

MUELLER
Record
WINTER • 1971-1972

A Visit To The Land Of Lincoln

"See Page 3"



MUELLER RECORD

WINTER • 1971-1972

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Editor

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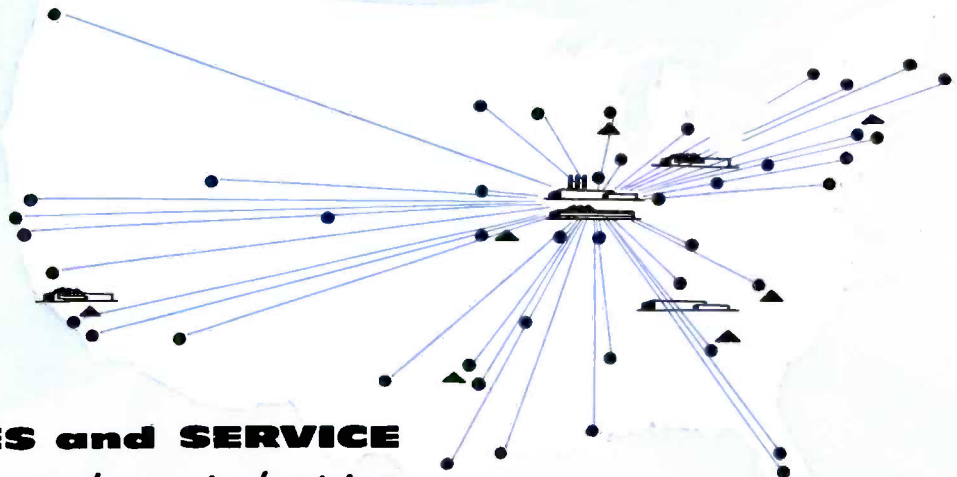
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OUR COVER drawing is of New Salem in the winter. Related story on Page 3.

Since 1857
Quality Products for the
Waterworks and Gas
Industries

MUELLER SALES and SERVICE
...serving the water and gas industries



Old State
Capitol
Springfield
Ill. 1971

Lincoln
The Circuit Rider

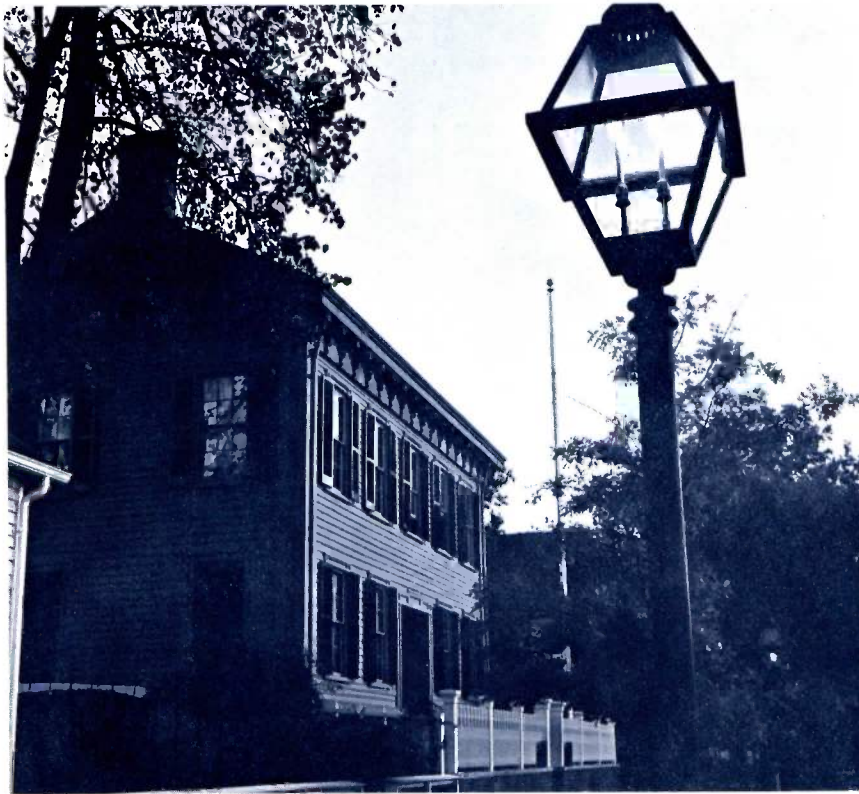


Wool
Spinning
at
New
Salem
Ill.
1971



A Visit To The Land Of Lincoln

In Central Illinois He Passed:
From A "Young To An Old Man."



Twenty-five gaslights, representative of the Lincoln era, were presented to Springfield for lighting in the Lincoln Home Area by Central Illinois Light Co. The Lincoln Home (above) and a four-block area have been designated as a National Historic Site and a general restoration of the area to resemble the time of Lincoln will be undertaken.

TEARS reportedly could be seen on the face of Abraham Lincoln as he spoke of "the sadness of this parting. To this place, and the kindness of these people, I owe everything. Here I have lived a quarter of a century and have passed from a young to an old man. Here my children have been born, and one is buried. I now leave, not knowing when or whether ever I may return."

Lincoln spoke these words to the citizens of Springfield, Illinois, as he left for Washington to assume the Presidency. He returned to his beloved Springfield about four years later as the assassinated president of a divided country.

This seldom heard quote indicated the tremendous influence life in the Springfield area had upon Lincoln and why, today, the city is the capital of Lincoln Land as well as the site of the capitol of Illinois—"Land of Lincoln."

No U. S. president has been so often preserved in stone or metal as Lincoln, but in addition to Lincoln's statuary in Springfield, the area abounds with restored, rebuilt or retained shrines, relating to Lincoln as the student, storekeeper, lawyer, husband, father, legislator, politician and president. Lincoln "became of age" here and thousands of visitors from all over the world follow the Lincoln trails here to catch glimpses of his past. From the restored village of New Salem where Lincoln worked as a youth to the tomb that brought him back to Springfield to stay, the presence and power of Lincoln are felt.

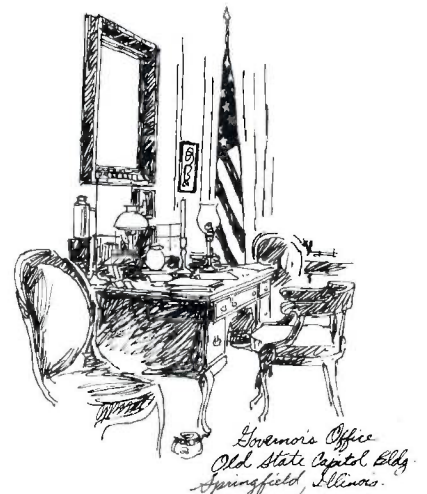
From their first home in Kentucky, the Thomas Lincoln family moved to Indiana and then in the spring of 1830, when Abe was 21, the Lincolns came to Illinois and first settled on the banks of the Sangamon River near Decatur. The days of Lincoln are recalled here



Just a few blocks from the Lincoln home are the offices and federal court where Mr. Lincoln practiced law for 15 years.

through the development of this site. The Lincoln courthouse in Decatur is a reminder of his days of practicing law in Macon County. In Decatur, Lincoln was first endorsed as a presidential candidate and many statues and commemorative marks are there for visitors to see.

