

# OFF-THE-CUFF

VOL. 5, NO. 3

SEPT., 1963

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## THE CUSTOMER . . .

## MOST IMPORTANT MAN IN OUR BUSINESS

Today let's take a look at the most important people in our business--our customers.

Customers are the reason we are in business. Customers make all of our jobs possible. Without them, none of us could enjoy the many good things of life that we do.

So -- it behooves each of us to take mighty good care of that very important person -- Mr. Customer!

The industrial laundry business is a service business. Each of us should remember that what we are selling is service. Our customers are entitled to 100 cents' worth of value for every dollar they spend with us. Furthermore, our customers are entitled to service with a smile, promptly and efficiently rendered.

It is satisfied customers who build a business, and greater rewards for each of us. A fascinating example of the role that good customer relations can play in building a business is the success story of what has been described as "the world's greatest store" -- Marshall Field's in Chicago. For many years, it was the custom of Mr. Marshall Field to stand at the door of his store and to personally greet each of his "customer-friends" as they entered the State and Washington Street door. His famous slogan was "give the lady what she wants," a shorthand way of saying that it was the store's policy to make sure that each customer was satisfied and happy.

One of the important things for each of us to remember is that we all play a vital role in customer relations whether we ever see a customer or not!

Nothing is of greater importance for the success of our business, for instance, than that our Production Department do its job well. Missing buttons must be replaced, repairs must be neatly and promptly made, pressing should be done well.

(Please turn to Page 5)

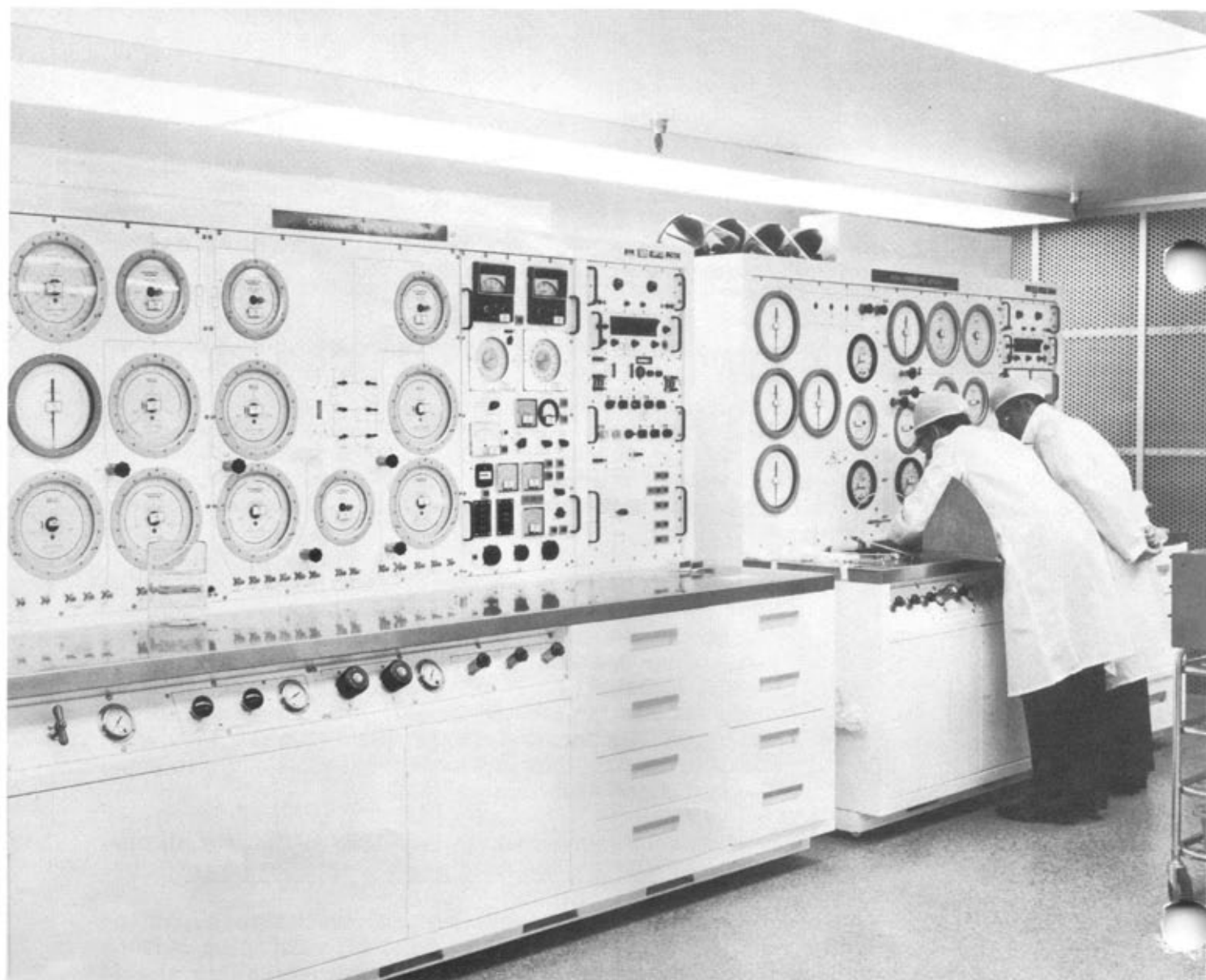
# THE MOON IS CLOSER THAN YOU THINK!

