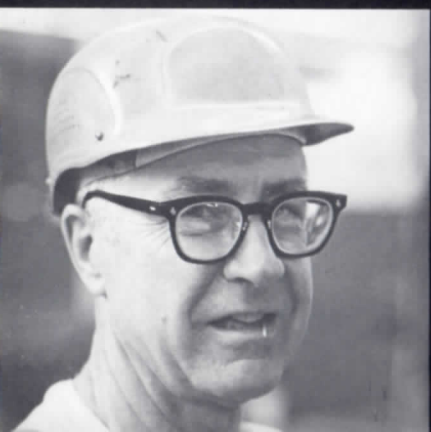


OMAHA WORKS



Western Electric



The Omaha Works

IN TELLING YOU about Western Electric's Omaha Works, we could dazzle you with endless statistics: how many square feet of buildings (nearly 1¾ million), how many acres of grounds (340). We could overwhelm you with the complexity of the machinery involved in making cable and apparatus products. We could, in fact, tell you about the Omaha Works in any number of ways. But to grasp what is essential, we are going to tell you about the *people* of the Omaha Works: people who put their wide variety of skills and experience to work to serve the Bell System by supplying more than one hundred different products. Generally, our products fall into four categories: cable and wire, outside plant apparatus, switching equipment, and station equipment. Our customers are the associated Bell Telephone companies, as well as other Western Electric locations.

Much as we'd like to highlight every employee's contribution, it would be impossible to include all of our more than 4,000 employees even in a much larger book than this. Here, however, is a sampling of the people who are the Omaha Works.

Station Cords

FAST-MOVING Ann Arnett catches spring cords as they come off the machine which puts the “spring” into them. Precise timing is required for Ann to catch the cords, check them for proper length and for quality, and get ready to catch the next batch — all in less than twenty seconds, and while keeping a mental count of the cords! After three years as a utility operator in the cord shop, Ann has her senses well tuned to her task. She follows the rhythm of the machine more by ear than by sight, and she can frequently pick out a poor quality cord simply by its feel. She likes the fast pace of her job, though it is demanding. “If you’re a fraction of a second late, the cords are all over the place,” she points out. But with Ann on the job, our spring cords are in good hands.



STATION CORDS are the Omaha Works product with which you are probably most familiar. “Station,” in phone company jargon, refers to equipment used on the customer’s premises. There are two basic categories of cords: straight cords, which connect the phone to the wall or jack, and spring cords, which attach the receiver to the body of the phone. Special care is taken to assure that our cords will retain their spring through years of use.





Product Engineering

MULTI-FACETED Roger Neumann helps take a product from conception to final production. As a product engineer, Roger's role is diverse. Starting with a design concept offered by Bell Laboratories, Roger works on modifications to make the product economically feasible to manufacture, draws up specifications for tool designs, and oversees preparation of initial samples for Bell Labs' approval. Once the product is approved he must be ready with machinery and manpower to move into full-scale production. "I wear many hats," is how Roger describes his job. "I can't just be a specialist." He also has to deal with many people, from the Product Engineering Control Center in Atlanta to the wage incentive organization here, in setting up job guidelines on a new product. Even after the product is in production, Roger works with it, looking for ways to improve its quality or to make the manufacturing process more efficient. His current project is the 710 Connector, a product he particularly likes working with because of its potential development as a universal connection system. "It's quite a challenge," Roger says. "I wouldn't switch with any other engineer."

ENGINEERING takes many forms at the Omaha Works. Besides product engineers, a group as large and varied as the Works' products themselves, we also have factory engineers, who deal with the production and office facilities, industrial engineers, whose field is the study of time and motion, and statistical quality control engineers, who provide quality control systems and sampling plans. Though they may be defined separately, the different engineering categories are closely interrelated; each strengthens and supports the others in their mutual goal — the best quality products produced in the safest, most efficient way possible.



Chemical Laboratory

ANALYTICAL Mary Ann Cogan is an engineering associate in the chemical laboratory. She tests raw materials coming into the plant to make sure they meet engineering and quality specifications: the chemical content of materials such as steel and plastics can make a crucial difference in the manufacture and use of a product. Mary Ann also processes environmental samples to check the purity of water released from the plant. When manufacturing problems crop up, Mary Ann is often asked to test a number of samples to help track down the cause. Though Mary Ann sometimes has to make precise judgments, as when test results differ from an engineer's expectations, she always has solid evidence to back her up — additional samples, equipment checks, or alternate testing methods. Especially when dealing in technical areas, Mary Ann feels good communication is essential. "I have to be able to communicate exactly what's happening at all times. And I have to know the right questions to ask," she adds. Most importantly, she feels her job is a learning experience. "It makes me want to pull out my hair sometimes," she admits, "but I love it."