In 1831, Abe began life on his own in New Salem, about 20 miles from Springfield. In New Salem, he changed from a gangling, raw-boned youth with no purpose, to become a man of objectives as he embarked upon a career, eventually studying law. His first years here were not great successes, however, failing as a partner in a general store, and then working as postmaster and deputy county surveyor. He lost his first bid for the state legislature in 1832 but two years later he won the election and then moved to Springfield in 1837 to begin his practice of law.





The Hall of Representatives in the Old State Capitol has been restored in flawless authenticity to the point you can almost hear Lincoln delivering his "House Divided" address.

The six years that Lincoln spent in New Salem almost encompass the town's brief history. Two years after he left, the county seat was established in nearby Petersburg and the village slowly faded. In 1906 first interest was shown in the New Salem site and in 1918 the land was transferred to the State of Illinois and a year later it became a state park. Restoration began in the 1930s and today there are 12 timber houses, the Rutledge Tavern, 10 shops, stores, industries and a school reproduced and furnished as schools were in the 1830s. To add to the re-living of the period, there are demonstrations of pioneer activities such as candle dipping, rail splitting, wool spinning, blacksmithing and folk singing.

When Lincoln moved to Springfield, he entered law practice and his restored offices can now be visited in downtown Springfield. You can pleasantly retrace Lincoln's steps from his office to his home five blocks away.

Lincoln's political life began in the area and so did his married life. After one broken engagement and another broken and mended, he married Mary Todd in 1842, who remains a most controversial figure. In 1844, he bought a home at Eighth and Jackson streets for \$1,500 and the Lincoln family lived there until they moved to Washington.

Through the efforts of local citizens, the Lincoln home was retained and for many years has been a favorite spot of visitors. Many of the original furnishings of the home can be seen throughout the conducted tours and the warmth of the house that still remains reflects some of Lincoln's most pleasant years. Made of native hardwoods, the house has a frame and floors of oak, with laths of hand-split hickory. Today the shutters are again painted green, and the house has a lightly tinted brown coat of paint.

In 1965, the Central Illinois Light Company donated 25 gaslights which are replicas of those from the Lincoln era. The warm glow of these lights add to the area around the home and offer one more bit of authenticity. CILCO furnishes natural gas to about 145,000 customers in Central Illinois, including Springfield.



From the Great Western Depot Lincoln left Springfield and Central Illinois to become president of the United States. This restored structure is another of the many sites visitors from all over the world seek out as they follow the trail of Lincoln.

Springfield is also the headquarters for the Central Illinois Public Service Company which furnishes gas to about 250 communities and about 135,000 customers in central and southern Illinois.

This house and a surrounding four-block area were designated a National Historic Site in August, 1971 under the jurisdiction of the National Park Service and during the next five years this area around the house will be restored to look as it did during Lincoln's time.

From the Lincoln home it is an easy walk back to downtown Springfield, a mall and the restored state capitol whose halls once echoed to the footsteps of Lincoln, U. S. Grant and Stephen Douglas.

When Lincoln was first elected to the legislature the capitol was many



miles south of Springfield in Vandalia. In 1837 Lincoln and eight of his associates from Sangamon County persuaded the rest of the legislators to move the capitol to Springfield and finally in 1853 construction was completed on the building. This structure was used by the state until 1876 when the present capitol was completed.

Lincoln served in the old capitol as a legislator, tried more than 200 cases before the Supreme Court, and later addressed a number of political and civic meetings there. The most famous of these speeches was delivered in 1858 when he said: "A house divided against itself cannot stand. I believe this government cannot endure, permanently half slave and half free. I do not expect the union to be dissolved — I do not expect the house to fall — but I do expect it will cease to be divided."



Current capitol of the State of Illinois, "Land of Lincoln".

He did not campaign actively for the presidency in 1860, but during the period between his nomination in May and the election in November he spent much of his time in the governor's office in the old capitol and after his election that office became his headquarters until he left for Washington.

Civil War General Ulysses S. Grant had an early link with the old capitol too. His first Civil War assignment was as a clerk in the Illinois adjutant general's office.

After the state government moved out of the old capitol the county purchased the building and it became the Sangamon County Court-house. During the 1920s a national surge of interest arose to strengthen the memory of Lincoln and work was begun to restore some of the sites related to his past, including the old capitol. Finally in 1962 the State bought the old capitol and restoration began in 1966 when the dolomite blocks on the exterior and the pillars were removed, numbered and stored at the state fairgrounds. The interior was reconstructed, a 450-car parking garage was installed beneath the area, the 3,330 pieces of stone were replaced one-by-one to complete the outside, and the interior was furnished as authentically as possible, including a number of original pieces. The building was dedicated in December, 1968 and has been one of Springfield's most popular attractions ever since.

Even the depot where Lincoln said his farewells to Springfield and boarded a train for Washington and the presidency has become an attraction here. The depot has been restored as it existed on February

11, 1861, as a memorial and offers another opportunity to share firsthand the life of Lincoln.

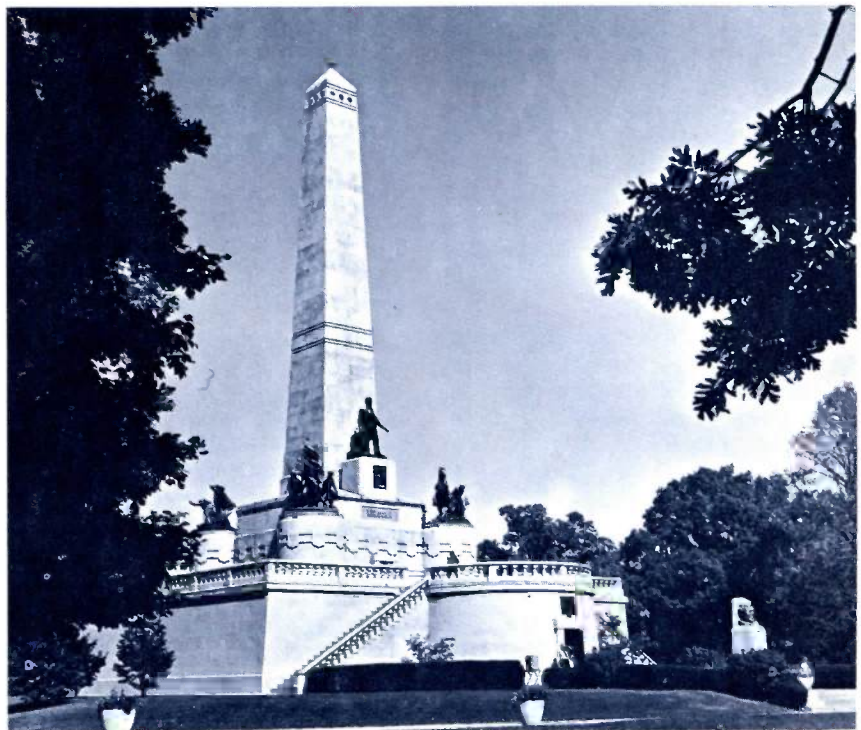
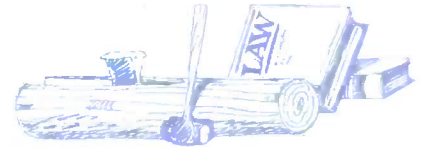
A little more than four years after he left, a train brought Lincoln back to Springfield for burial. The impressive tomb in which the 16th president, Mrs. Lincoln and three of their four sons are buried is probably the most visited of the Lincoln sites in the Springfield area.