In fact, man will soon be soaring on a lunar journey without ever leaving the City of Torrance.

These simulated flights will take place in a new space laboratory recently completed by Garrett-AiResearch at 190th Street and Crenshaw in Torrance. At this site, Garrett now has an industrial complex encompassing more than 300,000 square feet of space devoted to laboratory development, engineering, manufacturing and support service groups. Approximately 2000 Garrett employees have been relocated in the Torrance facility since the first manufacturing increment was opened in late 1960.

In all, The Garrett Corporation has a total work force of approximately 10,000 employees in seven divisions and two subsidiaries in operations which span the world. Largest of the Garrett plants are its AiResearch Manufacturing Divisions located adjacent to Los Angeles International Airport and in Phoenix, Arizona.

The new space laboratory in Torrance is the largest of its kind in the free world, according to Joseph Hill who was recently appointed supervisor of the lab. Devoted to development of space environmental systems, the lab is equipped with vacuum chambers capable of simulating flights into space and



ONE OF THE PRECISE CHECK STANDS IN THE CLEAN ROOM USED TO EVALUATE THE ENVIRONMENTAL CONTROL SYSTEMS THAT WILL KEEP OUR FUTURE ASTRONAUTS ALIVE AND COMFORTABLE IN SPACE.



RAY ROBERTSON OF GARRETT-AIRESEARCH'S CLEAN ROOM STAFF INDICATES THE HUGE BANK OF ABSOLUTE FILTERS THAT COMPRISE ONE COMPLETE WALL OF THE LAMINAR FLOW CLEAN ROOM.

to the moon. Within the lab is also the world's largest laminar air-flow clean room in which Gemini and Apollo space environmental systems will be given final testing in contamination-free atmosphere prior to installation in the vehicles.

Garrett-AiResearch is also the leading manufacturer of environmental systems for aircraft and missiles. From the wartime Boeing B-29, the first production aircraft ever pressurized for high altitude flight, to Project Mercury's space capsule Garrett's air-conditioning and pressurization equipment, or related products, have been a part of every high altitude vehicle of flight built in the United States.

Since the success of the Mercury flights, Garrett has since been awarded contracts to



ALL MATERIALS THAT ENTER THE CLEAN ROOM FOR ASSEMBLY ARE FIRST CLEANED IN THIS PRE-CLEAN AREA. A WORKER IS SHOWN ABOVE REMOVING A PART FROM ONE OF A SERIES OF SIX FIVE-FOOT DEPTH TANKS WHERE PARTS ARE DEGREASED AND CLEANED. AN OVERHEAD MONORAIL ALLOWS INTRODUCTION OF VERY LARGE OBJECTS INTO THE CLEANING TANKS.

develop and produce environmental systems for the two-man Project Gemini earth-orbiting vehicle and Project Apollo which will ultimately carry three men to the moon.

Hundreds of engineers and technicians are now devoting their full energies to developing and testing these systems which insure America's astronauts life-supporting atmosphere while in the complete vacuum of space.

In addition to the Projects Mercury, Gemini and Apollo, Garrett is also developing the thermal management system for the X-20 Dyna-Soar, manned space glider for the Air Force.

