed the supervision, equipment and “know how” to set up and remove this very successful activity. In addition, members donated their own personal energies to erect power lines, signal towers, physical fitness courses and general maintenance of the encampment while in operation. Over 100,000 friends of Scouting visited the Encampment while in operation.

In 1955, Lou McCloskey gave a 90-acre camp site to the Central Montgomery County Girl Scouts. This beautiful site situ-

ated in the Poconos included a stone house and several cottages. Men from Henkels & McCoy donated several weekends to adapt this valuable property into a permanent camp, suitable for Girl Scouts.

Through the efforts of Buck Faust and the Kiwanis Club of Glenside, material was purchased for the erection of an "Activities" Building at "Camp Kiwanis", a Girl Scout Camp located in Western Montgomery County. More than fifteen men from Henkels & McCoy contributed their labor to erect this building in two weekends.

Buck Faust organized and directed The Greater Glenside Youth Club, which provides a complete athletic program for youth of all ages. It was through Buck's tireless efforts that this Youth Club has for the past fifteen years provided the opportunity for young men to participate in various sports, under excellent coaching with the best of equipment and facilities.

Donald S. Murray, of the University of Pennsylvania, has told about this project of Buck's.

"In 1948, while watching the Glenside A.C. compete against one of the teams in the Philadelphia Suburban League, Buck Faust was struck by the fact that the Glenside Athletic Club had a fine baseball program for the high school senior or the college student. He was equally struck by the fact that a comparable program was not available for the younger boy who was not yet ready for the tough competition of the Suburban League. He spoke to a few of his friends who were with him in the stands, saying 'Wouldn't it be wonderful if we could have a sports program for boys and girls of all ages and not just for Glenside, but for "Greater Glenside"? Wouldn't a program like that go far toward preventing the growth of juvenile delinquency?' Thus, the idea of the Greater Glenside Youth Club came into being in Buck's mind.

"It wasn't long afterward that the Glenside Athletic Club was visited by Mr. Faust and a group of friends to suggest that its program be broadened to include more age groups and more communities. Buck pledged his efforts and those of his friends to see that funds would be available to carry out such a program. His suggestion was favorably received, and application was made to

the Commonwealth of Pennsylvania for "a charter for the Greater Glenside Youth Club as a non-profit corporation. Arthur C. Faust was named as president in that application. He held that post from then until the time of his death, except for an interval of one year when he served as chairman of the board.

"In the earliest years of its existence the Youth Club sponsored, in addition to the Glenside A. C., the Glenside Cardinals and Junior Cardinals as well as a four-team midget league. Buck's dream was on its way to reality. The four-team midget league gave way to a six-team league, to an eight-team league and to a sixteen- team league. Midget "B" and "C" leagues were formed to take care of youngsters in the nine and ten year old groups. A junior league was developed and this was followed by an intermediate league, a senior league, and an American Legion League. Programs were developed in other areas – bowling and basketball became popular in the winter months-and encouragement was given toward the development of girls' bowling and softball programs.

"One of Buck's fondest hopes was that new organizations would develop in the Greater Glenside area that could take on the task of carrying through the programs that the Youth Club had gotten underway. In a number of communities the Youth Club gave local organizations financial assistance along with the advice and guidance needed to bring youth organizations into being. As time moved on, these groups became self-sustaining and are now full partners with the Greater Glenside Youth Club in the conduct of a sports program for boys and girls and for young men and young women that covers the territory from City Line to Hatboro. From a program that was conducted for perhaps 100 boys and young men in the Glenside-Weldon area, there has grown a program that has 1,300 boys and girls and young men and young women, sponsored by the Greater Glenside Youth Club and by local community organizations, a total program that would never have been possible if Arthur C. (Buck) Faust had not had a burning desire to do something, not for his own glory, but 'for the kids'. The operation of this magnificent total program by these many individual organizations, affiliated through common interests and desires, is a tribute to his efforts over a decade and

a half on behalf of the Greater Glenside Youth Club."

Buck's last and favorite project was the Green Lane Reservoir of the Philadelphia Suburban Water Company. Buck had obtained the contract to clear out all plant and tree growth for the 800 acres of this impoundment of a branch of the Perkiomen Creek. The idea of the Water Company was one of the most brilliant that I can recall. The dam breast was about 100 feet high and was situated about twenty miles upstream from their pumping station at the junction of the Perkiomen with the Schuylkill River.