Tens of thousands of people, including visitors from many foreign lands, feel a tremendous surge of reverence and awe as they stand before the huge marble cenotaph and read the simple inscription, "Abraham Lincoln, 1809-1865."


The burial of President Lincoln in Oak Ridge Cemetery was at the request of Mrs. Lincoln. Immediately after his death, the citizens of Springfield organized the National Lincoln Monument association to secure funds to build an appropriate tomb and memorial to the memory of Lincoln. Public contributions totaled \$173,282. Construction be-

gan in 1869 and the tomb was dedicated in 1874. In the early 1930s it was completely reconstructed, maintaining faithfully its original external design but with the interior redesigned to give it greater beauty and dignity.

Lincoln, his leadership and some of his motives have been the subjects of the work of scholars and questions by political leaders and citizens alike. Although controversial, he still stands as one of this country's most popular leaders — popular in the sense that people today strive to travel the Lincoln trails, walk in his footsteps and relive the period. Illinois is the Land of Lincoln and in the Springfield area there is a lot of Lincoln in the land.



The most visited Lincoln site in the area is the tomb of the assassinated president. Entombed with Mr. Lincoln are Mrs. Lincoln and three of their four sons.



LIFE of a Salesman

Unlike the ideal marriage, a customer-salesman relationship is not made in heaven, but rather it matures through years of respect, understanding and experience.

The days of the glib peddler found in Broadway's "Music Man" or the down-trodden Willy Lomans stereotyped in "Death of a Salesman" are gone. Today's sales representative must be informed, alert and responsive because his competitor is smarter and the customer more discerning.

More than 50 Mueller men in the field represent us to our thousands of customers in the water and natural gas industries—in fact they not only represent Mueller, but to many customers they ARE Mueller Co. If customers want information, have a suggestion, need help or in any way wish to communicate with Mueller, they usually contact their Mueller salesman. When this communication flow is reversed and the company wants to reach out to the customer, it's the local sales representative who gets the call, usually. He is the man in the middle and viewed as an arbiter, interpreter and sometimes perhaps as a seer or a mystic.

The man in the drawing is Jack Rubicam, the "Mueller Man" in Wisconsin, but it could be Dave Resler, Dave Linn, Frank Kuenstler, Kenny Potts or others, typifying the more than 50 sales representatives of Mueller Co., who travel the country, working with our customers in the water and gas industries.

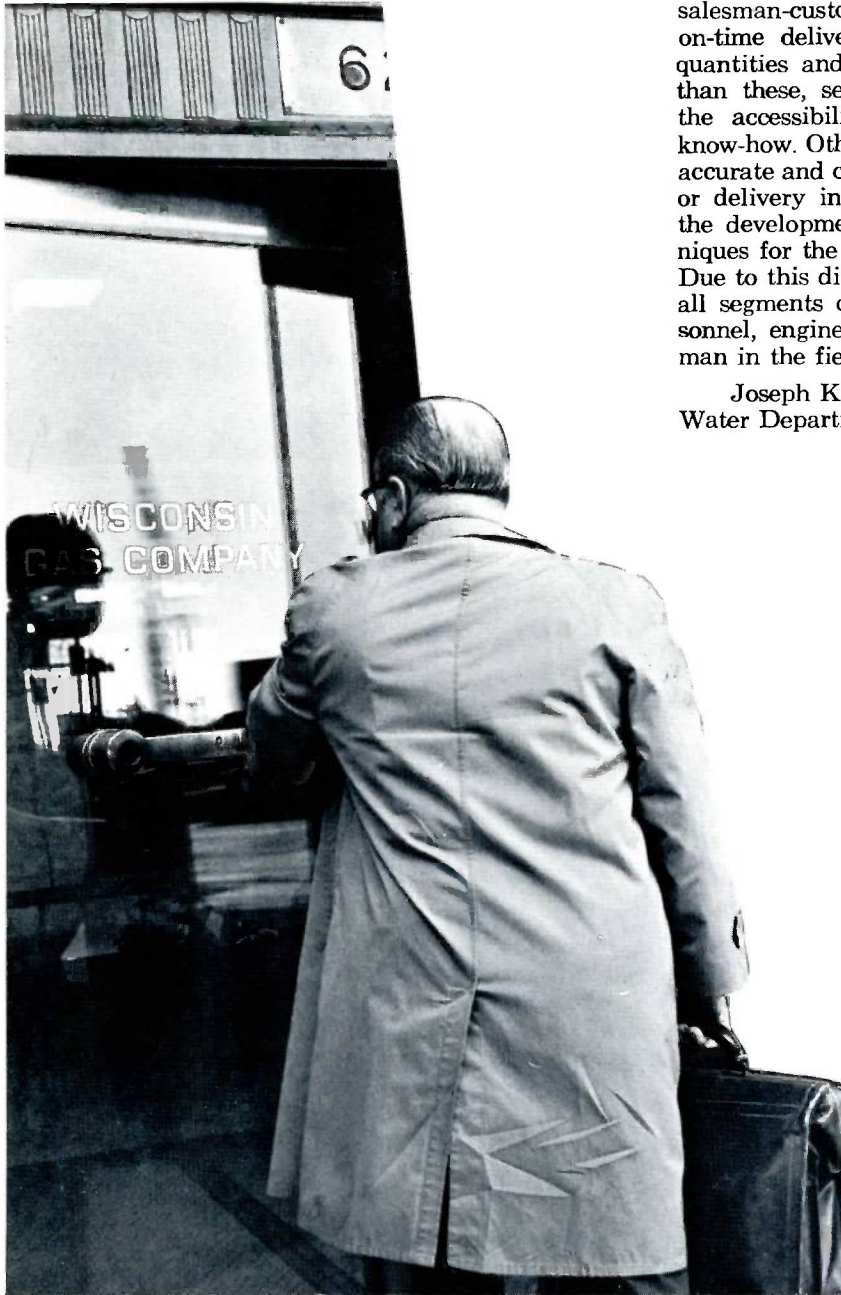
He is known by many names, peddler, sales representative, order taker, field engineer and a few less kind than these have been used to describe the salesman. A great many jokes have been made about his easy life, but how does a Mueller salesman see himself? Jack Rubicam, a Mueller salesman since 1952, and an employee for more than 35 years, views himself as the medium through which the company adapts its abilities to a customer's needs. He says, "I mean all needs

associated with our business. The more we help him, the more he'll think of us when he has an order to fill." Jack adds, however, that no matter how strong or dynamic a sales representative is individually, "he can't make it alone. He must have a quality product, backed up by a firm of high integrity."