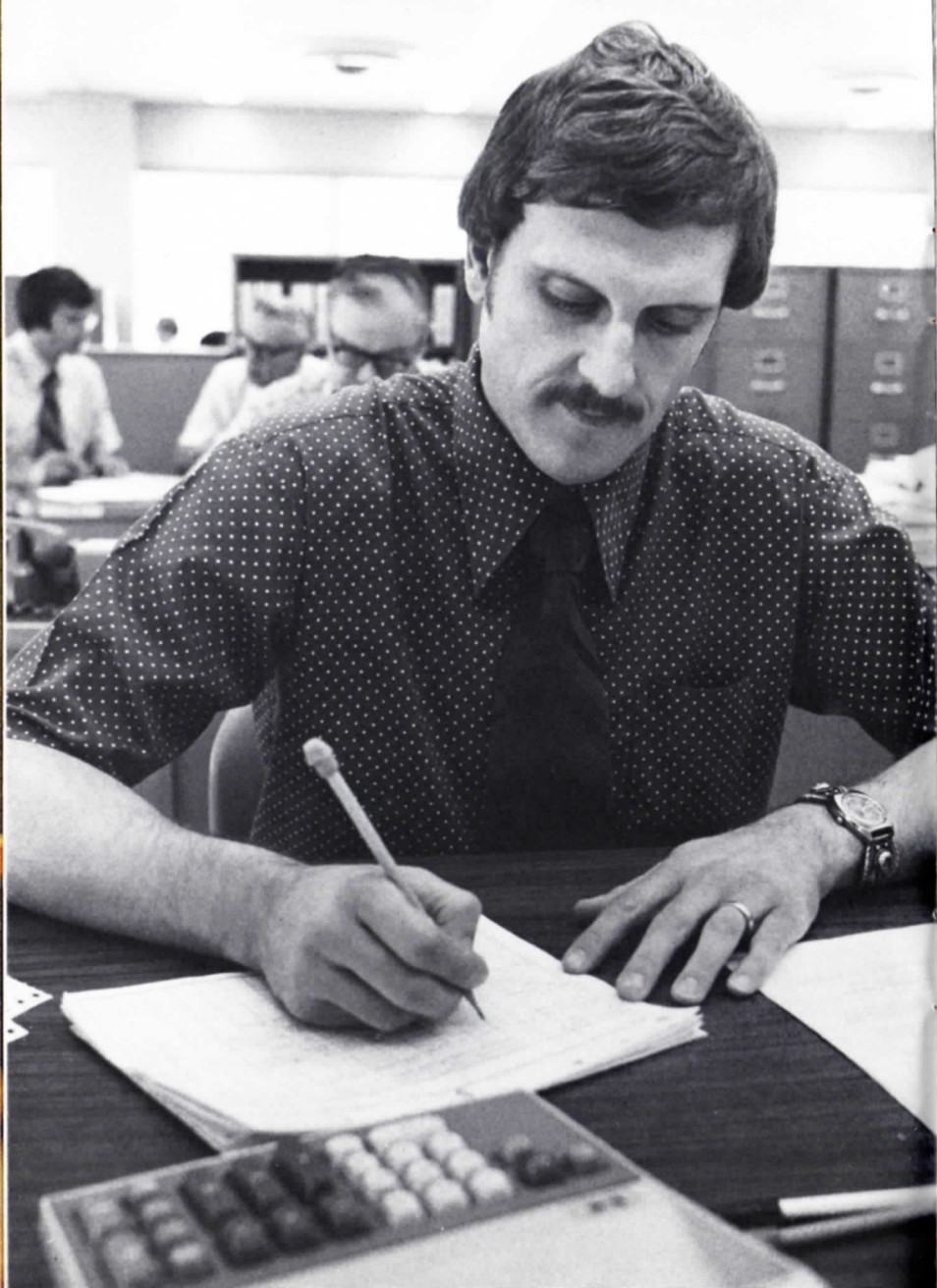
THE LABORATORIES of the Omaha Works provide support services to both engineering and operating organizations. The physical and electrical testing lab, the chemical lab, and the plastics control lab are primarily devoted to testing various aspects of materials entering, leaving, or within the plant. The wire die lab prepares the carbide and diamond dies used in wire drawing, and refinishes them for reuse. Diamond dies are drilled by means of a laser — this use, developed by Western Electric engineers, was the first industrial application of a laser.

Medical

CARING Betty Ann Brown, R.N., works to keep our employees in good health. As an occupational health nurse, Betty Ann's role is twofold: to care for those who are injured or become ill on the job, and to administer preventive care such as occupational examinations. Betty Ann works second shift, when there is no doctor on the premises. She is authorized to administer certain medications under a doctor's standing orders, and can call the doctor for confirmation of a diagnosis when in doubt. And should an emergency arise, by calling 911 she can have the patient in an ambulance inside of eight minutes. Though the second shift schedule may seem strange to some, Betty Ann enjoys it. "I feel that we're a closer knit group than the first shift," she says. "And even though I'm here by myself, I'm never really alone."

THE MEDICAL ORGANIZATION routinely administers several types of examinations to Works employees: pre-employment; periodic health exams given to management employees; and occupational exams. These last are given every three months to employees who may be potentially exposed to excessive noise, toxic solvents, physical stress, or other hazards as part of their job assignments.





Accounting

MATHEMATICAL Larry Blanke lives in a world of numbers. As an accounting specialist, Larry deals with forecasting and results statistics; that is, he works with predictions (forecasts) of how well a department will do in production and expenses, and the record (results) of how well they actually performed. Annual forecasts are based on anticipated production quantities, people, and hours, plus an efficiency rating derived from the department's past record. Monthly results are then checked against this forecast. Before moving into forecasting, Larry worked in cost reduction, operating accounting and other areas, and it is the challenge of these different projects that keeps his interest high. Of course, he points out, "You have to have a 'numbers' mind." And good strong batteries in your calculator!

