MUELLER Record

FEBRUARY • 1964

NASHVILLE GAS COMPANY

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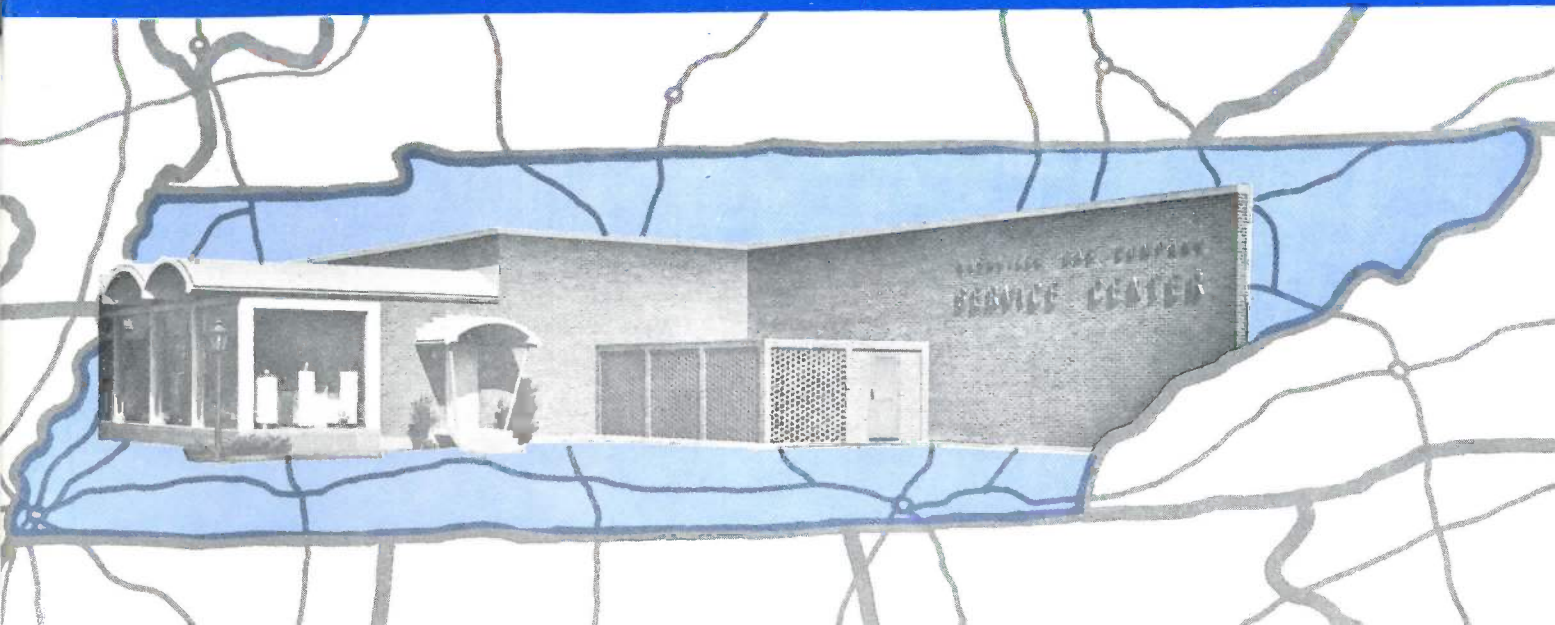

MUELLER RECORD

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FEBRUARY • 1964

Published by
MUELLER CO.
500 W. Eldorado St.
Decatur, Illinois

Member:
Central Illinois Industrial Editors Association
and
International Council of Industrial Editors

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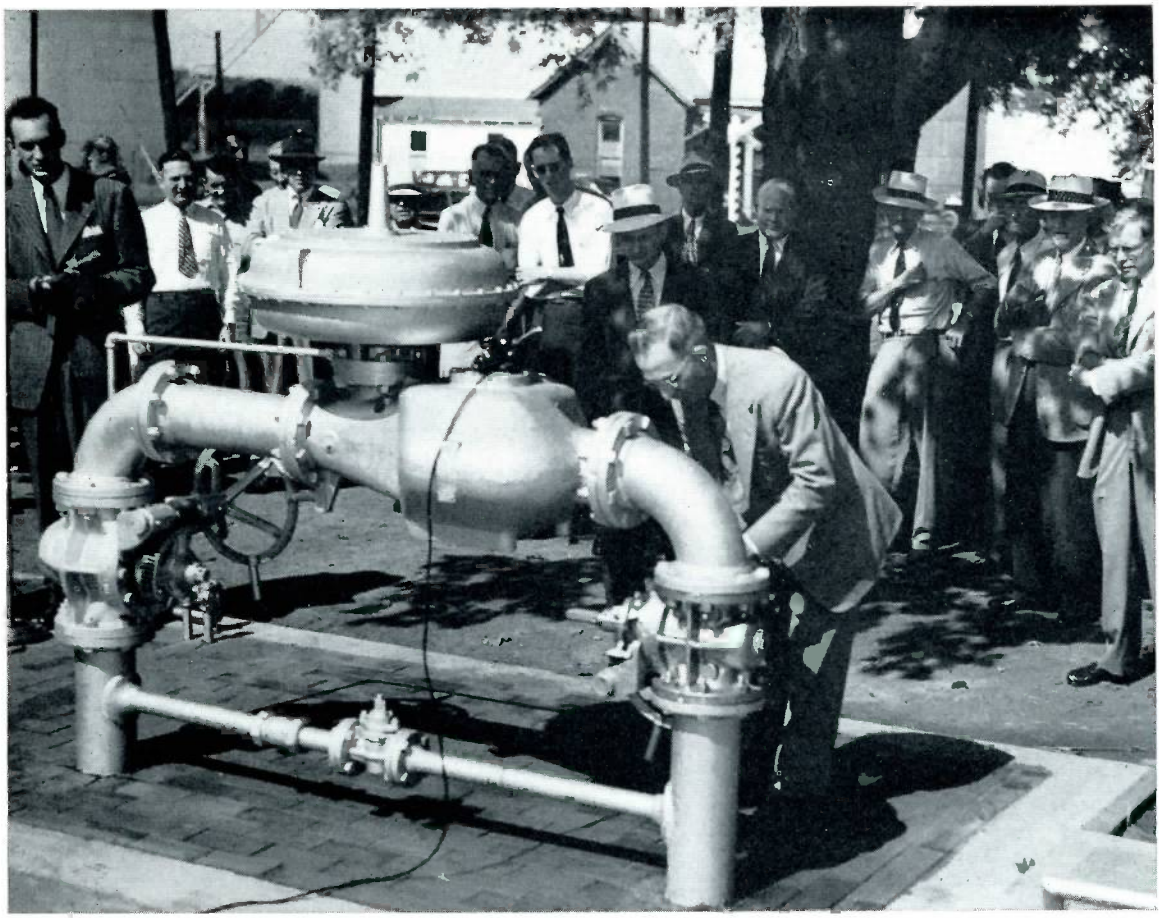


This important ceremony marked the introduction of natural gas into Nashville, Tenn. After nearly a century of using manufactured gas, natural gas came to the city in 1946. Since that time, it has been important in the development of the community, just as it was instrumental in the growth of Nashville years ago.