Jack's customers in Wisconsin and those of all the Mueller salesmen must agree that quality, service, a competitive price and integrity are necessary today.

The word "service" has a broad meaning in the salesman-customer relationship. Generally it relates to on-time delivery and availability of products in the quantities and sizes the customer requests. But more than these, service to one customer could also mean the accessibility of technical data and engineering know-how. Others may see "service" as including quick, accurate and concise replies to requests for bids, pricing or delivery information. Leadership by a company in the development of new products and improved techniques for the industry is considered a form of service. Due to this diversity, customer service must come from all segments of a company — inside sales office personnel, engineering and manufacturing, as well as the man in the field.

Joseph Kuranz, manager of the Waukesha, (Wis.) Water Department and former president of the 22,000-



The sales representative is a man "on the go." Sometimes walking! Sometimes driving!

Peter A. Cornell, left, standards engineer at Wisconsin Gas Company, talks with Mueller Co's Jack Rubicam about some tests being run on service tees.



member American Water Works Association, says he looks to the representatives who call upon him as important sources of information. "What's happening in our industry around the state? How did a certain department overcome a particular problem? What is the reaction to a new product or method? These are the kinds of questions that I get answered in a large part by Jack and other sales representatives. I know I can rely upon them for product information and direct technical knowledge relating to their respective companies, but salesmen supply much more." Mr. Kuranz said.



Purchasing agents are among those with whom Mueller sales representatives most frequently work. Examining a Mueller gas stop is Francis P. Cooney, purchasing agent, Wisconsin Gas Company.

While Jack was down in a ditch talking to a workman using a Mueller drilling and tapping machine to make a service connection for water, and the chilly Wisconsin wind whipped across the new subdivision, Mr. Kuranz and the Waukesha's Superintendent of Construction Clayton Brimmer agreed that getting a simple and direct answer to a question is something else that is important to managers.

Later in the car, heading back to Milwaukee and some scheduled calls on a pipeline contractor, a gas engineer, a distributor and a purchasing agent, Jack agreed that it is important to give quick answers but cautioned: "We can't know everything and don't try to make the customer think you do because eventually you will give yourself away."

The Mueller salesman must think for himself and make his own decisions because he is usually on his own in the field. He doesn't feel alone or forgotten, however, because he knows a full staff of people in the sales office, technical people in engineering, and manufacturing specialists are only a telephone call away.

Jack's next call of the day was with Theodore M. Koenigs, vice president and secretary of Michels Pipe Line Construction, Inc., where the discussion moved

into the area of gas supply and its ultimate effect on pipeline construction work and the level of construction business throughout the state. Jack's intimate knowledge of his territory through years of travel there led to talk about specific housing developments, expansions of some sewer systems, and the use of plastic pipe. This type of free exchange of information was important to both of them. Although there wasn't a word mentioned about buying or selling a product, their relationship was maturing.

Another call took Jack to downtown Milwaukee and the Wisconsin Gas Company, where, during a brief visit, he showed a product sample to Purchasing Agent Francis P. Cooney, mentioned he wanted to talk to an engineer at the gas company, and questioned Mr. Cooney about the Lincoln Continental automobile he had restored. Mr. Cooney reemphasized what others had said about the salesman being a source of information — especially regarding new products in his case. "In addition to being knowledgeable, the Mueller salesman serves as the intermediary between Wisconsin Gas Company, Mueller Co., its plants and its technical people", he said.

At the conclusion of the call it was back to the car. This is where the Mueller salesman spends a great



A well-stocked warehouse brings smiles to Jerald H. Schmitt, left, Jack Rubicam, and Lawrence N. Schmitt. The Schmitts are officers of Milwaukee Lead Works, Milwaukee.



To make a call on a contractor the sales representative often must go to a job site to make his contact. Talking with Jack is Theodore M. Koenigs, vice president and secretary of Michels Pipe Line Construction, Inc.



It isn't unusual to find a Mueller sales representative in the ditch talking to the men who use our equipment or giving a hint on the proper installation of Mueller products.



A construction foreman in Waukesha points out an operation to Jack, Joseph Kuranz, left and Clayton Brimmer, right. Mr. Kuranz is manager of the Waukesha Water Department and Mr. Brimmer is superintendent of construction.

deal of his time, traveling an average of 25,000 to 30,000 miles a year.

At a Wisconsin Gas Company service center Jack talked to Standards Engineer Peter A. Cornell and made an appointment for a later date when Jack's District Sales Manager Cliff Auer will be traveling with him. Together they will make a product presentation to a team of gas company engineers. Cliff travels regularly with each of the men in his district, gathering information and helping with their job.

Milwaukee Lead Works is the next stop. After some banter and an exchange of good natured barbs with company secretary Jerry Schmitt, Jack makes a note to check on a delivery date for some Mueller curb boxes. There were questions from Mr. Schmitt about production lead times, and they discussed billing procedures. Finally, in parting, Mr. Schmitt asked about a Green Bay Packer fan who works in the Decatur Sales Office.

The personal calls were done for the day but by the time he returned home, Jack's wife Dorothy would have taken calls from a consulting engineer regarding specifications and another from a customer regarding a bid that required Jack's attention. Another telephone call or two, a check of correspondence and copies of orders that came in the mail from the company complete the day. The more formal day, at least, is complete, but there is always the likelihood of a call at night from a customer who knows the salesman is always "on duty". The salesman accepts this as a part of the job and receives the calls willingly. Customers also know he is often out of town during the week so the best time to catch him is on the weekend.

Weekends also mean necessary paperwork at home. A request for information from headquarters, a credit check on a new account, various follow-ups on customer orders and inquiries all add up time in the "office" at home.

With travel out of town many nights and busy schedules while in town, you wonder how there is time for home life. Motels, suitcases, and eating out are accepted as part of the job by the men, and the wives and children adjust.

