



*From the MixCache.com library*

SAMPLE COPY

# Frontier Communications

MixCache.com

SAMPLE COPY

## Table of Contents

- **Introduction**
- **Chapter 1** The American Telecommunications Landscape: An Overview
- **Chapter 2** Origins: Wilbur B. Foshay and the Birth of Citizens Utilities
- **Chapter 3** Rural Telephony: Serving America's Small Communities
- **Chapter 4** Postwar Expansion and the Rise of Richard Rosenthal
- **Chapter 5** Going Public: Citizens Utilities on Wall Street
- **Chapter 6** Diversification: Utilities, Cable, and Beyond
- **Chapter 7** National Growth: The 1960s and 1970s
- **Chapter 8** Acquisitions and the Early Drive for Scale
- **Chapter 9** The GTE and Contel Acquisitions: Entering New Territories
- **Chapter 10** From Citizens to Frontier: A Shift in Identity
- **Chapter 11** Focusing on Telecommunications: Shedding Utilities
- **Chapter 12** The Global Crossing Deal and Embracing the Frontier Brand
- **Chapter 13** The Verizon Landline Acquisition: Doubling Down
- **Chapter 14** The Challenges of Integration and Customer Satisfaction
- **Chapter 15** Broadband Expansion and Federal Partnerships
- **Chapter 16** Facing Setbacks: Litigation, Complaints, and Service Gaps
- **Chapter 17** Bankruptcy and Rebirth: The 2020 Restructuring
- **Chapter 18** Going Public Again: The FYBR Era
- **Chapter 19** Fiber-First: Committing to a Gigabit Future
- **Chapter 20** Closing the Digital Divide: Reaching Rural America
- **Chapter 21** Investments, Grants, and Partnerships for Growth
- **Chapter 22** Financial Performance in a Changing Industry
- **Chapter 23** The Verizon Acquisition: A New Frontier
- **Chapter 24** Leadership, Diversity, and Corporate Responsibility
- **Chapter 25** Frontier's Legacy and the Future of American Communications

## Introduction

Frontier Communications: The Story of An American Company chronicles the remarkable journey of one of America's most enduring telecommunications providers. What began in the heartland during the Great Depression, originally as Citizens Utilities Company, has evolved through decades of transformation, marked by challenges, innovations, and bold strategic pivots. This book seeks to illuminate Frontier's trajectory from a regional player serving rural communities to a key figure in the national push for next-generation fiber-optic infrastructure.

America's communications industry has been shaped by relentless technological change, sweeping regulatory shifts, and consequential mergers and acquisitions. As a company, Frontier's history mirrors these broader trends while standing out for its unique approach to growth and adaptation. From its early days installing telephone lines in underserved regions to its contemporary efforts to deliver gigabit-speed internet to millions, Frontier's evolution offers a window into the nation's changing technological ambitions and societal needs.

The story of Frontier is also a story of people—visionary leaders like Wilbur B. Foshay and Richard Rosenthal, who steered the company through formative decades; dedicated employees working to close the digital divide; and communities whose livelihoods depended on reliable communications. As Citizens Utilities, the company branched out into new industries, navigated the mid-century economic landscape, and played a critical role in connecting Americans from coast to coast. The transition to Frontier, repeated reinventions, and the embrace of the fiber future are all explored in this book, grounded in comprehensive research and an eye toward the future.

Yet, the journey has been far from linear. Major acquisitions, such as the purchase of GTE and Verizon landlines, propelled the company to new heights but brought with them significant integration and service challenges. The turbulence of bankruptcy and the daunting task of rebuilding both operations and public trust required resilience, vision, and a willingness to embrace change at the highest levels of leadership.

Emergence from these trials has shaped Frontier's current strategy: a "fiber-first" approach focused on deploying cutting-edge infrastructure and fostering digital inclusion. Recent years have seen aggressive investments, landmark partnerships, and renewed commitments to corporate responsibility. With the pending acquisition by Verizon, the company faces yet another transformative moment, emblematic of the constant motion at the heart of the telecommunications sector.

This book combines historical narrative, business analysis, and an exploration of

Frontier's social impact to provide a full picture of its place in the American story. Readers will encounter the lessons of success and failure that define not just the company, but the industry itself. In tracing Frontier's path, we gain insights into the vital importance of communication—and the companies that deliver it—in shaping America's past, present, and future.

SAMPLE COPY

## **CHAPTER ONE: The American Telecommunications Landscape: An Overview**

The American telecommunications landscape is a vast and intricate web, a testament to relentless innovation and shifting economic tides. It's an industry that underpins nearly every aspect of modern life, from casual phone calls to the complex global commerce that hums along fiber-optic lines. To truly grasp the story of Frontier Communications, one must first appreciate the broader context in which it operates—an environment shaped by technological breakthroughs, fierce competition, and a unique regulatory history.

At its core, telecommunications is about transmitting information over distances, whether it's voice, data, text, sound, or video. This broad definition encompasses everything from traditional wired telephone services to cutting-edge wireless networks and satellite communications. The journey from the first telegraph in the 1830s to today's ubiquitous internet access has been nothing short of transformative, marked by periods of explosive growth and dramatic restructuring.