Nashville, Tennessee

Gas Turns Village Into City

Gaslight Glow Given Credit For Maturing Village of 1851

Nashville, Tennessee became a city in 1851 when gaslights were turned on. So says one newspaper account of this great occasion.

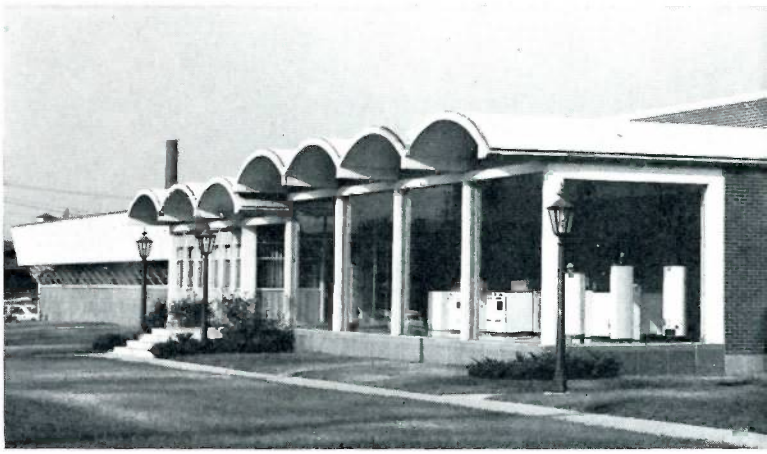
In the Feb. 14, 1851 issue of the **Nashville Gazette** a story, in part, read: "Nashville is now fully entitled to the name of a city—an honor to which a large number of half-grown villages aspire, but which no place should lay the least pretentions to until it is lighted with gas."

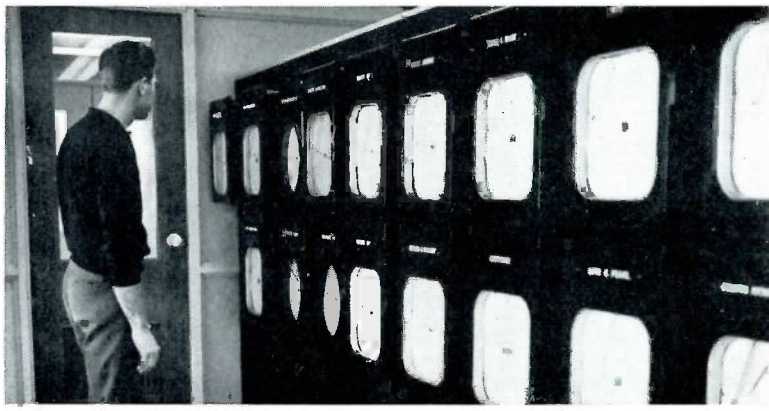
Today, certainly, gas cannot be given complete credit for the prosperity and growth of this community of 250,000 persons. Gas has played a big part, however, and in spite of its location in the heart of TVA land, Nashville Gas Company has been experiencing a steady, healthy growth.

Nearly 100 years before **natural** gas made its entry into Nashville, manufactured gas and gaslights were "turning night into day," as one news reporter described the emergence of gas street lights.

Today in Nashville, hundreds of gaslights are being used to light yards; but, in addition, about 43,000 homes and businesses, and nearly 400 industrial firms are using gas for heating, cooling, and in-production processes.

In 1849, when the first spark of





interest in gas ignited the flame of exploration, the Mexican War had just ended, adding 500,000 square miles of territory to this country, and gold was discovered at Sutter's Mill in California.

With an authorized capital stock of $100,000, the organization of the company was effected in March of 1850 when Nashville had a population of 10,165 persons and covered six square miles. A year later, the first year of operation, the company distributed less than six million cubic feet of gas to its 285 customers. Today, the peak daily load exceeds 115,000,000 cubic feet.

Even in the 1850's the company was sales promotion conscious, and Nashville Gas Light Company President Washington Barrow offered a beautiful silk dress to the woman who was first to have her house illuminated with gas.

Nashville had a population of 17,000 in 1860, and the gas company had 18 miles of mains, between 800 and 900 meters, and a total investment of $150,000. More than 100 years later, Nashville Gas Company, now a subsidiary of Tennessee Natural Gas Lines, Inc., has more than 43,000 customers, more than 800 miles of mains, and assets exceeding 16 million dollars.