In the field of aircraft environmental systems AiResearch is the world's leader and provides air-conditioning and pressurization  
(Continued on Next Page)

# THE GARRETT CORPORATION

(CONTINUED)

systems for most commercial and military aircraft flying in the free world today.

Currently in production at AiResearch are environmental systems for more than 25 different military aircraft including the Lockheed F-104 Starfighter, the McDonnell F-4C and D Phantom, Boeing B-52, Douglas A3D, North American A-3J and the Republic F-105F.

Several commercial jetliners equipped with AiResearch air-conditioning and pressurization systems include the Boeing 707 and 727, Lockheed Electra, Douglas DC8, Sud Aviation's Caravelle and Grumman Gulfstream, to name a few.

Within the past year Garrett-AiResearch has been awarded contracts to provide similar systems for the Lockheed C-141 giant troop transport, Douglas DC9 (medium-range jetliner), the Aero Commander Jet 1121 (executive aircraft), and the Mitsubishi MU-2, a Japanese aircraft.

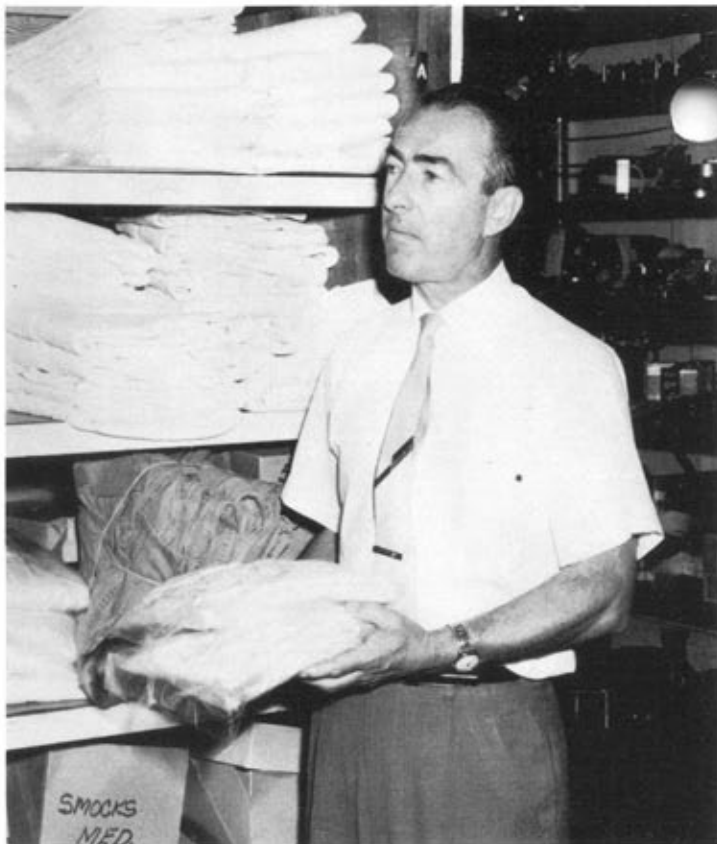
AiResearch is also producing central air data computing equipment in Torrance for the F-104 and the F4C. This "little black box" is one of the most ingenious systems yet devised for aircraft. It literally thinks for the pilot, automatically solving complex problems of supersonic flight completely eliminating the possibility of human error.

In addition to environmental and air data systems, Garrett-AiResearch is the world's largest producer of small gas turbines.

More than 10,000 of these lightweight turbines have been produced for the military and commercial customers. Within recent months more than a dozen major airlines have made decisions to incorporate these units on forthcoming airliners, making them completely self-sufficient of ground power vehicles and mobile air-conditioners.

Prudential Overall Supply is proud of its long association with The Garrett Corporation and especially pleased to be a part of their tremendous growth by providing for and satisfying all of Garrett's needs from wiping towels to space-age garments.

Since Prudential first installed space-age garments in the form of nylon smocks in 1960,



AVEN SPRINGER, FOREMAN IN CHARGE OF TOOL CRIBS, CHECKS SOME SETS OF CLEAN ROOM GARMENTS DESTINED FOR USE IN ONE OF AIRESEARCH'S CLEAN ROOMS. THROUGH AVEN A UNIQUE ACCURATE ACCOUNTABILITY IS MAINTAINED OF ALL MERCHANDISE SUPPLIED BY PRUDENTIAL.

a constant upgrading of the "clean" areas and the more critical nature of the products serviced in these cleanrooms have caused Prudential to both increase its capability and to develop new garments for Garrett. The garment furnished by Prudential for the world's largest laminar flow clean room in the Torrance facility is specially designed and constructed to satisfy a particular need in this area.