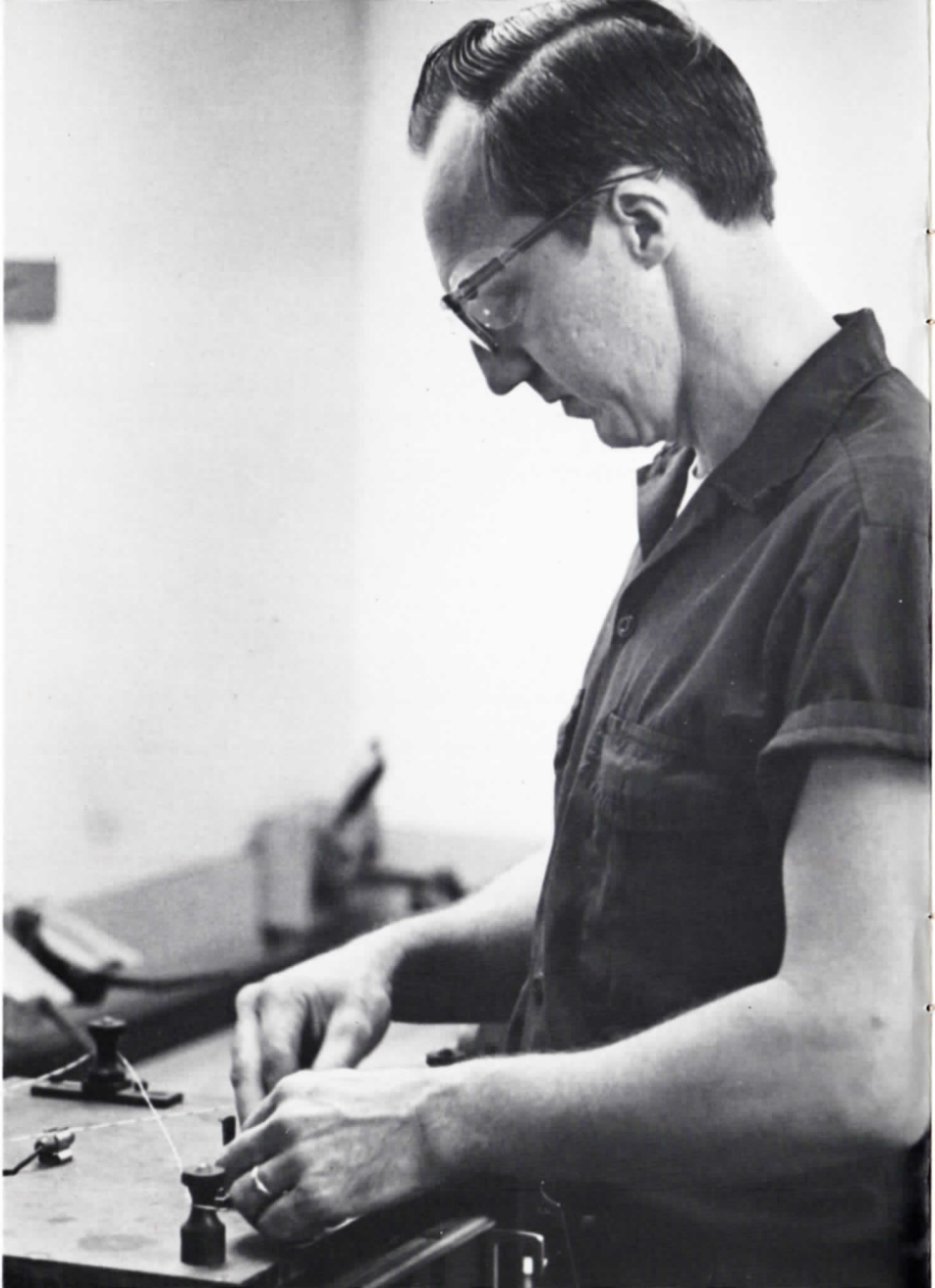
ACCOUNTING takes care of all the dollars and cents at the Omaha Works. Among other things, wage incentive earnings are calculated here (using rates determined by the wage incentive organization). Accountants also calculate the potential savings from Omaha engineers' cost reduction ideas. They're not just counting pennies — the cost reduction program results in millions of dollars in savings yearly for the Omaha Works and its customers.

No. 1 Wire Draw

IN THE FIRST STEP of cable making, No. 1 Wire Draw operator Larry Tietz takes thick copper rod and draws it down to the approximate diameter of a matchstick. The wire is pulled through a series of successively smaller carbide dies, which stretch it out to finer and finer sizes. These carbide dies wear out quickly — Larry checks them frequently and changes them sometimes as often as every eight hours. The final, or finish, die is an industrial diamond, to assure an ultra smooth finish on the wire. Larry, who has been at the Works 12 years, takes pride in his job, and in producing a top quality product. "I don't like to run a bad product," he says. "Turning out a good product is what I get paid for."

THE NO. 1 WIRE DRAW runs twenty-four hours a day, fed from 8,000-pound coils of copper rod. The end of one coil is welded to the beginning of the next to create a continuous line. The finished wire goes either directly to the insulating line, or to the central tinner, where it is tinplated for easier soldering.





Insulating

VIGILANT Dan Dockweiler is an insulating line operator in the vinyl cable and wire department. Dan sets up and monitors the line, which coats tinned copper wire with a plastic insulation. After removing the finished reels, Dan runs samples of the finished product through a series of quality tests, measuring the thickness of the insulation, inspecting for tiny pinholes, and making other checks. As he sees it, Dan has two major responsibilities: to turn out good quality wire, and to keep the line running with as few breakdowns as possible. His formula for success? "I try to stay relaxed, and take the time to do a good job," he explains. For Dan, it's a formula that works well.

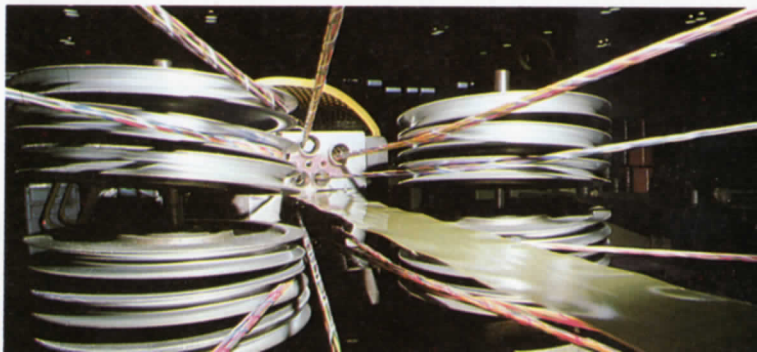
WIRE IS INSULATED with a variety of plastics, depending on its purpose. Wire for interior use is insulated with PVC (polyvinyl chloride). For extra protection against wear and tear, much PVC wire is irradiated, which toughens the plastic. Wire for waterproof cable is insulated with polypropylene. Air core (non-waterproof) cable is insulated with polyethylene. A newly-developed insulating method is DEPIC, which has a layer of foamed polyethylene coated with a polyethylene "skin."



Sheathing

EXPERIENCED Bernie Bremer is a sheathing line operator. He sets up the line for each new run of cable, and monitors the various steps in the sheathing process to assure that everything runs smoothly. At first glance it would appear that this long line of complex machinery practically runs itself, and according to Bernie, this is an easy trap to fall into. "You can let the machine be in control," he explains, "but if you control it, you'll end up with a better product." By keeping a sharp lookout for any potential problems, Bernie can often act to prevent a minor malfunction from becoming a major breakdown. Experience has taught him that each line has its own idiosyncrasies. "You have to get the feel of the line," he says. "It's like a car — each line is a little different." Experience that hasn't dulled his enthusiasm — that's what makes Bernie Bremer special.