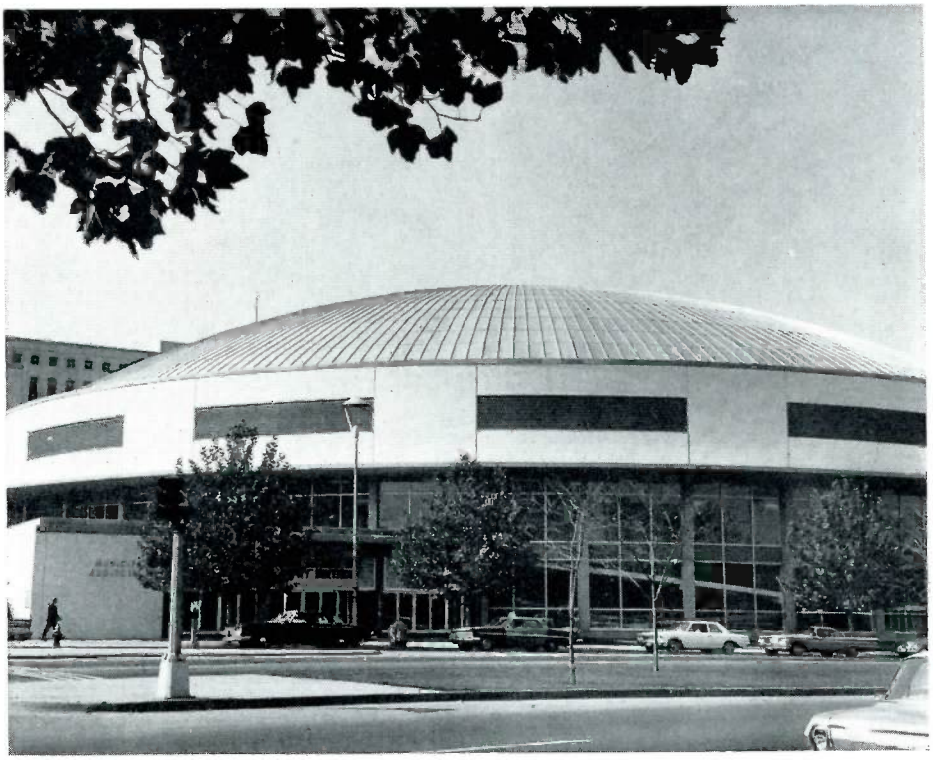
Proud of its enterprise and achievement in recovery following the Civil War, the city celebrated its Centennial with a great commercial and industrial exhibit for a month in 1880. At the Centennial, the Nashville Gas Light Company advertised itself as "The most complete gas works in the South, with the latest equipment for the art of gas making." At that time, it had to manufacture gas for 2,200 customers who were located along 34 miles of main.

At the close of the first half-century, the Nashville Gas Light Company's 50-year franchise expired and the Nashville Gas Company was organized. In 1911, controlling interest was purchased by the United Gas Improvement Company of Philadelphia. The name was changed to the Nashville Gas & Heating Company, signifying another change in customer interest and requirements. Gas was firmly entrenched as an essential fuel for homes and business properties.

On May 28, 1945 the company was purchased by Tennessee Natural Gas Lines, Inc. and within 15 months natural gas was introduced to Nashville and Davidson County.

Five of Tennessee Gas Transmission Company's large lines run within 13 miles of Nashville. Tennessee Natural Gas Lines, Inc., parent company of the Nashville Gas Company, operates about 50 miles of transmission line and delivers the gas to the city at two points. Tennessee Natural Gas' only other customers are the Ford, DuPont, and Gates Rubber industrial plants.

Nashvillians welcomed natural



A Nashville Gas employee makes a new service connection with a Mueller E-4 drilling machine at the far left. This modern service center (above) was opened in 1960. Among the many Nashville Gas offices and departments housed there is this section for gauges which gives a complete picture of many operations in the section. This municipal auditorium (right), which is heated with gas, was recently completed in the center of Nashville.

gas with open arms and took it into their homes. In 1946, the first years for natural gas, there were 19,000 customers. Today, there are 43,000 customers.

The 297 miles of mains the company had in 1946, have been increased to 830 miles, ranging in size from 2 inches to 20 inches. About one-half of the system is now of the high pressure variety. Approximately 80 cars and trucks, and more than 300 employees are required to maintain service for residents of Nashville and Davidson County.

Heading this fine operation in Nashville is Wister H. Ligon, a man with 35 years of experience in gas operations. A native of Atlanta, Ga., Mr. Ligon graduated from Georgia Tech in 1928 with a BS Degree in Civil Engineering. The following year he joined the Mississippi Service Company in Meridian, Miss., as a gas engineer. From 1932 to 1945, he was with Stone & Webster Service Corporation in supervisory capacities with various gas utilities. Prior to joining Nashville Gas, he was general superintendent of Atlanta Gas Light Co. Mr. Ligon was president of the American Gas Association in 1960.

Another veteran of the gas business heads the operations division. He is Dwight H. Woods, vice president—Operations.

Mr. Woods, a native of New York City, has a chemical engineering degree from Massachusetts Institute of Technology. He started working for United Gas Improvement Co. in 1926, and after a year in Sioux City, Ia., he transferred to Nashville, and has been there since. He was named general superintendent of the firm in 1946, when natural gas was introduced, and was elevated to a vice presidency in 1960.

Nashville is adding about 2,000 home services a year, as new homes are added to the system and old homes continue to convert to natural gas.

Between 1956 and 1966, Nashville Gas Company is planning to spend about $8,000,000 on the expansion of its distribution system, according to Mr. Ligon. During 1962, the company invested more than $800,000 in new equipment, in extending mains to serve customers in new areas and connecting new services.

Mr. Ligon said, "I am convinced that the future of our industry lies in expanding research, greater product improvement, and aggressive sales promotion. We have no greater calling than to keep the public aware of gas."

According to Mr. Woods, the sudden changes in temperatures, which are typically Nashville, and the ensuing load fluctuations, present the biggest problems for the operating division. As an example, he cited one four-day period a year ago where the mean temperature bounced from 60 degrees above to a minimum of 16 degrees below zero.

Wister H. Ligon, President of Nashville Gas Company, has more than 35 years of experience in gas operations.

Mueller Co. Sales Representative Charlie Freeman (left) talks with Vice President—Operations Dwight Woods (center), and Roddy L. Story, Construction Superintendent.

While people in the operating division are concerned with the heating demands of winter, people in other parts of the organization are attempting to increase summer demands by promoting the use of gas for air conditioning. The number of commercial air conditioning units sold in 1962 exceeded by 170 per cent similar sales for the previous year.

Just as gas brightened the streets of Nashville in 1851, the future of gas seems bright in Nashville. As new markets for gas continue to appear, and the advantages of the use of gas become more apparent, the continued growth of Nashville Gas Company seems assured.

NASHVILLE — State Capital and Music Capital

Nashville is the capital of the State of Tennessee, but it is also known as the world capital of country and western music.

As the home of the "Grand Ole Opry," Nashville has attracted thousands of country and western music performers to its recording studios. Its popularity among these singers and musicians has caused its music recording business to boom, until it has become the country's second largest recording center.

The local businessman and cab driver are just as well-acquainted with the roster of musicians and singers in this field as Chicagoans are familiar with the lineup of the Bears on the football field.