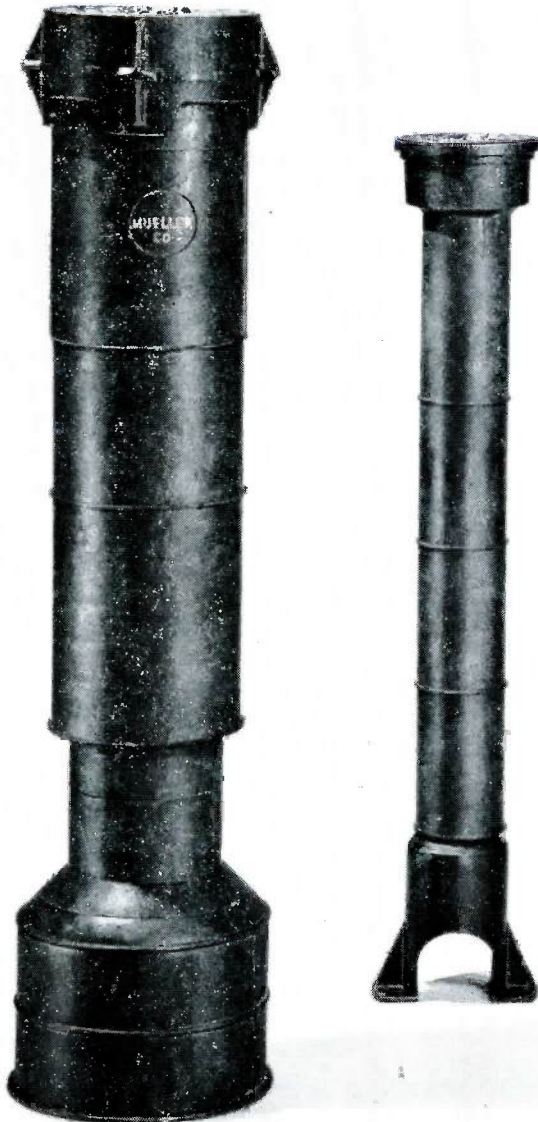
After all of this is done, Mueller sales representatives find time to promote trade associations to which they belong or hold office. On another occasion a salesman may turn instructor and talk to a group and demonstrate the proper maintenance and use of products. As a host at a convention, he assumes another role.

Despite these demanding schedules, the Mueller salesman finds time to be an elder in his church or to serve on his village board. Others maintain an interest in skiing, ranching or soaring in a sailplane. They are fine fathers and husbands, too.

They are individuals and their names are different, of course. It could be Potts in California, Parker in Florida, Lents in New Jersey or Roarick in Texas, as well as Rubicam in Wisconsin, but they all have the common corporate name of "Mueller". They work in diverse ways in different parts of the country, but they all have a single goal — service to the customer.

1/3 the weight of cast iron...

New MUELLER[®] plastic valve and curb boxes



Mueller plastic valve and curb boxes combine strength with light weight to give you boxes that are economical, easier and safer to handle, and faster to install.

The fiber-reinforced polyolefin plastic boxes will not rust or corrode. They resist moisture and temperature change to provide an exceptionally long outdoor service life expectancy. Correctly installed, these valve and curb boxes will withstand normal traffic loads.

The screw type boxes turn easily even though installed for some time and normally can be reused after once being buried.

Your Mueller Representative can give you all the facts on these new, easy-to-install plastic valve and curb boxes. Call him today, or write direct for further information.

MUELLER CO.

DECATUR, ILL.



FACTORIES AT: DECATUR, CHATTANOOGA, BREA (LOS ANGELES), MUELLER, LIMITED, SARNIA, CANADA

servicing the water and gas industries since 1857

BIRTH OF A SALESMAN

Or Is He Made!

Salesman are born, not made!

Perhaps this is true when you only consider the personality, temperament, intelligence and motivation that are so important in the success of a salesman. He may be born with all of these innate qualities it takes to be successful, but there is technical knowledge also that must be acquired to make the complete representative.



The training program for Mueller sales representatives begins with studying at a desk with catalogs and products. It ends with a review in the same surroundings, but in between there have been field trips, time in the plant's manufacturing centers, and operation and use of products. Trainees Gary L. Evans (left) and James W. (Bill) Gaskill discuss products with Training Coordinator William R. Knorr.

Through years of experience vast amounts of technical knowledge are gained, but before the Mueller sales representative goes into the field he goes through a concentrated sales training program, providing him with the basics he needs to grow.

It has been said that it is impossible to know everything, but the intelligent man knows where to go to get the answers. "We try to give our trainees basic knowledge and provide them with the proper sources of information and channels of communication to obtain the answers to the questions they are not prepared for," said William R. Knorr, sales training coordinator at Mueller Co., Decatur.

The duration of the training program depends on the need to fill openings in the field and the experience of the men. A man with prior selling experience, knowledge of the industries Mueller serves and company products could be ready to go into a territory in a few weeks. On the other hand, men with no experience or prior product knowledge have spent as long as 18 months in training.



From the classroom . . .

What do you look for in a candidate who wants to be a sales representative? According to General Sales Manager A. D. (Del) Parks, a person who likes working with others and being of service to them are the primary requirements. "Being able to work with people, our customers and those in our organization, is a necessity," he said. "We try to impress upon prospects that they must operate independently in their territories with a minimum of supervision. They must make decisions on their own and handle their own operations just like they are running their own business." Parks said.

In addition, they must be willing to relocate, travel, be away from their families during the week and be capable of thinking intelligently. Men of these qualities come to Mueller from college campuses, other industries and from within the company.

The necessary innate qualities of personality, intelligence and motivation prompt people to say that "salesman are born, not made" — but it takes more. It takes specialized training to inform the novice that tees and ells are found in places other than the alphabet.



To the plant

This training begins in the classroom. Initially, they systematically cover terminology, go into the scope and history of the water and natural gas industries and get background on Mueller Co. Then they begin a detailed study of Mueller products, covering first those for water and then those for gas. Catalogs, operating instructions, sales literature, samples and visual aids are utilized.



. . . . To the field.

In addition, equipment and products are handled and used by the trainees in simulated conditions. They may use a drilling and tapping machine to install a corporation stop on a water main and on another occasion they may go through the complete operations of stopping off a gas line with Mueller equipment. Sandwiched in are field trips where they see trained crews

using Mueller products under actual field conditions. They talk to the workers and foremen, ask questions and discuss product uses.

The second major phase of the training program is spent in the Mueller plants in Decatur. There the trainees watch and become involved in the manufacture of products. They may work for a time as a molder to get first-hand knowledge of foundry operations. They talk to quality control men about their jobs and observe the operations that go into producing a meter stop or the assembly of a drilling machine.

The final portion of the training includes a review of products, work in the sales office to learn order processing and internal communication and discussions of company policy.

At this point they go into the field where some assume the responsibility for a territory and others continue their training by working with sales representatives. In the former case, they work closely under the supervision of their district sales manager until they become firmly established. The direction taken in each case depends, usually, on the openings that are available.

Bill Knorr, a 25-year man with Mueller, handles most of the instruction and scheduling of the time for those in the sales training program.





In the plant and the Engineering Department, Gary talks with the men who manufacture and test Mueller products.

Three recent appointments of new sales representatives give examples of the range of training and background found among "Mueller Men" in the field. John Kirk, who became the Mueller representative in Mississippi in the fall, spent a brief time in sales training, but he had worked for the company for more than seven years, including time in the Decatur Sales Office and in the Advertising and Sales Promotion Dept. which gave him exposure to products and procedures.