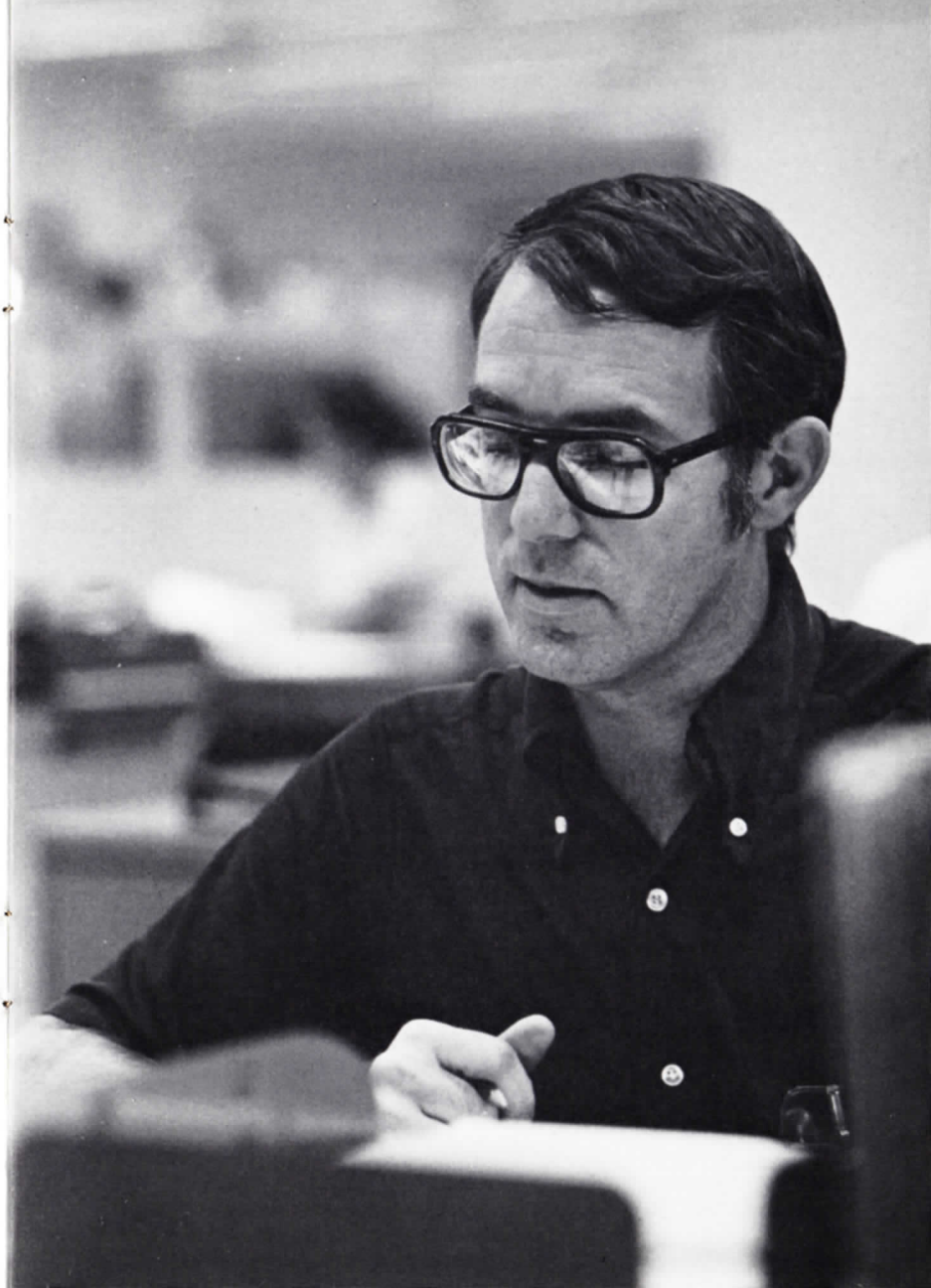
CABLE SHEATHING involves several steps. While larger pair-size cable is twisted together on the cabler-strander, smaller cables are stranded as they enter the sheathing line. Most cable then is injected with a petroleum jelly compound for water-proofing (this sticky substance gives it its nickname of "icky-pic"). Several jackets are applied. An ASP cable, for example, includes an aluminum wrap for protection against lightning and magnetic fields; steel for protection against gophers and other rodents (who just love our tasty cable); and polyethylene for final insulation.



Production Control

ORGANIZED Carl Greunke helps keep terminal strip production running smoothly. As an investigator in the production control organization, Carl must maintain a close relationship with the shop in order to match shipping schedules with production capacity. He also personally chases orders to check their progress and investigates any delays. Fortunately, keeping track of things comes naturally to Carl. "I like to keep things rolling," is his comment. If so, then in keeping our terminal strips moving on their way to the customer, Carl can find genuine satisfaction.

MATERIAL MANAGEMENT encompasses a wide range of activities of which production control is but one aspect. Other responsibilities of this organization include all of the clerical aspects of analyzing production programs, ordering piece parts and raw material, monitoring inventories, processing shipping documents and dealing directly with our customers in servicing their orders. Also included are all of the physical activities such as receiving the ingredients of production, in-plant transportation, storeroom services and, finally, shipment of the finished products to our customers.