Proper control of inventories, turnover, and in-plant handling is certainly an important factor in the successful servicing of any major industrial account. In this respect Prudential enjoys excellent cooperation coupled with a thorough knowledge of our industry with The Garrett Corporation through Mr. Aven Springer of the Tool Services Department.

Our thanks go out to The Garrett Corporation for our close association over many years and the excellent cooperation afforded Prudential by all of Garrett-AiResearch employees.

# OFF-THE-CUFF

A QUARTERLY PUBLICATION  
OF PRUDENTIAL OVERALL SUPPLY  
DEDICATED TO THE  
IMPROVEMENT OF EMPLOYEE MORALE  
AND THE BROADENING OF  
CUSTOMER RELATIONSHIPS

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## THE CUSTOMER

(CONTINUED FROM PAGE 1)

Customer relations is a team job--not just a job for those of our company who deal personally with customers. To continue our example, if the Production Department does not do a top job, no amount of hard work by the route salesmen or the sales staff can make for this defect. So, it is vitally important that each of us do our work well.

Since every one of us is dependent upon the customer for his job, it is not a bad idea for us to keep precisely in mind just exactly what a customer is. Here is something we all can benefit by reading and remembering:

### THE CUSTOMER

(1) The customer is not dependent upon us--we are dependent upon him.

(2) The customer is not an interruption of our work--he is the purpose of it.

(3) The customer is not a rank outsider to our business--he is part of it.

(4) The customer is not a statistic--he is a flesh-and-blood human being completely equipped with biases, prejudices, emotions, pulse, blood chemistry, and possibly a deficiency of certain vitamins.

(5) The customer is not someone to argue with or match wits against--he is a person who brings us his wants. If we have sufficient imagination, we will endeavor to handle them profitably to him and to ourselves.

## WORDS TO LIVE BY

In 1960 this was said: "I believe in the balanced budget and the only conditions on which I would unbalance the budget would be if there were a grave national emergency or a serious recession."

And, later this was said: "to plan a deficit . . . would increase the risk of inflationary pressure, damaging alike to our domestic economy and to our international balance of payments."

And, on January 14, 1963, this was said: "America has enjoyed 22 months of uninterrupted economic recovery."

However, also in January of this year, the disheartening facts were revealed: a budget deficit of \$8,800,000,000 for the fiscal year, contrary to earlier glowing predictions of a \$500,000,000 surplus.

And then, the eyeball-popping proposal: a \$98,800,000,000 Federal government budget for 1964, coupled with a planned deficit of \$12,000,000,000.

In view of the miscalculations of the recent past, it is only fair that we ask, "Just what will the deficit be? \$12 billion? Or \$15 billion? Or \$20 billion?"

It is only right that we question the wisdom of those who told us that the only justification for any budget deficit would be a "grave national emergency" or "serious depression."

Not to be overlooked by prudent Americans, or forgotten, is that the same January 14, 1963, message which boasted "22 months of uninterrupted economic recovery," also noted ". . . now when no military crisis strains our resources . . ."

Should we now continue to allow such unrestrained vigor in attempting to press our nation's economy forward with the added burdens of deficit budgets?

We should consider, and weigh heavily, the miscalculations, the duplicity in statements, because even as Lord Byron said long ago: "The best of prophets of the future is the past."

A recent editorial in the Wall Street Journal  
(Continued on Page 8)

# NEWS OF PRUDENTIAL PEOPLE

## THE RIVERSIDE LINE-UP

In the June issue, the anniversary month, I announced the names of those people here in the Riverside Branch who were celebrating anniversary dates with the company. For this issue Stan Johnson and I thought it a good idea to introduce all of us.

Since in all modesty, Stan didn't write about himself -- here goes. His personnel record shows "Glen" Johnson, but he prefers Stan. He joined the Riverside Branch September 10, 1962. Since there was no route open at that time, he took part-time work as a distributor for 3 months until a route split took place. His experiences as a bread salesman in Chicago and as an insurance salesman here in Riverside are assets as a representative of our company. His incentive? Why, his wife Jane and two sons, Randy and Glen, of course!