They simply opened gates in the dam and let the water run down the bed of the creek. This eliminated costly piping. Better yet, as the water splashed among the rocks and over the various low falls, the air and the sunshine purified the water, saving much in expensive and unpleasant chlorine and affording boating, bathing and fishing pleasure, such as the creek had never offered before.

Buck had long dreamed of a recreation area at this beautiful spot. Here was his chance to turn dream into reality. The lake and a nineteen-mile shoreline could make this a fisherman's paradise. Buck and the Philadelphia Suburban Water Company, which was skeptical at first, worked out an agreement.

We studied similar installations, including that of the Indianapolis Water Company. Henkels & McCoy razed buildings, cleared land of timber and brush, built roads. We made a parking lot for 100 cars, constructed a floating dock, and a concessions building. Then we formed a subsidiary, Perkiomen Industries, Inc., with Andy Lewis as president, to equip, staff, and operate this ideal fishing ground just 45 minutes from Philadelphia, where a man could take his family for an enjoyable outing in a quiet and beautiful setting.

We bought 75 rowboats and 35 electric trolling motors which operated on storage batteries – less noise to scare the fish. We retained biologists for scientific control over the fish and began stocking the reservoir two years before the 1959 opening. Formal dedication took place June 24, 1959. Andy Lewis spoke, and the guest list was impressive.

Senators Scott and Clark sent congratulatory messages which were read at the ceremonies. We entertained Congressmen, Army and Navy officials, State Police, county officials, from commis-

sioners down to chief clerks, from Montgomery, Chester, Delaware and Bucks County. There were representatives from the Kiwanis, Lion and Rotary Clubs, Boy Scouts, unions, and local churches. Officers and friends from companies, such as Philadelphia Electric Company, Delaware Power and Light Company, Conowingo Power Company, Philadelphia Gas Works, Pennsylvania Railroad and smaller companies, were in attendance.

Merrill King from the Wilmington office was put in charge for Perkiomen Industries.

Fishing results have been good and are improving. Famous fish wardens have been retained for advice. People are requested not to throw back “trash” fish, which are always a threat to take over. Stocking is done regularly, chiefly bass, trout, muskies and pike. Some success has been achieved in keeping down the carp, those voracious destroyers of spawn of good fish.

Buck haunted the place. It was a rare evening when he didn’t take the forty mile round trip. Often he came back with the news of a muskie capture. These cannot be kept until they are three feet long, and gradually more and more are growing into that size.

Buck Faust loved Green Lane.

14

THE WINNING OF THE WEST

WHEN PAUL RETURNED from the army, he went back to finish at Haverford College. Let me tell one story about the spirit of that place before I go on to Paul's work with Henkels & McCoy.

Louis Brown was his math professor. Paul saw he also was giving a course in astronomy, and applied for it. Dr. Brown sent for him and said he was the only applicant for the course, so Paul offered to withdraw. "No, I have wanted always to give that course and I can't imagine one to whom I would prefer to give it."

Part of it was to operate their 10 or 12 inch telescope. I noticed that one evening in the near future Mercury would be visible and asked Paul if Anne and I could see it. Dr. Brown and his wife never had seen it so they joined the party. Paul looked up the tables, made his calculations, pointed the telescope, and when he took the cap off the eye piece, there was Mercury.

We were supplying telephone line gangs to the Harrisburg Division of the Bell Telephone Company when Paul finished col-

lege. We had about five gangs, under the supervision of Bill Gardiner, a retired Bell general foreman, who handled them out of Altoona. Bill really knew his business. He had down to the last span how much a gang could do in a day. He had such foremen as Harry Cromer, Fred States, Ty Grim, Slim Galbraith, Mickey Blaska, Frank Anderson, our own Whitey Taylor, and Ken Beamer, now general foreman for us at York.

Paul had taken seven telephone gangs to the Bell at Hagerstown, Maryland. This lasted almost a year and, more important, at least two of the foremen were men on furlough from the Pennsylvania Railroad, Ted Schraff and Wayne Lippard. When work picked up, the railroad summoned them back. Ted went but Wayne told them he had a job. That was the start of the winning of the West. Wayne was a natural leader and soon was general foreman in Hagerstown. When that job closed down, he moved back to Altoona. Paul went in as assistant to Gardiner and spent most of his time on the road. His headquarters in Altoona was always the Gardiners', and Mrs. Gardiner told me he often came in at two in the morning and left at six.