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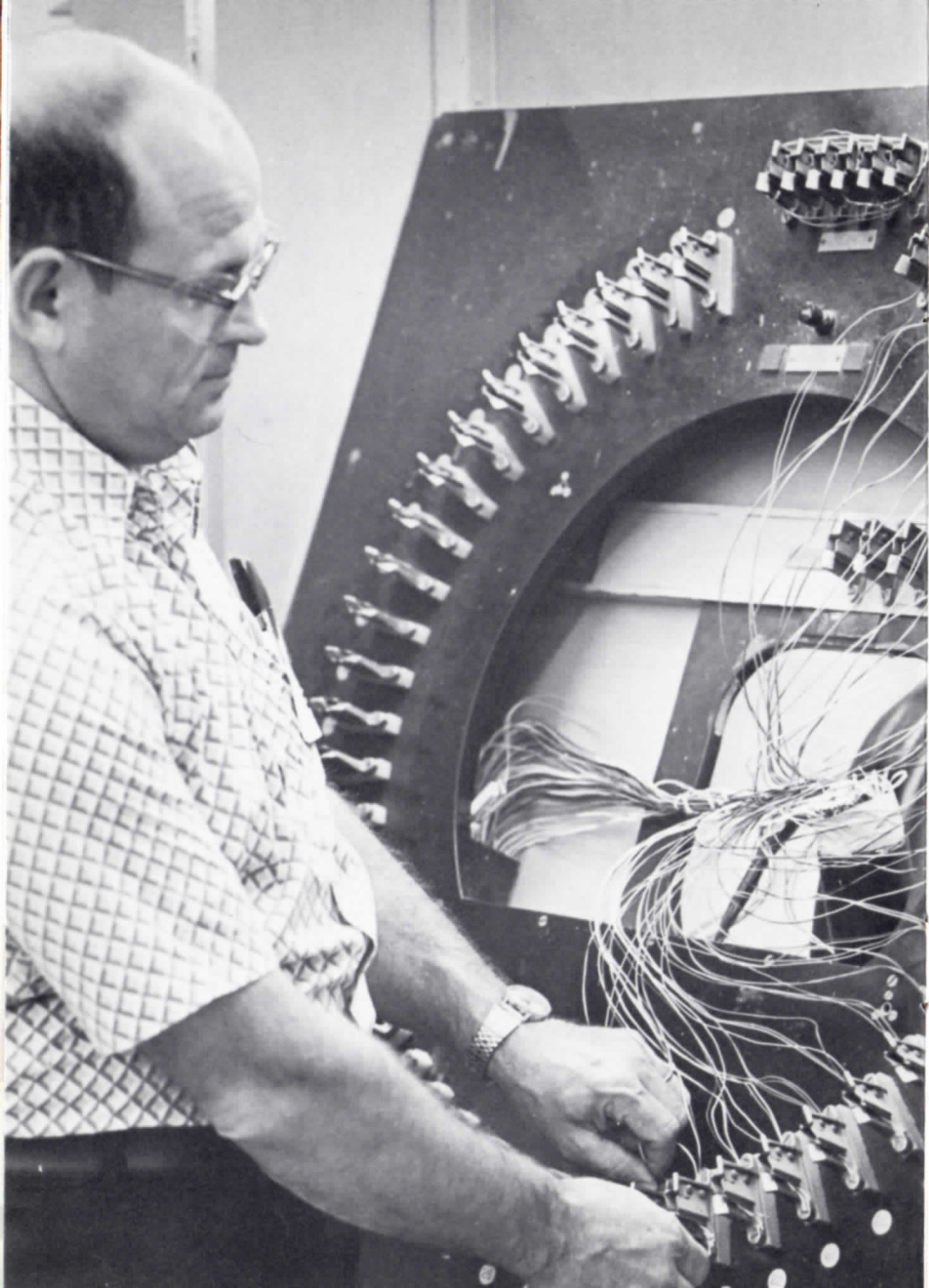
Load Coils

WITH PATIENCE AND ACCURACY, Bert Kohls wires 720 Series Coil Cases to the cable stubs. The completed load coil case will be spliced into a cable in the field. Load coil wiring involves attaching the four wire ends of each individual coil to four specific cable wires. Depending on the size of the coil case, this can mean up to 3,600 painstaking connections. Bert's task requires constant concentration. "You can't let your mind wander — you have to be aware of what you're doing at all times, or you'll make a mistake," she emphasises. And correcting a miswire is a time-consuming process. Bert's job is precise and exacting, and keeps her on her toes. And that's the way she likes it.

LOAD COILS are spaced at intervals (usually every 6,000 feet) along a telephone cable to stabilize transmission characteristics. Without load coils, the electrical signals which make up a telephone conversation would become distorted over long distances, making some sounds unintelligible. At Omaha, we make coil cases in sizes from 25 to 900 coils to match the various sizes of cable.







Quality

CONSCIENTIOUS Don Beccard inspects our products to make sure they meet our tough standards for quality. As a layout operator in the quality inspection department, Don is also responsible for setting up work for other inspectors and updating the charts which the inspectors use. Don works with a variety of product lines, each of which may require a different method of inspection. Some products only need visual inspection for flaws; many are given tests for electrical properties; and some are examined minutely under a microscope. Don, who has been at the Omaha Works since its beginnings as a pilot plant, takes an understandably big interest in our products' quality, but points out the limitations of the inspection organization. "The ultimate responsibility is with the operating organization," he stresses. "If they don't build a product properly, we can't make it better."

QUALITY is everyone's job at the Omaha Works, but there are several groups whose main function is to keep guard over that quality. Process checkers are part of each operating department: they check the products at various stages of manufacture and assembly. Inspection checks raw materials coming into the plant; they also check the finished product. The Quality Assurance organization is the last line of defense — their role is to act as the customer's representative at the Works. And if a product can get past all those pairs of keen eyes, it's got to be good!