### ART HERBERT (Herb)

Chicago born and raised, Herb is associated with his always "Good morning, Smiley" and his punctual time at arriving at the plant. Herb's ready smile has won many friends among our customers, and we were lucky to get him away from his previous duties as a supervisor with Squirt Bottling Co. of Chicago. Herb has a lovely wife, Bonnie; and has been blessed with a daughter, 15, and a son, 12. Herb has been with us since June, 1962. His hobby mainly consists of telling the rest of us the facts of baseball (including where the Chicago Cubs stand), batting averages, and the way they solved a problem back in the Windy City.

### BILL HUNTLEY (Blondie)

Bill was raised in Ohio and spent some time working with a beer concern as a driver-salesman. Upon arriving in the Golden State he quickly found his home with Circle City Laundry in Corona. We were fortunate in getting to use his salesmanship abilities. Bill has been with us for three years and has done a remarkable job. His good looks are overshadowed only by his wife, Peggy. She and Bill were very gracious to us during our last Christmas party held at their home. Bill led the PRU team during our last bowling league and the way he has adapted to the golf clubs leaves Arnie Palmer shaking.



CLIVE RUKA



BILL KNISELEY



STAN JOHNSON



HARRY DOERNBRACK



BILL HUNTLEY



ART HERBERT



JERRY OWENS



MIKE ARY

(left) SUE BRUBAKER  
(right) BERNADINE JEFFERSON

### HARRY DOERNBRACK (Fatso)

Harry, like Bill Huntley, was raised in Ohio but has been a Californian so long he thinks Ohio is the "old country." He is our senior route salesman, and has so many testimonials pasted in the back of his truck complimenting his abilities, it makes the rest of us strive for just one. Harry joined us from a competitive company and has done a tremendous job in helping put the Riverside Branch on the map. His quick wit helps keep morale at the highest, and he has helped us all with his experience. He has been assisted by his wonderful wife, Betty, and his three boys and little girl. Harry's hobbies consist

of fishing, golf and shuffleboard (indoors).

### JERRY OWENS (Quiet One)

Jerry comes from Iowa as does his charming wife, Shirley. Jerry has been with Prudential since October, 1961, and has done a fine job in building his route and establishing good will. He was formerly associated with Standard Oil, and his experience with this fine company greatly helped us when he joined our family. He had a chance to show his bowling prowess with the team last year, but declined to show his form with a square-dancing club. Now he is recognized as one of the top square-dancers in the

Southern California area. Jerry and Shirley have a boy 6 and a girl 2; and as this goes to press they are welcoming another addition to this wonderful family.

### MIKE ARY (Speedy)

Mike has been with Prudential only since February, but in this time has done a conscientious job in promoting the company in the outlying areas. Mike came to us from a competitor, and he is a native Californian. He is the youngest of the Riverside group, but his eagerness is something to be recognized. He has a very nice wife named Dolores who seems to think as much of Mike as we do. He has

just started an overnight run to Barstow, and we know that this will make his route go, go, go. When Mike arrives home at the end of the day he is always welcomed by his wife, his son and his daughters. They usually spend their spare time exploring new fishing spots up and down the coast.

#### CLIVE RUKA (The Man)

In an unbiased poll of the branch, Mr. Ruka was named Manager of the Year and our contribution to the All-Star Team. We are proud that we have a manager who can contribute so much to our being that he can drag us out of the dumps when we have a bad day and inspire us on when we feel that we have been the least bit successful. His thoughtfulness, sternness and company-mindedness has made better salesmen of all of us. Hats off to Ruka. Clive's wife, Elsie, deserves a great deal of praise as half the team that has raised two boys, piloted a husband, bowled and played tennis (and gee, I'd hate to argue against the Dodgers with her).

#### SUE BRUBAKER (Our gal Friday)

Although Sue is not one of the route personnel, the route sales force depends an awful lot on her. Her uncanny ability in remembering numbers, people, routes has proved invaluable to each of us and to the success of the routes. Sorting the merchandise, wrapping and correct distribution is a job that is quite responsible and leaves little margin for error. We are surely glad to have you aboard, Sue. She has been with us since August, 1959. She is a native of Ohio. Her hobbies are bowling and playing softball.