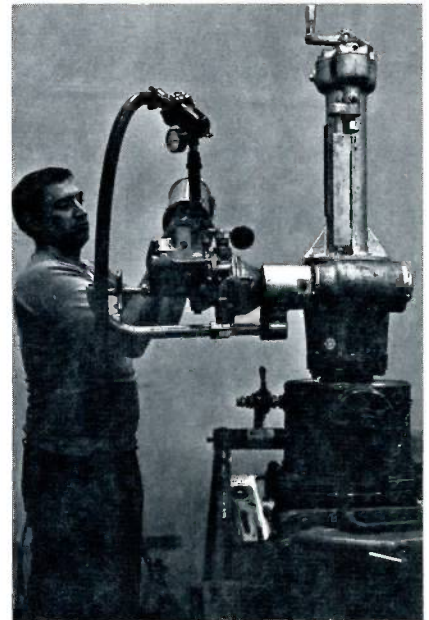
On the other hand, James W. (Bill) Gaskill and Gary L. Evans spent about 10 months in training because the company, its products and the industries Mueller serves were new to them. Gary received his bachelor's degree in marketing from Bradley University in Peoria, Ill., in 1969 and joined Mueller Co. after two years in the army. Bill, four years older than Gary, brought to Mueller Co. about seven years of

work experience, including some selling, and an associate degree in business administration from Southern Illinois University.

Gary goes to North Carolina to work with the salesman in that area. Bill moves to Iowa to cover most of that state.

Coordinating and planning the training program are done by Knorr, who has more than 25 years of service with Mueller Co. His experience includes working in the factory, sales office and as a technical assistant in advertising and sales promotion. Just prior to becoming sales training coordinator, about mid-1970, he was products manager for the Headquarters Sales Division. The broad knowledge that he possesses is a valuable asset as he works with the trainees.

Are salesmen born or made? Knorr and others answer "yes!" It takes a combination of the two. The real education begins when they go into a territory.



Bill checks some of the equipment as he runs through the actual use of equipment used to insert a gate valve in a main without interrupting service to the customers.

Blue Flame Whispers

GAMA REAFFIRMS EFFORTS REGARDING GAS SUPPLIES

The Board of Directors of the Gas Appliance Manufacturers Association recently reaffirmed its willingness to do everything it can to bring about improvement of the availability of natural gas and the solution of energy crisis.

A Board resolution sent to the American Gas Association noted that supplies of natural gas together with the outlook for any improvement have been "singularly disappointing." It said further that "the negative effects of the supply and availability position are manifesting themselves not only in the decreased sale of commercial and industrial gas equipment but are being extended to an increasing degree to markets for residential gas appliances and equipment."

Through the resolution the GAMA organization, which represents about 500 manufacturers who produce more than 90 per cent of all the gas equipment sold in the U.S., pledged its support to the A.G.A. to assist it in bringing about solutions to the problems of natural gas supply and availability and that it will work with all governmental and private bodies which are working toward improvement of the national energy shortage.

GAMA also urged the A.G.A. and its members to formulate and adopt uniform policies designed to bring about a more realistic and selective use of gas as a high form fuel. A nationwide program to counter the current widespread misunderstanding regarding the nature, scope, severity and prospective duration of the energy supply problems was also urged by GAMA.

This GAMA resolution incorporates many of the recommendations and findings found in a GAMA position paper with regard to the total energy crisis and natural gas supply.

The GAMA policy statement says that the *overall energy supply emergency* has not received the widespread publicity to which natural gas has been subjected. "The effects of this publicity have already been felt by manufacturers of gas appliances and equipment, for sales have declined not only in those areas where the supply is critical, but in those areas where an adequate supply exists for growth and expansion," the paper says. GAMA submits that the shortage of natural gas is not national in scope, but it is a multiplicity of local shortages and should be approached with that thought in mind.

GAMA feels that the problems are not insoluble and urges the gas industry, as an industry, to adopt a more realistic and positive viewpoint in presenting the facts to their consumers. According to the group, no single organization will be able to bring about a solution. "We believe that government, industry, industry organizations and the fuel interests must work in con-

cert if adequate solutions are to be forthcoming," the statement said.

It speculated that it would be five years before the gas supply becomes adequate, allowing an attempt for a return to normal growth patterns. On a note of caution, it said: "It is highly questionable that the gas industry will be able to return to a period of normal growth in the industrial, commercial, or residential areas if it:

1. *Loses the support of the gas appliance and equipment manufacturers.*
2. *Forfeits its image as a progressive industry.*
3. *Directly or indirectly urges consumers to utilize other fuels.*
4. *Does not take realistically constructive steps to maintain markets for the equipment which utilize the fuel.*



Paul E. Black (left), superintendent, and Dominic Butera (right), supervisor street training, both of Equitable Gas of Pittsburgh, talk about training programs with Mueller Co. Sales Representative Richard F. Kahl. Equitable Gas maintains training facilities at 701 Wharton Street to introduce employees to new methods of operating and to improve their skills so that they may be better prepared to do their current jobs and ready them for promotions. The company has about 2,300 employees, working primarily to deliver natural gas to about 250,000 customers in the Pittsburgh area.

WHAT'S **NEW** and **NEWS** FROM **MUELLER**

NEW SALES TERRITORY ASSIGNMENTS MADE

New sales territory assignments plus the retirement of a salesman and the addition of a new territory have been announced by A. D. (Del) Parks, general sales manager at Mueller Co.

F. V. (Doc) Martin, who has been a Mueller sales representative for 23 years is retiring. Martin, who recently covered most of Washington, will be succeeded by Vern M. Beatty.

Beatty, a Mueller sales representative in the Western District since 1959, has been calling on customers in the greater Los Angeles area.

Moving into the Los Angeles area about March 1 to succeed Beatty will be R. Wayne Black, who has been the "Mueller Man" for most of Iowa and northern Missouri.

J. William Gaskill, who has just completed the company's sales training program, has moved to the Des Moines, Iowa, area to succeed Black.

Gary L. Evans, who has been in sales training for a number of months, has been assigned to a newly-created territory in eastern North Carolina.

Martin had been with a pipe manufacturer before he joined Mueller Co. in the spring of 1949. He was in production and manufacturing for the Utah firm first and then requested a transfer to sales and wound up traveling Washington, Oregon and Montana. Until recently he covered both Washington and Oregon for Mueller, but as that territory grew in volume it was split to permit improved customer service and he remained in Washington.

Beatty is originally from Indiana, and had selling experience before he became a member of the Illinois State Chamber of Commerce staff. Then he joined Mueller and has

been calling on Mueller customers in the Los Angeles area most of the time since 1959.