At that time we knew only vaguely that there were such things as independent telephone companies. However, Paul found out that quite a few cities nearby were serviced by the Pennsylvania Telephone Company. Oil City, Johnstown, Somerset and Erie were in that company, headquarters in Erie. There he met Lee Williamson, General Plant Manager, Bob Wopat, his assistant, and Butch Parsons, construction foreman.

On one of the early visits to Erie, Paul sensed by the questions he was asked that something was hot. Responding to the challenge, he gave out with "all chapters." When he said his all, he looked down at the floor, then peeked a glance at Williamson, followed his eyes to Bob Wopat who was nodding, "Yes, let's give the kid a try."

The place was Wesley and the man to see was Bill Graef in Oil City. The job turned out to be six to seven weeks work that the other three contractors working on the property were unable to handle.

With one-eyed Jack Lucas and Wayne Lippard as foremen, we began what was to become a big branch of our business. The

two crews, working on a cost-plus-not-to-exceed basis, knocked the work out in five weeks. The other contractors would now be able to keep up with the rest of the program, so thanks a lot, we can't use you any more. Paul beat it up to Erie and Lee Williamson. The sales pitch went on about the savings effected, the extra work done, the good crews poised to continue, and couldn't they use them elsewhere. Well yes, Northeast Pennsylvania. That broke the dam and in six weeks we had seventy-five men working. Wayne Lippard was promoted to supervisor.

I remember an incident concerning Butch Parsons of Pennsylvania Telephone, as related by one of his associates. The president of the company, Harry Eng, called a meeting to explain to the organization why he could not give them the raises they wanted. He told them that he was not as capable a man as the president of the Pennsylvania Bell and that the pattern followed all down the line. Burly Butch was a line foreman at the time and the President said, picking him out, "Reds, you agree with me, I think."

Butch replied, "I am a better line foreman than any Bell man that ever lived." He started up the ladder with that and has a splendid job.

One day he was fishing with us in the ocean. We were trolling and had two outriggers, as is customary. Butch belongs to the Erie Yacht Club, He looked at the outriggers and remarked that if he put them on his boat, half the members of the Club would have them before they knew their function.

Paul started a rapidly expanding business with the Pennsylvania Telephone Company, now the General Telephone Company. There is something unique about the telephone industry, both Independent and Bell. All new equipment must be designed to work with existing installations. This was brought to my attention in a startling way. I was being shown the central office installation at Erie. There, working side by side and interconnected, were their 1962 equipment with transistors and the first automatic installation, circa 1905-1906. This 1906 was twelve or fourteen years before the first Bell automatic office.

Shortly after we were going full tilt for the Pennslyvania Telephone Company, Donald Powers had a practical idea. He

consolidated the largest independent telephone companies in New York, Pennsylvania, Ohio, Indiana, Illinois, Michigan, Wisconsin and California into the General Telephone System. He added Leich as manufacturers and had a well rounded organization. Later he brought in the Gary group of telephone companies, who owned 70% or 80% of Automatic Electric, large manufacturers, who had a third interest in Lenkurt, manufacturers of special electric equipment, located on the Pacific Coast. It was Lenkurt equipment for hot box detection that we installed on the Southern Railway.

This Erie business was the start of our burgeoning independent business. All new connections were west of Erie and necessitated more and more time on the road. One year Paul travelled over 60,000 miles by plane and 70,000 miles by car. To be near the center of his "empire", he set up an office in Elkhart. West Virginia came into the General with the acquisition of the Bluefield Telephone Company.

John was out of the army now, and graduated from Haverford College. As a bridegroom he worked night and day on the grading, guard rail and drainage of the Pennsylvania Turnpike. He, too, had worked up quite a little telephone business. United Utilities out of Harrisburg has properties in New Jersey (headquarters at Flemington) and in Pennsylvania (Carlisle, Gettysburg, Chambersburg and Shippensburg). From my observations in Pennsylvania, the United built in a prominent location, in the characteristic architecture of the city, the outstanding beautiful building. See the best building in town – it is the United office.