In sharp contrast to the twang of the country musician's guitar is the sound of Nashville's other title —"Athens of the South." This name is derived primarily from the 14 coeducational colleges and universities which are located there, and strengthened by the location of a replica of the famous Athenian temple, The Parthenon.

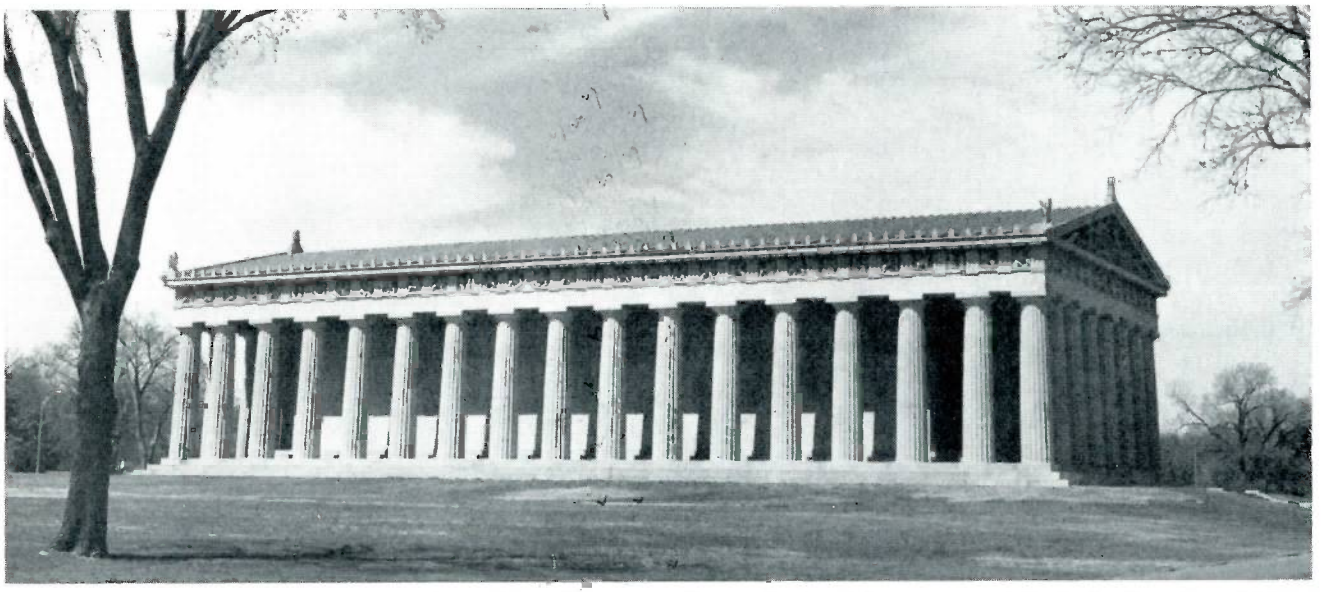
Such well-known schools as Vanderbilt, George Peabody College, the Nashville Branch of the University of Tennessee, Fisk University and Meharry Medical School are located in this metropolitan community of about 415,000 people.

Nashville's colleges and universities add more than 20 million dollars a year to the economy, as well as providing education for thousands in all areas of interest.

Another 25 million dollars are added to the area's income by some 9,000 jobs which are related to the operation of state and federal governments.

Among Nashville's major industries are such giants as: DuPont, Avco, Gates Rubber, Genesco, and

Tennessee State Capital



Claimed to be the only exact reproduction of the famous Athenian temple, Nashville's Parthenon stands majestically in Centennial park as a tribute to the city which is known as the Athens of the South.

Ford. The Ford Glass plant is called the world's largest glass-producing facility.

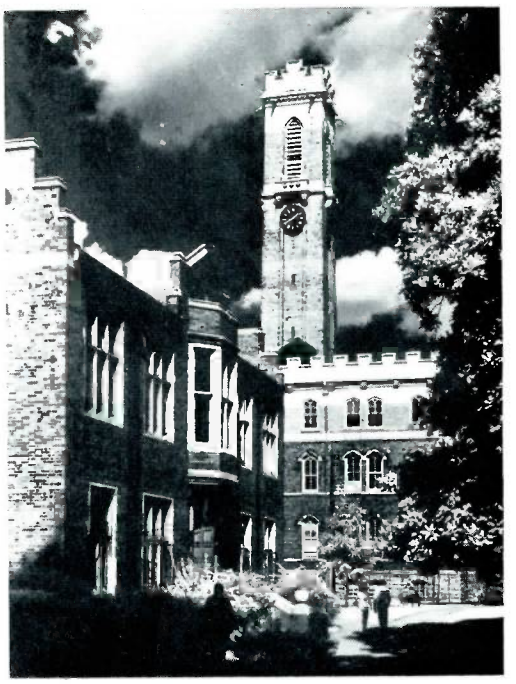
There are 500 industrial plants there whose products range from delicate clinical thermometers to steel bridges and barges.

On Christmas Day in 1779, James Robertson established a settlement on the west bank of the Cumberland River, destined to become Nashville—capital of Tennessee. He was joined in the spring by a party headed by Col. John Donelson, whose daughter Rachel later became the wife of Andrew Jackson, the seventh president of the United States. About 12 miles from Nashville is The Hermitage, beautiful and historic home of Andrew Jackson.

Nashville is named for General Francis Nash, North Carolina revolutionary war soldier killed in the Battle of Germantown. The name was changed from Nashborough in 1784, when the settlement was incorporated as a town by the legislature of North Carolina. Tennessee was admitted to statehood in 1796, as the 16th state, and Nashville became the permanent state capital in 1843.

This aerial view of downtown Nashville shows the Capital building at the top, left, and the circular municipal auditorium at the top, right. At the right is the tower on

Kirkland Hall on the campus of Vanderbilt University. The Tower has been a Nashville landmark for many years.