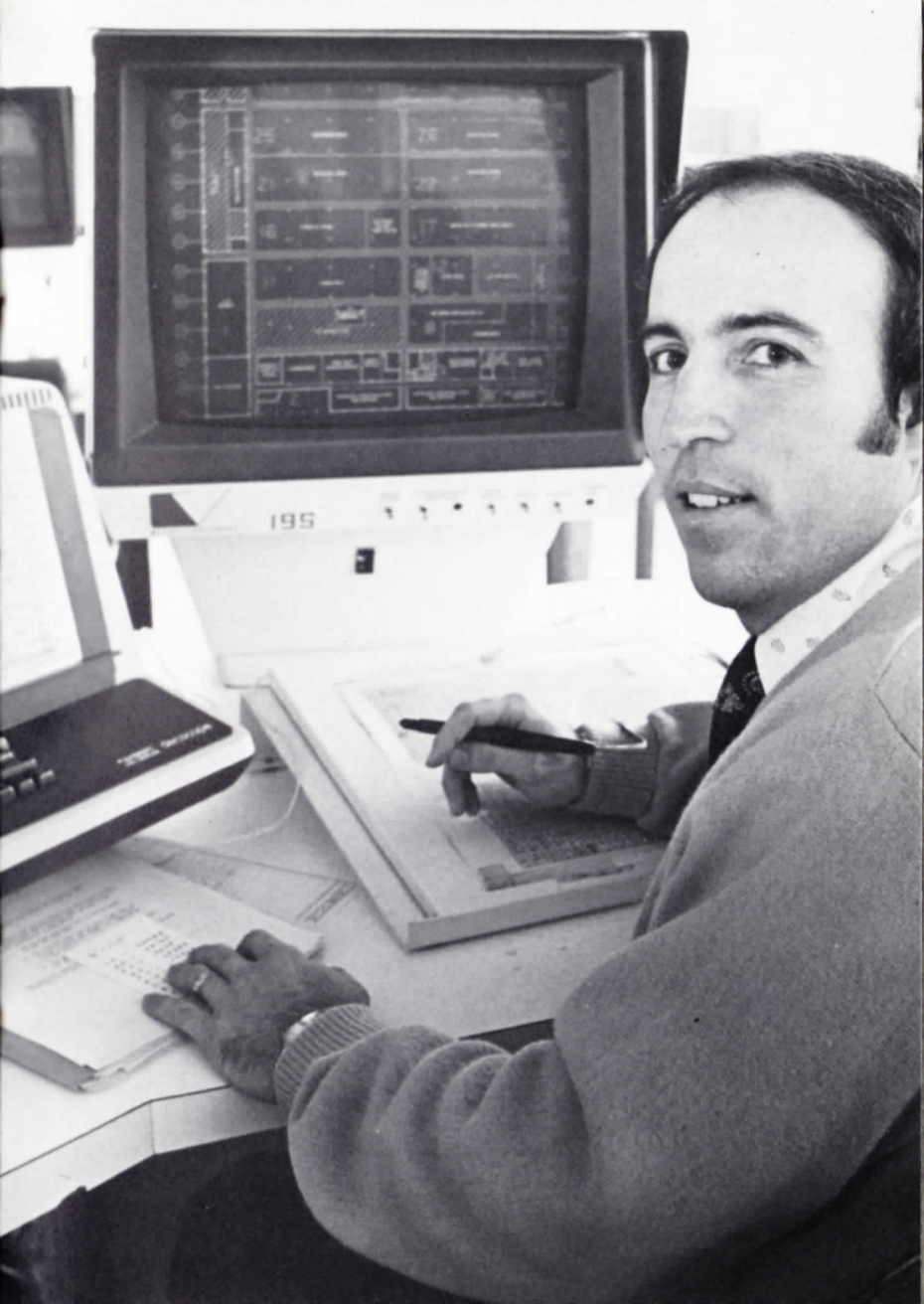
THE LAST STOP for our products on the way out of the Omaha Works is also a first step — the beginning of their life of service for our customers. Our work doesn't stop when the product leaves our manufacturing floor — by truck, rail and air we strive to get our products to the customers as quickly and economically as possible to meet their needs.

Here in the reel yard, a computerized location index allows the crane operator to quickly find and retrieve any one of 5,000 reels of cable ready for shipment.

Design and Drafting

DRAFTSMAN Mike Davidson takes an engineer's specifications and turns them into working drawings. These drawings depict manufacturing facilities — the tools and machinery needed for production. The design engineer and draftsman are a very close team; much back-and-forth consultation is necessary before a finished drawing is arrived at. According to Mike, a draftsman's major requisite is the ability to create a mental picture of the finished product. "If you can't visualize an idea and put it on paper, you can't expect it to work in production," he explains. A new tool which makes this visualization easier is the Computervision graphics system. "It opens up a lot more options," Mike says, "and gives us the benefit of more ideas than we would have time to try on the drafting board." More options ultimately mean better results, and, for Mike, that's what design is all about.

THE COMPUTERVISION GRAPHICS system puts computer technology at the fingertips of the design engineers and draftsmen. Certain geometric functions are pre-programmed into the system, as is the capability to project various views of a three-dimensional object. The system can stretch, shrink, move or erase segments or entire drawings at a single command, thus relieving the draftsman of much tedious redrawing.





40-Type Cabinets

CAPABLE Ron Erickson is a layout operator in the 40-Type Cabinet fabrication area. His main responsibility is to set up the machines for metal forming of FDI and other cabinets and piece parts. Knowing what the finished piece of metal must look like, Ron determines what punch and die to use, what tonnage is needed on the press, and how much forming allowance is required to accommodate corners and bends in the metal sheet. Ron has been working in sheet metal forming since 1959, shortly after the Omaha Works was built. It's only natural that, when asked what one element makes him so good at his job, he should answer, "A lot of experience."

FDI (Feeder-Distribution Interface) cabinets are the connecting link between a telephone central office and the individual phone subscriber. The cable leading from the central office and the cables running to the subscriber's home terminate inside the cabinet. (These cables are usually placed during construction of new homes or buildings). A simple jumper wire connection is all that's needed to complete the circuit when phone service is requested.





Purchasing

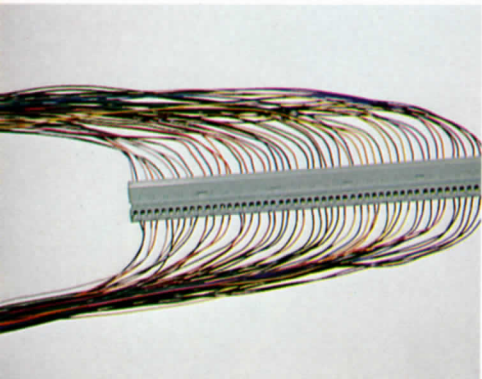
SUPER SHOPPER Lona Bluhm can find a good deal on anything from chemicals to forklift parts. As a buyer's clerk in the purchasing organization, she has bought probably every commodity used at the Omaha Works. Lona's ability lightens the buyer's load considerably. She handles much of the routine purchasing, and frequently serves as go-between for the buyer and supplier when problems crop up. "I really feel like I'm doing a service for someone," Lona says of her role. "And I enjoy the challenge of competitive buying." Most major purchases are submitted to at least three suppliers for quotations. But price alone is not the determining factor. Delivery date is often crucial, and sometimes the purchasing organization must make a choice between items of similar quality. Experience alone often dictates which of two suppliers to place an order with. And after 16 years in purchasing, Lona has plenty of experience to back up her wise buying.

PURCHASING is the buying arm of the Omaha Works. Basically a service organization, it is responsible for purchasing all the materials needed by the operating and other organizations. The Omaha Works purchases in excess of \$100,000,000 annually in supplies and services both locally and nationally. The purchasing organization makes a significant effort to invite quotations from, and place business with, minority businesses and sheltered workshops as part of a national Western Electric commitment.