The earliest days of American telecommunications were dominated by the telegraph, famously pioneered by Samuel Morse. By 1851, the United States boasted over 20,000 miles of telegraph lines. This initial infrastructure laid the groundwork for what would become an increasingly interconnected nation. However, it was the invention of the telephone by Alexander Graham Bell in 1876 that truly revolutionized personal and business communication. The Bell Telephone Company, which later evolved into the formidable American Telephone & Telegraph (AT&T), quickly established a near-monopoly, first in long-distance services and then expanding into local markets.

For much of the 20th century, AT&T's Bell System, often affectionately dubbed "Ma Bell," reigned supreme, providing end-to-end telecommunications services across the country. This vertically integrated structure meant that AT&T owned everything from the local telephone lines and switches to the equipment manufacturing arms like Western Electric and the renowned Bell Labs research facility. This era, while characterized by impressive technological advancements from Bell Labs, was largely one of regulated monopoly, with limited competition in most segments of the industry.

The turning point for this entrenched monopolistic structure arrived in 1984, with a landmark anti-trust lawsuit that led to the breakup of AT&T. This monumental event spun off seven regional Bell Operating Companies (RBOCs), often called the "Baby Bells," which were tasked with providing local telephone services in their respective regions. AT&T retained its long-distance operations, network infrastructure, equipment

subsidiary, and Bell Labs. This divestiture was intended to foster competition, and it certainly opened the door for new players and new ways of thinking about telecommunications services.

The Telecommunications Act of 1996 further reshaped the industry by encouraging even greater competition. It allowed new entrants, known as Competitive Local Exchange Carriers (CLECs), to compete directly with the incumbent providers. These CLECs could either build their own infrastructure or lease network elements from the Incumbent Local Exchange Carriers (ILECs), which were the former Baby Bells. This regulatory push aimed to improve service quality and drive down prices for consumers, leading to a more dynamic and competitive marketplace.

In the modern American telecommunications landscape, the primary service types include wireless communication, broadband services, and fixed-line communication. Wireless communication, driven by the widespread adoption of smartphones and the continuous rollout of 5G networks, currently holds a dominant share of the market. Major players like Verizon, AT&T, and T-Mobile have invested heavily in expanding their 5G networks to meet the soaring demand for high-speed mobile connectivity. These companies leverage extensive infrastructure, technological expertise, and customer loyalty to maintain their competitive positions.

Broadband internet services have also become essential, with a significant shift towards high-speed connectivity. This includes both fiber-optic networks and, historically, copper-dependent DSL. The demand for faster and more reliable communication infrastructure continues to grow, fueled by the expanding digital economy. Companies in this space are constantly investing in network upgrades and new technologies, such as fiber-optic networks and Fixed Wireless Access (FWA), to enhance bandwidth and service reliability.

The competitive landscape is quite consolidated, with a few major players controlling a significant market share, leading to intense competition. Alongside the mobile network operators, major Internet Service Providers (ISPs) like Comcast and Charter Communications also play a crucial role, often bundling internet, TV, and phone services. The market is a constant tug-of-war, with companies striving to gain an edge through technological advancements, competitive pricing, and expanding service portfolios.

Government regulations, primarily overseen by the Federal Communications Commission (FCC) at the federal level and state Public Utilities Commissions, play a pivotal role in shaping the industry. These regulations cover everything from spectrum allocation and net neutrality to consumer protection and data privacy. The regulatory environment is dynamic, with ongoing debates and shifts, such as the varying stances on net neutrality, which directly impact how telecom companies operate and compete. Compliance with these regulations is essential for maintaining operational licenses and

avoiding legal repercussions.

Despite significant progress in expanding access to telecommunications services, particularly broadband, the "digital divide" remains a persistent challenge in the United States. This divide refers to the inequalities in access to information and communication technologies, and the knowledge and skills needed to use them effectively. Historically, early studies in the mid-1990s identified disparities based on income, race, age, and geographic location, with rural and central urban areas often underserved. While internet access has increased dramatically over the past decades, gaps still exist, particularly for those in rural areas, lower-income households, and certain racial and ethnic groups.

Bridging this divide is a continuous effort, involving substantial investments from both the telecommunications industry and federal and state governments. Programs like the Affordable Connectivity Program (ACP) aim to subsidize low-cost wireless and broadband services for eligible households, contributing to narrowing the gap. However, challenges persist, including the high cost of deploying infrastructure in remote areas, supply chain issues, and skilled labor shortages.

In essence, the American telecommunications landscape is a complex tapestry woven from technological evolution, corporate ambition, and regulatory oversight. It's a story of constant adaptation, from the telegraph to fiber optics and 5G, with companies like Frontier Communications playing their part in connecting an ever-more digital nation. The industry continues to evolve at a rapid pace, promising even faster speeds, greater connectivity, and new possibilities, all while navigating the ongoing imperative to ensure equitable access for all Americans.

---

*This is a sample preview. Purchase the book to read the full content.*

Visit [MixCache.com](https://mixcache.com) to purchase the complete book.

SAMPLE COPY