Denver Colorado

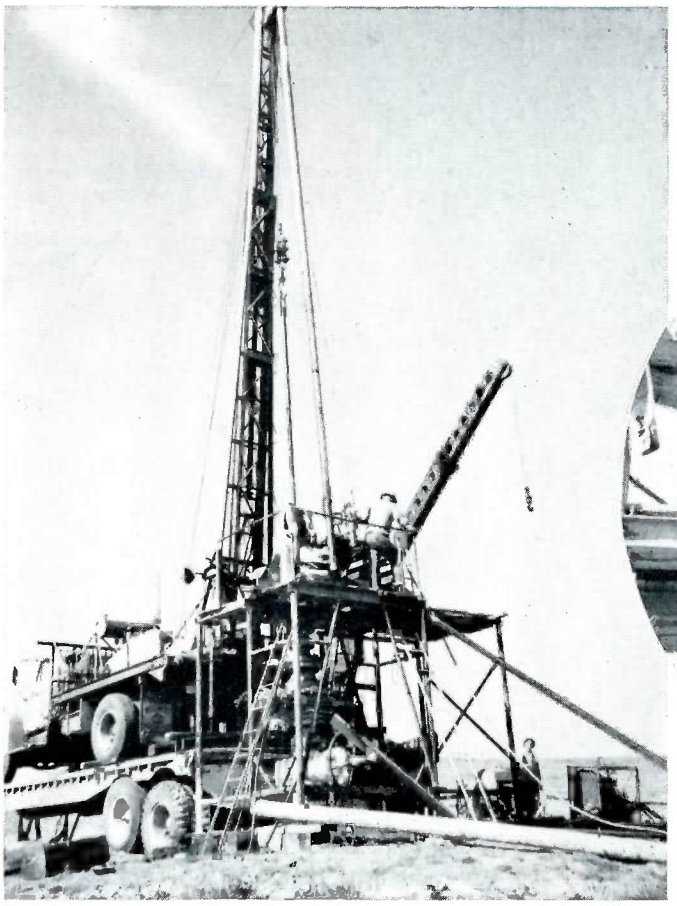
Line Stopping Equipment Used On Drill Rig

Mueller line stopping equipment and machines were seen in strange positions and in unfamiliar circumstances recently, north of Denver, Colorado.

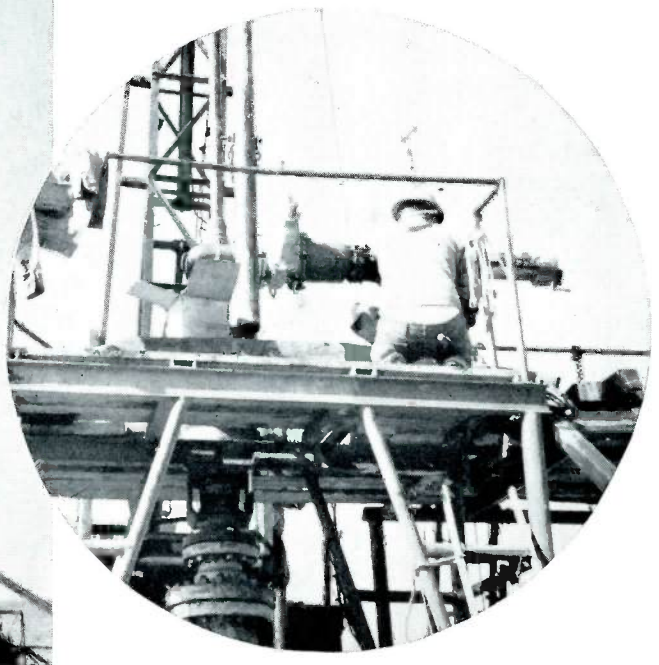
Persons familiar with Mueller Co. equipment would have done a double take if they had seen the machines 15 feet in the air and attached to the side of a drill stem on a drilling rig.

Public Service Company of Colorado has an abandoned coal mine, near Denver, which it uses for underground storage of natural gas. Withdrawal of the stored gas is accomplished through wells. These wells, similar in design to common oil and gas wells, penetrate into the strata containing the gas.

Recently the casing on one of the wells became clogged, and a dril-



This drilling rig was set up near Denver, Colo., to open a plugged casing on a well which was used to withdraw gas from an underground storage area. During the operation a piece of equipment broke and Mueller drilling machines and line stopping equipment were called upon to help in the repair operations. In the photo below, a Mueller drilling machine can be seen cutting through a drill stem.



ling contractor was hired to clean out the casing using a conventional type drill rig and drill bit.

The drilling operation was done in a normal manner, using a derrick with a drill stem going through a wellhead valve and a blow-out preventer. A regular drill bit, with a check valve assembly on the end, was used on the 2⅞-inch outside diameter drill stem. The steel casing had a 10⅞-inch outside diameter.

At a depth of approximately 300 to 350 feet a malfunction occurred. The drill stem parted between the fifth and sixth joints from the top of the stem, and 260 feet of drill stem and the bit fell to the bottom of the well. As a result, it was impossible to stop the flow of gas back up through the hollow drill stem. The first joint of drill stem on the "fishing string" was sealed with a welded plug. (A "fishing string" is a special piece of equipment designed for recovering broken or lost sections of stems.) After making a connection into the broken section and bringing it to the surface, it was discovered that the joint with the plug could not be removed because of damage, or loss, of the check valve immediately above the bit.

The operation, up to this point, had been carried on by specialists in this type of work. When the leak problem developed, the Gas Distribution Department of Public Service Company was called in for assistance, and it was here that the Mueller line stopping equipment entered the picture.