CONECs

DEXTEROUS Gen Dethloff is a skilled wireperson in the CONECs area of the cable plant. CONECs wiring involves splicing modular 710 Connectors to the ends of finished cable reels before they are shipped to the field. Then all the installer needs to do is snap the connectors together to join two reels of cable. Of her job, which requires excellent co-ordination and finger skills, Gen says, "I like it — it reminds me of handwork like knitting or chocheting. And when you're done with a reel, there's a certain satisfaction in knowing you've completed a job." Gen, who has been at the Omaha Works for 12 years, can splice 24 connectors — that's 600 wire pairs — in an hour with her flying fingers.

710 CONNECTORS allow rapid splicing of 25 wire pairs at a time. Terrific time and space savers, they are used for many splicing situations. At the Omaha Works, we mold the parts, assemble the connectors, and use them not only for CONECs wiring of cables and other products, but also for splicing and testing operations within the shop. We also make a complete range of splicing tools for use with the 710 Connector and CONECs system.





Safety and Environmental Engineering

KNOWLEDGEABLE John Schanbacher is a safety engineer and industrial hygienist in the safety and environmental engineering department. Safety engineering is concerned with the safety of machinery and manufacturing processes; John works with other engineers to make sure that our operations meet federal, state, and Western Electric safety standards. He also serves on the union safety committee, whose function is to bring to management attention safety concerns raised by the union. In industrial hygiene, John deals with the entire plant environment. Solids, gases, dust, noise, as well as the radiation materials and lasers used at the Works are all carefully scrutinized for their effect on the workers and on the outside environment. While John uses many tools for the atmospheric sampling and other analysis his job entails, he places major emphasis on simple observation. "Most important, I think, is the ability to recognize a potential problem or hazard when I see one," he points out. In working to keep our plant physically and environmentally safe, you might say John wears two hats — and, of course, his safety glasses.

THE SAFETY ORGANIZATION is also responsible for coordinating plant-wide safety programs and compiling safety statistics. Inspectors keep an eye on new construction, and run routine checks on fire extinguishers, alarm systems, and other equipment. One of the safety organization's most visible services is the safety store, where glasses, shoes, and other safety gear are made readily available to employees.



THE INDUSTRIAL ENVIRONMENT
— ITS EVALUATION & CONTROL

Fundamentals of Industrial Hygiene



Miniature Wire Spring Relays

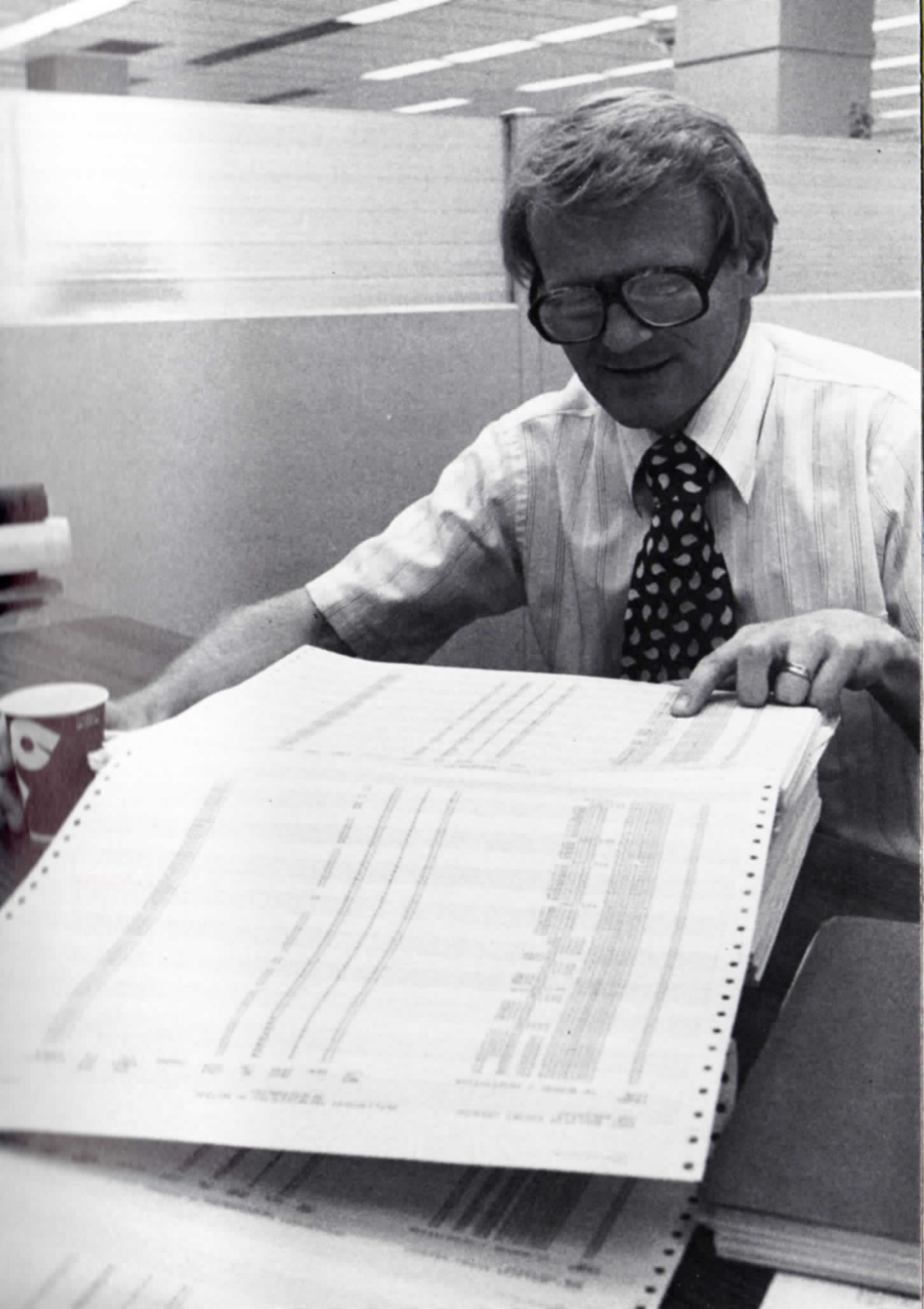
WITH A LIGHT TOUCH, JoAnn Clarke adjusts miniature wire spring relays. Extreme care is necessary to assure that the contacts are in precise position to make the proper connections. JoAnn checks each relay, makes the needed adjustments within a hair's breadth, and then rechecks the relay with its dust cover in place to be doubly certain. Though it took her a while to get used to working with the tiny relays, JoAnn enjoys her job. "It's a challenge to try to get a perfect adjustment," she says. And while it's easy to lose concentration after awhile, alertness is critical. "If you're not alert, you'll get the relays back from the quality inspectors," JoAnn emphasises. Exacting standards like these — and deft hands like JoAnn's — are why our relays last, and last, and last.