Meanwhile, we had line gangs and tree gangs that he had sold to the Atlantic City Electric Company. We still have men on the property, but John's big source of telephone work was Florida. There, the entire West Coast and part of the Panhandle are independent. We had some nice work for the Southeastern Telephone Company; one of their central offices was Live Oaks.

We did much work for the Florida Telephone Company, a rapidly growing company in the interior and extending quite a distance on the Gulf Coast. Also on the West Coast, extending south from Fort Myers and including Naples and the Everglades, is Florida Inter-County. Modern telephone buildings in all the

large towns testify to the growth of this company which is too steady for us to get much work.

Between these two, about equal in area, is the old Peninsula Telephone Company, now the General Telephone Company of Florida. This area is growing by leaps and bounds. It includes Tampa, St. Petersburg, Sarasota, Clearwater and has about three telephones to the others combined. We have a large gang of about fifty men on this property. Despite the fact that this is now General Telephone property, John still handles it.

Back to Elkhart again. "All things come to him who will but hustle while he waits." One satisfied General Telephone office recommended us to another until we covered the Midwest quite thoroughly. They had a brilliant staff of executives. Those I remember personally were Lee Williamson, who started us; Clare Williams in Ohio; Lew Myers, Indiana and later Kentucky; Bob Wopat, various offices, now president of General Telephone International; Austin Saunders, golfer extraordinary and president of General of Michigan; a real trainer of executives, Herb Hussey, who has coordinated widely separated properties into a functioning General Telephone of the Southeast; Fearless Feris Pratt; the ineffable Herb Porter; Woody Benckert, now president of the Puerto Rico Telephone Company; Butch Parsons who fears nobody; Vem Grande, now in command of the recently acquired York Telephone Company.

Red Hain thought up the idea of modernizing subscribers' telephone sets.

One summer Harold Williams of Pennsylvania Electric Company and Butch Parsons of General Telephone Company were attending a convention in Atlantic City. Harold had never seen the ocean. When a woman who first saw the ocean from the boardwalk at Atlantic City was asked what she thought of it, she said, "I thought it would be larger." Well, we went fishing out of Beach Haven, and when we came ashore I had Harold take off his shoes and socks and stand in the shallow water so that whatever he thought of its size, he not only saw, but was in the Atlantic Ocean.

I think we had two line gangs in Erie when I went out the first time. I went by train, an antediluvian outfit called an Express. It was Reading to Bethlehem, there hitching our cars on

the "express" from New York. That ride up the Lehigh River then on into New York State to Buffalo! The top-heavy Pullmans went around the curves so fast that they leaned the opposite way from the superelevation of the track. At Buffalo I changed to the New York Central, a walk of about a half mile. My reception in Erie was a cordial one; my pocket was picked.

Paul met me at the station. He introduced me to Lee Williamson, chief engineer, and to Bob Wopat, superintendent of construction, who was to become a delightful friend. I remember telling Bob about a small telephone company that we were thinking of buying. Toying with the idea of buying is more accurate. I asked his advice. His answer was succinct, "Never buy a telephone company." That winter, pictures appeared in Telephony, one of the two trade journals of the industry, showing a six-arm telephone line flat from a sleet storm. It was the Breezewood, Pennsylvania, Telephone Company, the one we had considered buying! We never did buy a telephone company.

Messrs. Williamson and Wopat asked Paul one day if he could supply station installers (the men who put the telephones in houses). Paul said he would find out. The mountain labored and brought forth a mouse. Paul said the next week he could supply three men in a week.

They told him not to bother, that their minimum requirement was sixteen. Paul told me and I called up my friend, Tom Herron, Vice President of the Bell Telephone Company of Pennsylvania. He made inquiries and found that the New Jersey Bell had just laid off fifty station installers. These were splendid young men, the end result of having screened hundreds. In two days Paul called on and hired seventeen of these, bought trucks and they were on their way to Erie, two to a truck. Someone will ask, "Seventeen and two to a truck? It doesn't scan." I forgot the answer. It took prodigies of valor for Paul to call on more than forty people, all in different locations in North Jersey, in two days.

We gradually built this station installing up to one hundred fifty men, and installed a million telephones in Pennsylvania, Ohio, Indiana, Michigan, Illinois, Wisconsin, Kentucky, the Southeast, Florida and California. This was an extraordinary volume for a contractor.