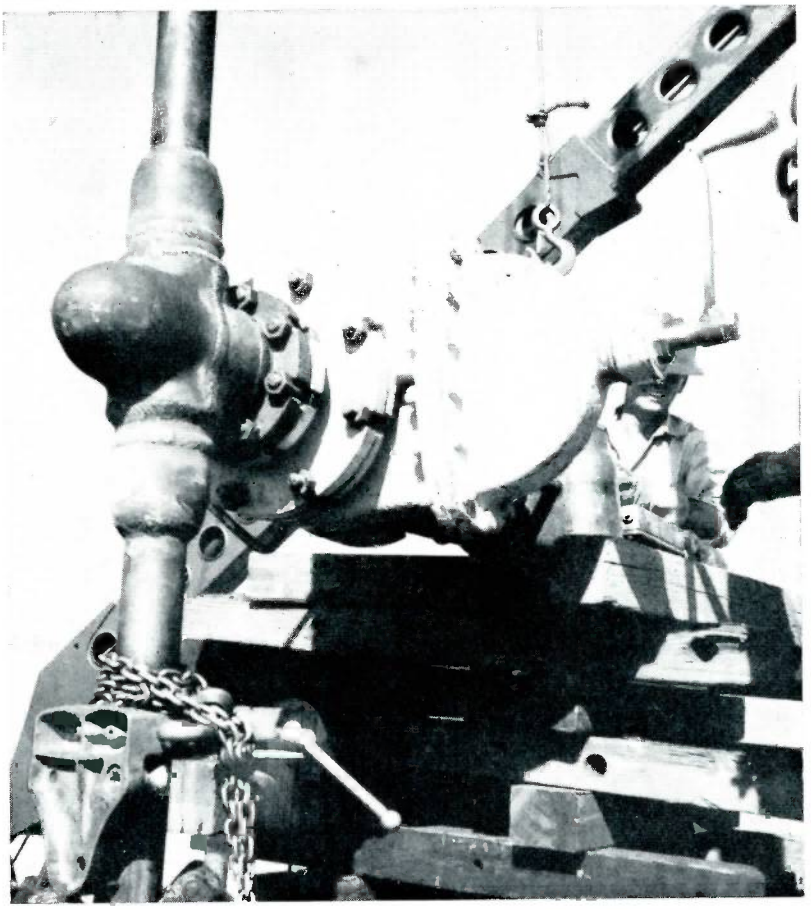
A Mueller four-inch line stopper fitting was welded to a short piece of four-inch steel pipe. To each end of the four-inch pipe was attached a four-inch by three-inch reducer fitting. The whole assembly was split and slipped over the drill stem and welded in place—about 15 feet above ground.

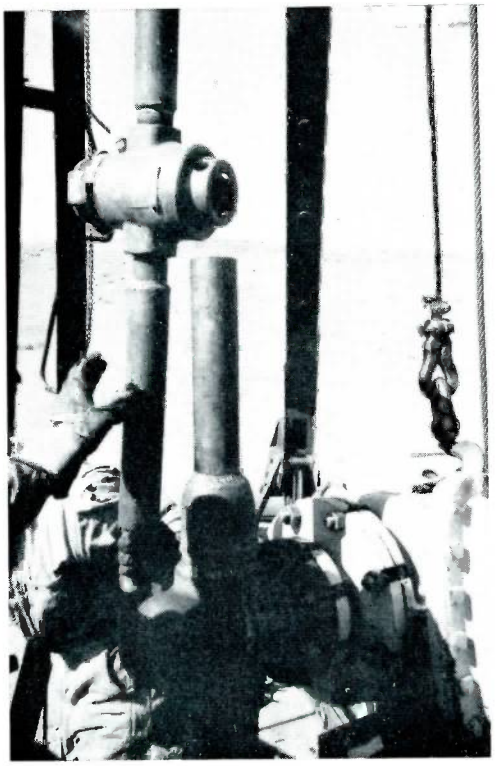
The Public Service Company of Colorado then used its Mueller C1-36 drilling machine, in a horizontal position, to drill out the four-inch pipe and drill stem rod.

The line stopping unit, with the four-inch steel wedge stopper, was installed through the center and, according to reports, a perfect bubble-tight stop-off at the 225 PSI operating pressure was achieved.

The stop-off enabled workmen to remove the valve at the top and do the necessary work—all in complete safety.

This Mueller line stopper fitting was welded around a 4-inch piece of pipe and then around the drill stem and then the cut was made. After the drilling was complete, the line stopper was set and workmen were able to do the repair work shown at the right.





Blue Flame Whispers

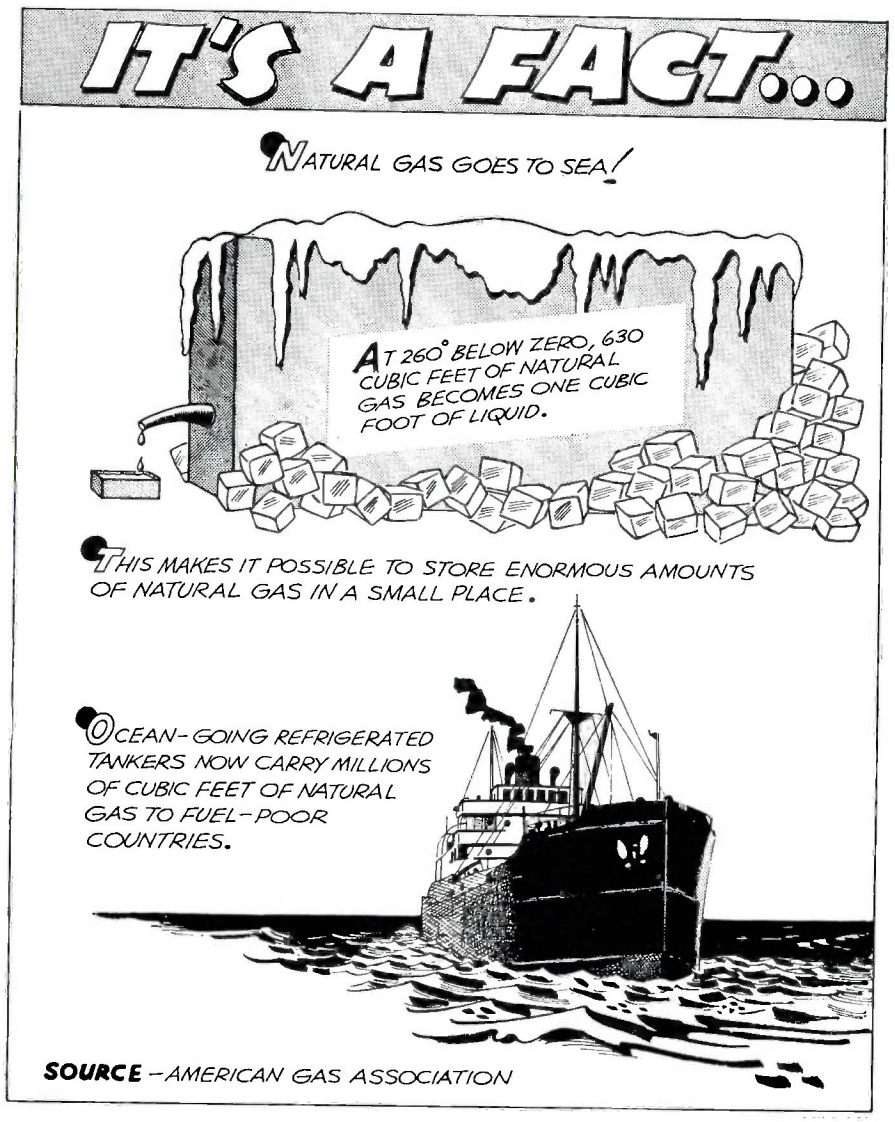
Even with a long white beard, this young lady would look good to workmen of Consumer's Gas Company of Toronto. "Betty Bright" traveled through the service area serving hot chocolate and donuts to gas company crews and firemen during the Christmas season.