MINIATURE WIRE SPRING RELAYS are one of the few items of apparatus used in wired equipment still manufactured at the Omaha Works. Wired equipment is the complex network which directs a call to its proper destination. At one time the entire apparatus building was dedicated to crossbar switching equipment, but changing technology has replaced crossbar systems with advanced electronic offices. Most of the relays and switches now manufactured at Omaha are primarily for replacement and additions in existing offices. Mini relays, however, serve a variety of purposes, in newly developed equipment as well as older systems.

Information Systems

INNOVATIVE Russ Ash helps develop computer systems to make life easier throughout Western Electric. As a senior information systems staff member, Russ is currently the project leader on a cost bulletin system which has already saved the company over \$2,000,000. Russ sees his role as a problem solving one, spending much of his time working with the 12 user locations of the system to find ways to adapt it as new needs arise. One of the main things he enjoys about his job is the people in the department he works with. "I feel that we have the best information systems development people in the company," he says. And with an attitude like that, you've got to be on top.

INFORMATION SYSTEMS helps develop and utilize time and money-saving computer applications in a number of areas of the Omaha Works. Besides the cost bulletin system, which generates a variety of reports for cost analysis of products manufactured at the Works, other major projects include a computerized inventory system and computerized accounting for the purchasing organization.





Works Service

APPRENTICE Art Cruz has just a few months left before he becomes a full-fledged tool and die maker. The Works apprentice training program involves spending time working in the various areas of the tool shop, as well as doing classroom work. Art's current assignment is in the molding die area. These dies are used to mold plastic parts for many Omaha products. Maintenance of the dies may include cleaning, repair, and replacement of the chrome coating which prevents the hot plastic from sticking to the die during the molding process. Some dies and other tools are also made at the Works. There is an old-fashioned element of hand craftsmanship in tool and die making. Art appreciates this, and also the independence of the job. "You make your own decisions, you really are on your own," he says. He points with pride to the near-perfect product of a molding die he has repaired. We, too, point with pride — to energetic employees like Art.

THE WORKS SERVICE ORGANIZATION includes a variety of departments responsible for maintenance, construction and other services. Carpenters, millwrights, painters, toolmakers, machinists, electricians and many others are included, as well as those involved in test set maintenance and plant security. In all, they embrace a number of skills essential in the day-to-day operation of the Omaha Works.

Wage Practices and Training

WELL-INFORMED John Tompkins is a training specialist in the wage practices and training department. He develops training aids such as manuals, videotapes, and slide/tape programs, and administers courses developed by the Corporate Education Center. John is responsible for training in all areas from basic job skills and first aid to administrative skills for supervisors. Not only must John understand the skills required in a large percentage of the shop areas, he must be able to teach those skills, usually without the advantage of a face-to-face situation. He works with engineers, supervisors and operating personnel to gain a thorough knowledge of a job, but stresses that what is most important is "the willingness to spend time in converting that understanding into meaningful communication." And that's a rare talent that not even John can teach.

WAGE PRACTICES is the organization which determines the responsibilities and job grades for both hourly and salaried employees. They use a grading plan which takes into account both the physical and mental requirements of each job. Included as factors in determining a job's grade classification are such elements of dexterity, analysis and judgment, physical working conditions, responsibility for the safety of others, and job knowledge.

John Tompkins
x 4099

iming

these items:





PEONY LOTS
DON'T BE A
LITTER STINKER

Weoma Club

THE WEOMA CLUB includes all Omaha Works employees. It serves as a co-ordinating agency for a variety of hobby and sports groups such as the Sportsman's Club, Camera Club, softball teams and bowling leagues. The Weoma Club also arranges all-employee activities including the annual family picnic and Christmas party. Service activities such as the Bloodmobile drives and Dress-a-Doll project are also conducted under the auspices of the club.

Pioneers

THE TELEPHONE PIONEERS of America is a social and service organization open to all Bell System employees with 18 years or more of service. The local Cornhusker chapter is active in many community service projects, including providing a variety of hand-made teaching aids for special children. Social activities include dances, golf meets, and other enjoyable outings.

Meeting the Challenge

THESE ARE A FEW of the people of the Omaha Works — people whose skill and dedication are ultimately behind the best telephone service in the world. When these people describe their jobs, one word keeps recurring: challenge. The challenge of producing a quality product; the challenge of continually searching for new and better ways to make those products; the challenge of providing support services within the Works when and where needed. These are the challenges that our people face every day. The Omaha Works has a challenge to meet, too: the challenge of staying abreast of a market which is changing with increasing rapidity, and becoming every day more competitive. It's a challenge we must meet if we are to survive; if we are to serve the Bell System well; and



if we are to continue to provide the kind of quality products and services that our customers demand of us.

The good news is that we are meeting that challenge. Increased marketing efforts both within the Omaha Works and throughout Western Electric are aimed at better analyzing and anticipating our customers' needs. To serve those needs, and to confront our competition, we are producing new and better products, working to keep our prices competitive, developing delivery plans tailored to the customer's requirements, and, above all, striving to maintain the superior quality of our products upon which our reputation is built.

In meeting the challenges that face us, both individually on the job and as a supplier to the Bell System, the thought which is paramount is this: the future is what WE make it.





Manufacturing and Supply Unit of the Bell System

Western Electric is a wholly owned subsidiary of American Telephone and Telegraph. It includes 20 major manufacturing locations, plus distribution service centers and installation offices. Other components of the Bell System include Bell Laboratories, jointly owned by Western Electric and AT&T, and the 23 associated Bell telephone companies. AT&T handles overall direction, planning and co-ordination of the Bell System; its Long Lines Division also controls and directs long distance telephone service.

Omaha Works
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Western Electric

Omaha Works