#### DID YOU KNOW THAT....

The Riverside Branch is coming to the front in the sports world what with Clive Ruka and wife Elsie winning their mixed doubles league in bowling and then coming back to win almost all of the sweepstakes money. Incidentally, he rolled a nice 276 game.

The men's team didn't fair too badly, winding up 5th in a league with 14 teams. Harry Doernbrack captured 2nd place in the sweepstakes with his sweeping left hand hook.

Sue Brubaker drew a lot of "Oohs and Ahs" when she drove up one day in her new '63 convertible. Whatta boat! Harry says he still likes his Olds and says he'll stick with his Olds until they make better fuzzy sticks. By the way, Sue is playing softball with a local team and they won the league playoffs and have advanced to the regionals of Southern California.

Mike Ary has been thinking seriously of entering the Indy

500 by practicing quite a bit with his Ford.

Bill Huntley's brother had a surprise birthday party pulled on him. Ask Bill what was so unconventional about it.

Jerry Owens is all smiles now that he has a new truck, and he keeps it in tip-top shape, even to the windshield wipers.

Is Stan Johnson still using that greasy kid stuff?

Bill Knisely has not only kept himself busy running vacation routes but has taken time to get interested in the Great Books Club. He brought one of the books in the office the other day that really proved to be educational and succeeded in getting almost everybody interested in his discovery.

## LOS ANGELES

In the past couple of issues of our paper I have been able to get enough news out of the people in the plant that I didn't have to write anything; I failed this time.

Everything has really been in a rush around here this past month. We have a new dry cleaning machine to get installed. The dust control division has a tumbler and lint trap to do their own drying. We had lots of vacations to fill in for.

I got the word about hobbies a little late for a good picture of our fishing trip. We planned an albacore fishing trip but they were too far out so we ended up going to La Jolla. We had a real good day--caught lots of fish. We had only one chummer on my boat. Gene Roderick got sick, sick, sick. Blix brought home lots of fish but left the freezer door open and let most of it spoil.

With so many people here, it is hard for me to report on vacations and what everyone did. That is why I try to get someone from each department to write a little article. So in the next issue you're going to have something from Rosie (always late), Lois (Slim), No No (?), Lula (Old-Timer), and Bill (Welder).

-- Jack Tackett

First of all, I want to thank each and all of the people in the Clean Towel Department for cooperating and making it easy for me while Bethel was on vacation.

We are glad to see Joe Gonzales, our supervisor, back. We realized how much we needed your help. Joe visited his parents in Texas.

We heard Mary Lou Perez went on a second honeymoon to visit her in-laws in San Francisco. How lucky can a person get? Glad to see she made it back safe and sound.

How about the glamour look down the ironer way. The envy of the plant. I say, girls,

## BILLIE SIMS LEAVES COMPANY



On Friday, August 23, employees in Los Angeles gave a small farewell party for Mrs. Billie Sims, who has served as Secretary to the President and Executive Vice-President for quite some time. Billie's husband, Ray, is a carpenter; and she finally got him to build her a new home in Chino. In spite of a strong compulsion to remain with the company, Billie felt the commuting distance was a little too great.

The employees' parting gift to Billie was a 4-slice automatic toaster and several smaller items. Cake and coffee were served in the cafeteria. The beautiful cake was appropriately inscribed, "We'll miss you, Billie!"

take me to your leader.

-- Helen Pacheco

Here we are, the Prudential Overall White Pants Softball Team. We didn't lose them all nor did we win them all. We can say we didn't lose because we didn't show up. We always showed up--win, lose or draw. We are like the New York Mets--we tried like the devil to win, but something always happened.

We did win two new balls. One goes to our number one family fan club--the Weaver family. The other is to go into Prudential's trophy room next to the bowling, golf and the checker trophies.

When I think of all the pains and aches we went through, I wonder if we will do it again. Wait till next year. For one, I will be glad to wait until next year.

Bud Lyons and family spent their vacation at Yosemite. Bud woke up and turned the flashlight on to see a bear making a sandwich and rearranging the pots and pans and all the canned goods. Bud didn't want to be rude, so he left the bear alone.

Tom Yates and family went fishing at Big Bear, using tie pins and safety pins as hooks. He caught the limit, naturally.

Larry Briscoe couldn't wait until he could get his vacation and cruise in the boat he built. Where is your boat, now, Larry? Was it insured?