Christmas Wagon Visits Gas Workers

For the men of Consumer's Gas Company, Toronto, a visit from a blue-clad young lady was about as welcome as a stop from the white-bearded man dressed in red who rides in a sleigh.

Betty Bright, as this young lady who traveled in a station wagon was called, was not only prettier than Santa Claus, but she braved heavy snows to deliver hot chocolate and donuts to gas company construction crews who were working out in frigid ditches during the holiday season. In addition, she visited fire stations and offered the treats to the city's firemen.

For four days and three nights, Consumer's Christmas Wagon served more than 800 construction men and firefighters. First put on the road in 1961, the Christmas Wagon project was originally designed as part of the company's employee relation's program. The addition of the fire stations this year was an extension of the company's public relations program.



'Frozen' Natural Gas Stored Successfully by New Process

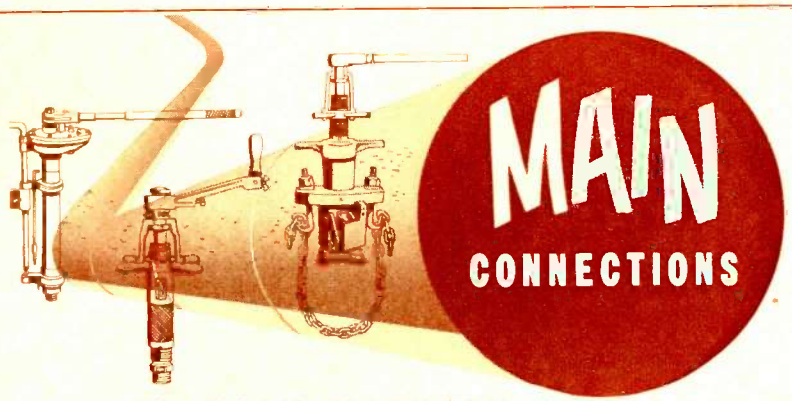
Natural gas, reduced more than one-six hundredths of its size through freezing, has been successfully stored for the first time in below-ground concrete tanks.

The project was conducted for the American Gas Association, which said the method of storage was economical and practical, particularly for gas utilities which are not located near natural underground storage areas.

The 1000-barrel demonstration tank for the experiment was built by the Preload Co., Westbury, L. I., N. Y., under the direction of the Gas Institute of Technology at the Crawford Station of The Peoples Gas Light and Coke Co., Chicago. From this demonstration tank, a general design for a 285,000-barrel belowground container was developed.

The gas in the tank is kept at 260 degrees below Fahrenheit under pressure. Paradoxically, the ground surrounding the tank will have to be heated by coils in some locations. This will be necessary where soils are susceptible to frost heaving, since ice particles could produce excessive pressures on the tank, pushing it out of the ground or breaking it.

Assistant Named For President



JANUARY-FEBRUARY • 1964

JOE PENNE, Editor

JIM MILLIGAN
Manager of Communications

Herb Ashmore In New Post

Charles (Herb) Ashmore has been named industrial Relations Manager for Mueller Co. in Decatur.

Ashmore

In the newly-created position, he will handle the Decatur plant's labor relations and safety program, and will act as advisor in these areas for other U. S. plants.

Mr. Ashmore joined Mueller company in 1946 as a grinder, and for the past eight years he has been a toolmaker. From 1955 until 1963 he was president of the Mueller union.

Slogan Contest Kicks Off Safety Program

A new safety program for Chattanooga was kicked off recently with an employee slogan contest that netted 634 entries.

The first place slogan was submitted by Robert O. Watters of the Assembly Dept. He received a new power mower for his slogan:

Security
And
Future
Exercise—Safety

The second place prize, a clock radio, went to Glenn DeLashmitt of the Iron Foundry for his slogan: "You Are Important — Practice Safety."

An electric blanket went to George Madden (In-Storage Process) for his entry: "No Job Requires Careless Workers."

(Cont'd Page 2)

Philadelphian Joins Mueller

William E. Murphy of Philadelphia, Pa., has been named Assistant to the President of Mueller Co. and assumed his new duties on Jan. 6.

For the past 15 years, Mr. Murphy has been an officer and director of Charles J. Webb Sons Co., Inc. of Philadelphia. Prior to joining Webb, he was in public accounting work for seven years, holding his Certified Public Accountant's certificate in Pennsylvania.

In making the announcement, Mueller Co. President John F. Thurston said Mr. Murphy will be working on many of the long-range

William E. Murphy

plans for continued growth and improvement of company activities throughout the United States and Canada. This will involve the planning of a long-range marketing program, and will require an analysis of our present marketing policy, market research and new product development effort. In achieving this goal, he will work closely with Vice President and General Sales Manager Dan R. Gannon, who will continue to be responsible for sales and distribution policies and for daily management

(Cont'd Page 2)

Review, Preview by President

Each Nov. 30, as some of you know, we close our books on another fiscal year. I am sure that all employees are genuinely interested in the results of our operations in 1963 and our outlook for 1964.

Our national sales increased modestly in 1963, and we believe that our final profit figure will represent a satisfactory return on the stockholders' investment. We are never completely sure of the final profit figures until we have calculated our inventories and made the usual year-end write-offs for obsolete material or for other expenses. Barring some completely unforeseen misfortune, however, it appears that we can say that 1963 was generally a satisfactory year for your company.

If we were to list the highlights

(Cont'd Page 3)

Slogan . . .

(Cont'd from Page 1)

The fourth place prize, an electric toothbrush, went to Roland Scruggs for his slogan: "Carelessness Today Makes Accidents Stay."

Judges for the contest were Ed Moore, Safety Engineer at Combustion Engineering, and Hubert Payne, Safety Equipment Sales Representative from C. D. Genter Company.

As part of the new safety program, foremen safety meetings have been re-established and discussions of mutual safety problems are being conducted with union committees.