One incident about this. We pulled and spliced much cable to supply terminals for the installers. We had cable splicers of which two were brothers and Irish from Osceola Mills. They put on a package one day and objected vigorously and physically to instructions from the telephone company superintendent, Herb Porter. I was in Butch Parsons' office when Herb called in the report. I could get only one end of the horrible conversation. "The Riley brothers hit you." Pause. "You have two black eyes." Pause. "Well, Herb, buy a steak and put it on the expense account."

We had another splicer who always turned up roaring drunk. He spliced correctly and much more quickly than the other men, but the York Telephone men became so incensed and demoralized that we were forced to let him go. Such are the triumphs of rectitude.

One autumn we had a large telephone gang working in Northern Michigan during hunting season. We had nine men in the gang and one was boasting always about his rabbit stew. The gang became so enthusiastic that they volunteered to do nine men's work with eight men so he could make a rabbit stew. We were working on units so no official objected. He arose leisurely and by the time the gang started he was mellow with bourbon. At noon they sent a scout back and he still had not moved. However, at night there was the rabbit stew. They finished this and clamored for more. So out he went into the twilight and in due course returned with two rabbits already dressed with head, tail and feet off, just ready for the pot. This time they attacked the stew with somewhat less enthusiasm. Their suspicions probably were justified. Their landlady's beautiful Persian cat was never seen again. The same was true about other neighborhood felines.

When queried he broke down. "Cut off their heads and their feet and nobody knows the difference."

As a union contractor, Henkels &. McCoy paid the prevailing union rate. In Maryland and Pennsylvania, we had a special scale for telephone work so when we got a request from the Ohio Associated Telephone Company (another General Telephone subsidiary) for crews in Ohio, Paul and Jim Towhey, our New Jersey manager, went to Cincinnati to see Gordon Freeman, I.B.E.W.

Vice President in charge of that area. They came away thinking they had clearance to work under the Pennsylvania rate.

Paul started several crews in the New Philadelphia area the following Monday, having contacted the local business agent that Freeman had given him first. All went well until late Thursday afternoon when the roof caved in. The local business agent went out to visit the crew. Few of the men had cards, the wages weren't according to the Ohio Agreement and there were too many apprentices in the crews, so he stopped the job. We were shocked. Friday morning, a telegram arrived from Freeman telling us he had authorized the stoppage and we could contact him if we wanted. He also gave his home telephone number, an unusual thing to do. We were so upset and disappointed that we pulled out without contacting Freeman. Later dealings with him proved him tough but progressive. We probably could have worked it out if we had called him.

In the meantime work continued well in Pennsylvania, and even up into New York where Paul made the acquaintance of a union tyrant whom we were to feud with many times through the years. Station installation work was booming. At one time, Paul heard that the Pennsylvania Telephone Corporation people were talking to Neale Construction Company from Topeka, Kansas, owned by D. J. Neale, inventor of the cable lashing machine. Paul asked Lee Williamson how big a company Neale had. Pretty big, why they have 44 station installers. Paul remained silent, for right then he had 68 on his property alone.

The business was by no means entirely General. One of our great associations was with Northern Ohio Telephone Company headed by the fabulous Colonel William C. Henry, known to his familiars as "Cap." He is internationally famous as a telephone man and is a must on any commission or committee of telephone men. Shrewd and tremendously energetic, he put together many small lean companies into a profitable group. So it was that in the Spring of 1951 we got a telegram from his Plant Manager, Fred Williamson, ordering two wire-placing crews for Bradner Village. This began a string of continuous work that was to last for more than eleven years, and we got back into Ohio.

Paul and Lippard worked hand in hand to build up a tremen

After receiving his B.A. degree in Engineering at Haverford College and serving in the armed forces, young Paul M. Henkels (above, circled left) started with the company in 1947, working on a gas crew. John B. Henkels III (above, circled right, and also shown below in center with Charlie Errisman, at left, and Wayne Thompson, right) started with the firm in 1949. Paul Henkels' interest in the burgeoning Communications field led the company into new and profitable areas of business. John B. Henkels III helped to build the telecommunications arm of the company and became Sales Manager in the mid-1950s.

Paul M. Henkels in a 1950s photograph in Elkhart, Indiana. Under his stewardship the company will experience growth including engineering and construction services for electric utilities, gas transmission and distribution companies and industrial firms, as well as new and exciting projects for telephone companies.