Ed Bielman and family went to Oregon to visit and liked it so well he bought a ranch. Ed says Oregon is a beautiful state.

You can always tell when one of our route salesmen returns from a vacation. He still has that far-away look in his eye. Monday morning only. Look at the same guy Monday afternoon--he's back home now!

Our Ron Merrill spent some time in the hospital as a result of being a hero. He stopped to help a motorist and was overcome by chlorine gas from a wrecked swimming pool cleaning truck.

-- Cal Kendrick

## ACCOUNTING

Pat Bollinger spent one week of her three one-week vacations visiting her grandfather in Texas.

Marge Baham came back as payroll clerk during Virginia Brzezinski's vacation.

Andy Preece spent a week's vacation in Oregon with his wife and son Andy, Jr.

Norma Corliss and her family plan to take her sister to Las Vegas, so their vacation was a resting and money-saving two weeks.

Glenda Moore of Key Punch made news in the last paper, when she got married. Now, of course, her husband wants her to quit work. So she did. We were all sad to have her leave.

(Continued on Next Page)

**ACCOUNTING NEWS**  
(Continued)

Kathy Miner went to summer school in between working. She starts student teaching in January after three years of college.

Also back with us is Loretta Goyette after five weeks' recuperation at home and a one-week vacation.

Cheryl Bailey spent most of the summer with us, taking time out to recover from "mono" (the kissing disease).

-- Jerrie Nation

**SAN DIEGO**

Smitty, Lloyd, Bob and their wives enjoyed a very nice afternoon (after hours, that is) with a planned cook-out at the beach with Mr. and Mrs. Don Clark and five of their children.

A good time was had by all, including water skiing, swimming and eating. Our hostess fed us well. At our plant, we have four ski boats and plenty of good water area close by. Anyone at our other plants who would like to join us, let us know and we will have a beach party.

-- Lloyd Rash

Vacation time seems to be in full swing here at the Chula Vista plant. With Helen Cota gone for two weeks, we'll try to fill in a few lines for her.

We would like to welcome the following to our midst: Eva Garibay transferred from Van Nuys as a presser. In the Supply Department, we have Maris Reyes, Theresa Davis, Beatriz Snoo, Mugia Gillerman and Diane Donovan. Other new employees are Angelina Marquez, sorter; Robert Piety, utility man; Catarino Ramirez, distributing; Margaret Sanchez, sorter; Celia Valdez, sorter; Val Schofield, maintenance trainee.

Our best wishes to Neomi Guerrero who recently got married. Neomi worked in the Supply Department. We're all sorry to hear that Rosalinda Oropeza will be leaving our company on August 31. Best of luck to you, Linda, in your venture.

A big thank-you goes to all the people in Supply and Distributing who did a fine job while Helen was on vacation.

During the past month, our route salesmen have been very enthusiastic about the Walk-Off Mat Contest. Everyone worked very hard and congratulations to all of you for a fine job. The top men for the contest were: Jim Youngs, Lyndol Hussey, Bud Young and Glen Austin.

George Sothras spent a week's vacation in Mexico. Good fishing, George.

We would like to take this opportunity to welcome our new sales representative, Bob Moore. Bob is married and has a lovely wife, Paulette and a 7-month old son, whose name

is "Mickey." Bob and Paulette are both natives of California. His hobbies include handball, surfing and golf.

-- Beverly Ball

**VAN NUYS**

As of this issue we have made one substantial change in the Valley and that has been the addition of Route 56. The new route will be handled by Frank Caramagno and has been assigned to my district.

Congratulations to Pat Patrick (Route 9) on completing his 11th year with Prudential as of August 15, 1963. I have enjoyed the two years that I have worked with Pat and look forward to many more in the future.

The completion of the first half of our Walk-Off Mat Contest showed a tight finish for top honors between Ed Sanders (Route 5) and Ed Stone (Route 18). A fine effort by both men. In the second half of the contest, let's get 100% showing from all our route personnel.

-- Garry Finneran

Our vacations are almost over. We are looking forward to everyone's being back on the job well rested.

We are looking for some new winners in the sales contest.

-- Harold Foldager

**WORDS TO LIVE BY**  
(Continued from Page 5)

nal notes that "what the public has now somehow to determine for itself is the truth or falsity of an idea.