Black joined Mueller Co. in 1966 and after completing an intensive sales training program, he conducted demonstrations of Mueller NO-BLO® gas products throughout the country. In July, 1968 he went into the company's field sales training, traveling much of Iowa for about a year before he was permanently assigned to the area.

Gaskill, a native of Monticello, Illinois, has an associate degree in business administration from Southern Illinois University and worked as a cost accountant and in the quality control division for a manufacturing firm before joining Mueller Co. in June of last year.

Evans, born and reared in Decatur, Illinois, received his bachelor's degree in marketing from Bradley University, Peoria, Illinois, in 1969. Following two years in the U. S. Army, he joined Mueller Co. and entered the sales training program. He will be living in the Raleigh-Durham area.

MUELLER OFFERS PLASTIC VALVE AND CURB BOXES

Lightweight valve boxes and curb boxes made of fiber-reinforced polyolefin plastic are now available from Mueller Co.

The plastic valve and curb boxes have approximately one-third the weight of comparable size cast iron boxes, providing safety and handling advantages, and reducing shipping costs.

The polyolefin plastic material, of which the boxes are made, doesn't rust or corrode and is highly resistant to the effects of moisture or temperature change. The plastic is fiber-reinforced throughout to provide high resistance to breakage from stress or mishandling. Carbon black is added to the plastic to re-

sist ultraviolet attack, permitting outdoor storage of the boxes.

Both valve and curb boxes are two-section, screw-type with cast iron collars and lids for added strength and traffic protection.

MUELLER PURCHASES H. Y. CARSON CO.

Mueller Co. recently acquired the H. Y. Carson Company, Birmingham, Alabama, a producer of clamps used to repair leaks and to strengthen bell-joints and slip-joints found in cast iron distribution systems.

The clamp consists of front and rear rings which are installed on both sides of the joint, a gasket and bolts. The clamps, nuts and bolts are made of ductile iron. When installed the clamps form leak-tight new joints which are also flexible to allow for future pipe line movement due to expansion, contraction, and vibration.

According to William E. Murphy, Mueller vice president—marketing, the same people who would buy this type of clamp are those upon whom the Mueller sales representatives have already been calling. The company previously sold through manufacturers' representatives and distribution was limited mostly to the southeast, east coast and New England.

The Carson manufacturing operations are primarily those of limited machining, assembly, packaging and shipping. The ductile iron parts and the rubber products are purchased items.

This new subsidiary of Mueller Co. will be known as the Carson Clamp and Fitting Company.

While most of the operations will be continued without change in Birmingham, finished stocks will be established in Decatur and orders taken by Mueller salesmen will be filled from these stocks along with other service materials.

Strictly Off the Record

Joe: "Why do you think he's stupid?"

Sam: "Well, there's a poster down at the post office that says, 'Man wanted for robbery in New York' and he applied for the job!"

* * *

"I have decided to take up short-story writing as a career."

"Good! Have you sold anything yet?"

"Yes, My watch, my overcoat and my car."

* * *

"My tests show your thyroid is perfectly normal," the doctor told his corpulent patient. "What you suffer from is an over-active fork."

* * *

"Stick to your washing, ironing, scrubbing and cooking," a husband exhorted his wife. "No wife of mine is going to work."

* * *

If lawyers are disbarred and priests unfrocked, other people in other walks of life might be read out of their callings.

Examples: Electricians get delighted; musicians denoted; cowboys deranged; models deposed; judges distorted. What's more, mediums dispirited; dressmakers unbiased; Far Eastern diplomats disoriented; office workers defiled.

* * *

A doctor addressing a gathering told reporters that as he was making the same speech the following week in a neighboring town, he did not wish to have anything published. The following day he was horrified to read in the local paper: "Dr. Smith delivered an excellent lecture—he told some wonderful stories—unfortunately they cannot be published."

* * *

Mother: "Just returned from a pleasure trip."

Friend: "Where did you go?"

Mother: "Drove the kids to camp."

"You'll have to handle this child very carefully," said the child specialist to the mother. "Remember, you are dealing with a sensitive, high-strung little stinker."

* * *

Foreman: "Why is it you're carrying only two bricks and all the other men are carrying four?"

Worker: "I guess they're too lazy to make two trips."

* * *

Grandpa just can't help wondering what his grandchildren will think about all the wonderful plastic antiques he'll leave them.

* * *

"Old Bert loves to fix things around the house but his wife objects."

"Why?"

"His specialties are martinis and old fashioned's."

Some people have read so much about the harmful effects of smoking that they have decided to give up reading.

* * *

A student was describing a blind date he'd had over the weekend. "She'd remind you of Bardo," he said.

"Brigitte?" asked his buddy.

"No, Guy Lom," was the reply.

* * *

A bookstore received this request by mail: "Please send me the name of a book on hygiene. I'm afraid I have it."

* * *

A Texas woman visiting in Illinois was asked what part of the Lone Star state she came from. "Oh," she replied, "about 125 miles from Neiman-Marcus."

* * *

Son: "What's a traitor in politics, Dad?"

Father: "A man who leaves our party and goes over to the other side."

Son: "Well what about a man who leaves his party and comes over to ours?"

Father: "A convert, son, a convert."



"You've posted the sales graph upside down again, Miss Wilson."

Practicing The Single-Industry Concept

By
HARRY A. PAYNTER

This title is great as an objective. I wish I could say it is now being practiced in the gas industry. In fact, I wish it were even a common objective.

"Practicing the Single-Industry Concept" to me means, all segments of the industry working toward long-range objectives that will be mutually beneficial. You notice, I said long-range objectives. Short-term solutions can make long-range problems. Also, short-range goals may or may not be complementary, but longer-range ones must be, if we are to survive as an industry.

This means that the long-range goals must be specific and understood by all, so that in the interim, even though taking different tacks, no segment will take an action that defeats overall long-range objectives. I don't believe such specific, long-range objectives for the industry have ever been established. If they have, manufacturers have not participated in their formulation, and I don't believe you can call it an industry, unless the manufacturers are represented.

Had there been such common industry objectives over the past 15 years, I submit we would not now be experiencing the state of depletion of our gas reserves, on the one hand, nor forfeiture of a major share of range and water heater market and virtual abandonment of parts of the industrial and commercial market, on the other.

Many of the problems we face as an industry are, in fact, the result of a lack of common industry goals and of various segments of the industry pursuing objectives detrimental to the balance of the industry. Some segments have even followed the traditional adversary role in their relationships with other parts of the industry. Others have been tolerated as a necessary, but almost undesirable, element. Now, you don't want me to name these elements, and I don't want to. In any case, it isn't necessary, because we all know many examples of what I'm talking about.

GAS IS COMMON BOND

Most of the worst examples are behind us, now that we are confronted with an actual gas shortage. And gas is the only common denominator, the only thread that binds us all together as an industry. I say the worst examples are behind us, but we are still falling far short of "Practicing the Single-Industry Concept." Let us not delude ourselves by assuming that, because we all recognize and agree that we have a common problem, and are devoting our principal efforts to correcting that problem, we are now united in pursuit of common objectives.