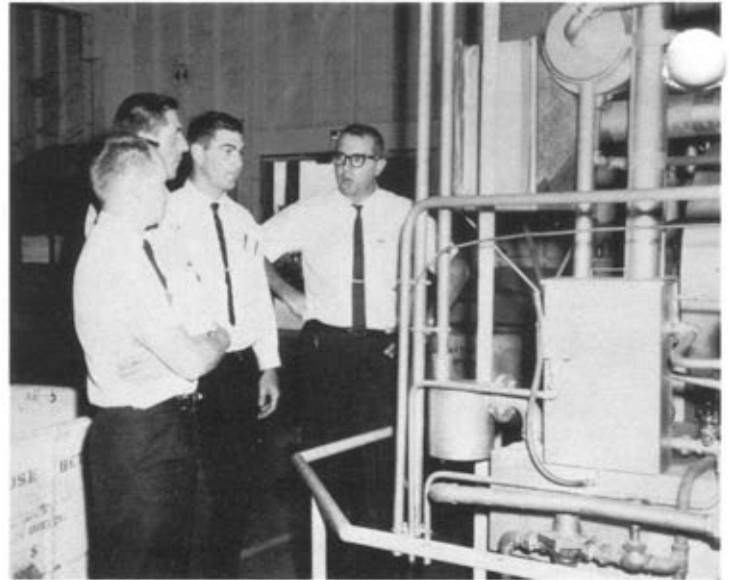
"This idea . . . is that the way to cure a professed anemia of the economy is to prescribe for it the biggest peacetime Government deficit ever deliberately planned . . .

"But is it true?

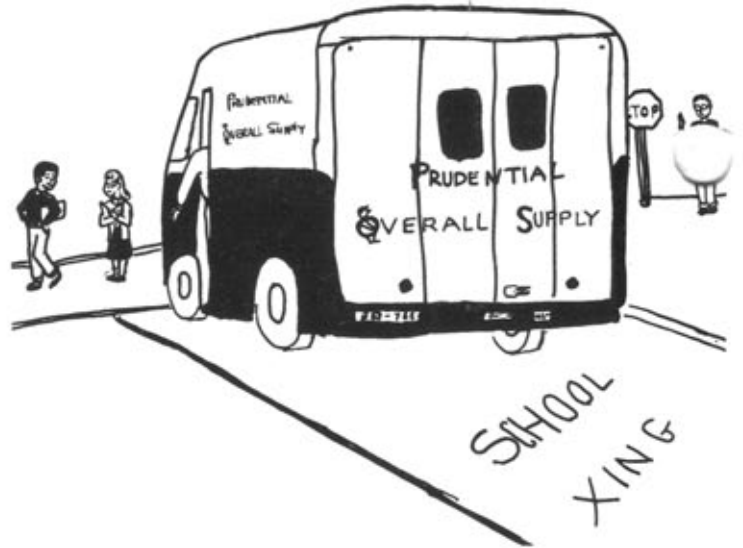
"Is it true that chronic deficits are harmless? Or that the cure for years of deficits is the greatest peacetime deficit ever planned?

"Does a nation burdened with an imbalance of international payments, a steady loss of its gold reserve, a heavy burden of defense costs, a public debt larger than the world has ever seen--does it solve all these problems by printing more money to spend abroad as well as at home, making its public debt even larger and giving our creditors more reason to trust the value of our gold than the value of our dollars?

**CUSTOMERS VISIT CLEAN ROOM**



Dick Buechsenschuetz (right) explains the operation of the decontamination machine used in Prudential Overall Supply's Clean Room to Garry Finneran, Van Nuys District Manager, and Messrs. Bill Westhead and Wayne Wirtanen of Sierracin Corporation, Burbank.



"Is it true that the United States has somehow found the magic way to avoid forever the day of retribution which has come at last to every nation before us that has followed such a policy?"

Our legislators should know your opinions on these matters. Every citizen in this country has a "hot line" to Washington through his Senator or Representative. Legislators want to hear from constituents. Letters to Congressmen receive replies. Views expressed in letters to Congressmen are given careful consideration.

**SAYINGS OF THE TIMES**

"A recession is when your neighbor loses his job. A depression is when you lose yours."  
 "Our national flower is the concrete cloverleaf."  
 "It's pretty clear that insanity is hereditary. Parents get it from children."