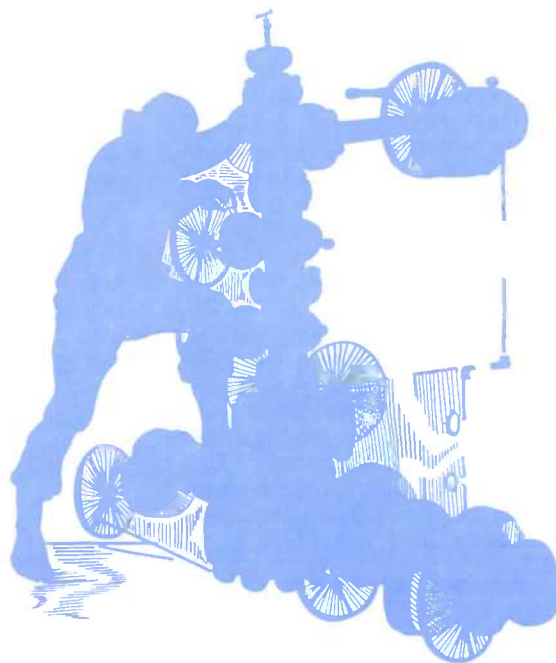
(Editors Note: The following is most of the text of a talk by Harry A. Paynter, managing director of the Gas Appliance Manufacturers Association, (GAMA) Inc., given before the American Gas Association in Boston. GAMA, headquartered in Arlington, Virginia, consists of more than 500 manufacturers who produce more than 90 percent of all the gas equipment, including appliances, sold in the United States.)

As a matter of fact, even the actions some have taken to correct the gas shortage have been at the expense of other industry segments.

But my purpose is not to come here to point a finger or try to place blame for our current predicaments. I believe in practicing the single-industry concept, and not just when we all have a common problem, either. It must be the basis for all our long-range planning. There are no purely manufacturers' problems, no purely producers' problems. Serious problems for any segment become the industry's problems.

What should some of our long-range objectives be? I would be very presumptuous to suggest that I could "crystal ball" the next 20 years for the entire industry. It wouldn't take much of a prophet, though, to say that adequate supplies of gas will still be high on anyone's list of goals for 1990. And I can add another: Gas appliances and equipment that meet the needs of whatever way of life we will be living in the years of 1990 to 2000! Without this latter as an objective, it's anyone's guess in what markets gas will be sold (or perhaps dumped).

In the past year, I have attended about a dozen gas association meetings, and I have heard a great deal



Valves control the flow and supply of natural gas. (Photo courtesy of UGI Corporation.)

about how the premium fuel is to be sold at a premium price, and equating that price, naturally, to the residential market. But not one time did I hear any speaker ever mention the possibility that the future may hold a dwindling, rather than an expanding, residential market. Yet, if current attitudes on promotion and marketing, on the one hand, and research and developments, on the other, continue to prevail, this premium fuel may be used to generate electricity to supply the all-electric homes of the future.

A few months ago, Mr. William Ruckelshaus, Administrator of the Environmental Protection Agency, said that, if the City of New York is to meet the new Federal pollution standards, it will require a 300 percent increase in the amount of natural gas to be consumed in that city alone. Ladies and gentlemen, that 300 percent increase in consumption he spoke of would not be in the residential market, even if that much gas were available, because that is not the source of pollution.

So far, you may think my approach has been negative, and perhaps it has. The last thing I want to do, however, is to leave the impression that if we continue to do more of what is now being done — across the board — things will work out all right in the end. I just don't believe that will happen. There are members of several product divisions within GAMA who have already been hurt, and hurt badly, by the unfair publicity that has resulted from announcements by major utilities of restrictions on service.

MANUFACTURERS HAVE BEEN HURT

The results of the scare stories have already been felt, in terms of substantial drops in sales. Those responsible for specifying gas equipment are becoming afraid to do so, even though they may be in an area where no shortage exists and none is contemplated.

This situation affects manufacturers in a much different way than it does utilities. The average utility is now selling more gas at as high or higher prices, than ever. The major problem is its inability to expand service to the extent demand would permit, if it were not for the shortage. I know that this is a drastic oversimplification, but nevertheless portrays the basic problem. Many manufacturers, however, face an entirely different problem.

All manufacturers have a break-even point in production. In some of our more competitive product lines, this point is dangerously close to full production. A firm whose facility is forced to restrict output, because of factors not affecting products of other industries, must make a rather quick decision as to whether that plant should be converted into another production where sales would not be affected by such influences.

It is, therefore, quite conceivable that entire product lines could disappear from the market, virtually overnight. The result would be that, when the gas supply situation eases and the utility is once again able to expand its services to customers needing such equipment, it would be unable to do so, because the manufacturing capability would no longer be there, and because, by then, substitute products would have captured the market.

It therefore behooves us all to recognize the problems of all segments of our industry, and for each of us to act in ways that will benefit the entire industry, over the long run.

GAS APPLIANCES CONSERVE

For those of you operating in an area where gas is burned under steam boilers to generate electricity, every gas appliance or piece of gas equipment that is sold to replace (or in place of) an electric item, will conserve at least as much gas as it burns and, in most cases, more, because of its relative efficiency. That's why I boil every time I hear about a regulatory commission, in such situations, telling one of you that you should not promote the use of gas appliances because of the energy crisis.

I believe a few recommendations at this time are in order:

1. We should intensify active, carefully prepared marketing programs, designed to capitalize on the strengths of each one's individual market and supply situation, with joint participation of the utilities, and manufacturers whose products fit the needs of that particular program. The full spectrum of marketing plans, ranging from a conservation/replacement pitch in areas suffering from severe shortages, to an all-out expansion approach in areas of plenty.
2. I urge you to work with manufacturers to develop stronger dealer organizations, not only for residential products, but for commercial and industrial ones as well. Much needs to be done in a co-operative way here in both marketing and customer service.
3. We should rebuild the basic gas research capability within the A.G.A. labs and encourage, in whatever way possible, additional in-house research and development activity within the utilities. Even the smallest gas companies having only one engineer have some capability and should be encouraged, as a minimum, to suggest areas in which additional research would be profitable.

A big job confronting the gas industry will be to keep appliance and equipment manufacturers gas-oriented and devoting a major part of their research, development and promotion dollars to their gas products.

In summary, we feel the manufacturers are an integral part of this gas industry. I, personally, think it a part that has too long been taken for granted, and I suspect that feeling may show through from time-to-time. But it would be risky, indeed, to make any assumptions that may well prove false at this juncture. They are a fine group of your colleagues — service-motivated and gas-oriented. But they are, first and foremost, profit-motivated (just as you are), and they must be convinced that they have a future in this industry.

"Practicing the Single-Industry Concept," in word and deed, by all segments, will not only be convincing, it will insure that the future of the industry is secure and profitable for all.

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