The end of the two-week safety contest does not mark the end of the safety program. Safety must be practiced daily.

Two Endorsements

Two men who undoubtedly give their hearty support to the safety program are Howard Fluellen and Lacey Brown. Both had mishaps recently while pouring iron, but they didn't suffer any injury because they were wearing their safety glasses and following safety rules.

A lens in each pair of glasses had to be replaced, but neither man experienced any eye injury.

These men did not win a safety slogan prize, but they kept something much more valuable—their sight.

Holding two pieces of evidence for a strong safety program are Howard Fluellen (right), and Lacey Brown. Both men hold broken safety glasses which saved them from eye injury.

Winners of the Chattanooga safety slogan contest are, from left: George Madden, Glenn DeLashmitt, Robert Watters, and Roland Scruggs.

Assistant . . .

(Cont'd from Page 1)

of our U. S. sales organization, Mr. Thurston said.

Mr. Murphy's duties will also include the supervision of the company's current effort in determining the best opportunities for the sale of Mueller products or for cross-licensing arrangements in foreign countries. In addition, he will play a key role in various special projects, such as future acquisition of new product lines or companies, and other special assignments, Mr. Thurston said.

The 80-year old Webb Company, headquartered in Philadelphia, has operations in New Jersey, Virginia and Erie, Pa. Until recently it dealt primarily in textile fiber trading, with operations in Australia, South America, India and Pakistan, among other countries.

In more recent years, Webb discontinued the trading line and diversified into manufacture and sale of textile cloth, candy, chemicals, air contamination control systems, industrial equipment, real estate and other interests.

Mr. Murphy was most recently Secretary and Treasurer of the parent company. He also held the title of Vice President of various affiliated or subsidiary companies of the Webb Company.

He was born April 5, 1918 on a farm in southern New Jersey. After graduation from Woodbury and Glassboro high schools, he completed the Pace Institute Courses in Accountancy, Taxation and Economics for his certificate, and in 1946 he received his Pennsylvania C.P.A. certificate.

Mr. Murphy is married, has an 18 year old son attending Columbia University in New York, and a 15 year old daughter attending high school. He plans to move his family to Decatur at 348 S. Westdale Ave., at the end of the school year in June.

Review . . .

Cont'd from Page 1)

of the year, in brief, I guess we would set down the following:

1. Mr. Albert G. Webber, Jr. retired after giving this company splendid management for some 16 years.

2. The directors hired a new president who assumed his duties on May 1, 1963.

3. Keen competition from our many large and small competitors made it difficult for us to maintain our traditional margins of profit on many bids. In addition, some competitors with less interest in product design and quality, frequently stole orders from us by giving more prompt delivery than we could offer.

4. Our Los Angeles plant was shut down and the entire operation moved to our new plant in Brea, Calif., with a minimum of confusion and very little lost production.

5. The final moves into the new manufacturing buildings in Decatur were completed on schedule and without any lost production whatsoever.

Although our crystal ball is no better than the next fellow's, we are optimistic about 1964. Business conditions should generally be good although we expect competition to continue to get tougher—with cut prices being the chief weapon against Mueller quality and service. Our profit percentages can and should remain about the same in 1964—but only if we are able to increase our manufacturing and sales efficiency and to reduce all costs to offset lower competitive pricing. Our major project for the coming year will be to complete the first phase of a three-year program of modernizing and increasing the capacity of our old iron foundry facility in Chattanooga. Many of our key executives are already hard at work in planning this project. It is our aim to continually make our Chattanooga plant one of the most efficient iron foundries in the country—and certainly the largest and most efficient facility in the valve and hydrant industry. In addition, during 1964, we have many other programs "in the works" aimed at improving our forecasting and data collecting procedures and in general achieving greater manufacturing, sales, and engineering efficiency.

In this column, in future issues, we will try to keep you posted as to our progress during 1964.

Chattanooga Sidelights and Highlights

Homer Van Vleet

Homer Van Vleet, Production and Inventory Control Manager at Chattanooga since 1950, retired recently after more than 40 years with Mueller Co. He has been succeeded by Stanley B. Kuhne.

Mr. Van Vleet was born in Atwood, Ill., and started to work for Mueller Co. in Decatur in 1923. Prior to being transferred to Chattanooga in 1934, he was production control manager of the Plumbing Division in Decatur.

Mr. Van Vleet was honored by a number of employees at a dinner at Fehn's Restaurant. The Van Vleets plan to remain in Chattanooga.

Kuhne

Mr. Kuhne, 38, a native of Centralia, Mo., graduated from Westminster College in Fulton, Mo., in 1950 with a B.A. degree in business administration.

He joined Mueller Co. in Chattanooga in 1950 as a time study engineer, and was promoted to standards engineer four years later. In 1960, he was named assistant to Mr. Van Vleet. He is married and has two sons and a daughter.

Mr. Van Vleet was an extremely popular man with employees. This popularity is shown in one paragraph of an open letter of appreciation from the employees to him. In part it reads: "Your pride, loyalty and devotion to Mueller Co. has affected and inspired each person who came in contact with you, and these qualities will continue to influence us even though you have retired."

* * *

Congratulations are extended to a number of our employees who have married recently. John Halsey and Joyce Soloman were married in the home of the bride. John is employed in the Assembly Dept. Max Condra and Linda Brimes were married in a church ceremony in Jasper, Tenn. Linda is employed with the Tennessee Valley Authority and Max in the Assembly Dept. Shirley Smotherman and Eldon K. Deems were married in the Temple Baptist Church. Frances Lawson of the Accounting Dept. was her attendant and Mike Sharpe of the Sales Dept. furnished the music. The groom is employed with the Jewel Tea Company in Atlanta, Ga. and Shirley is employed in the Sales Dept. Eugene Watkins and Sandra Newell were married in the Avondale Methodist Church. Sandra is employed by the Chattanooga Board of Education and Eugene in the Engineering Dept. We wish for all of them a long life of continued happiness.

* * *

We want to extend our congratulations to Sherrie Hill, a senior at Chattanooga High School, for the honors she has acquired this school year. She was chosen: Colonel for the girls' drill squad, calendar beauty for the Junior Lions Club, candidate for homecoming queen, and a participant in the senior play. Sherrie is also Sergeant at Arms for the La Sertome Club and business manager for the school yearbook, along with many, many other clubs and activities she is engaged in. Sherrie's mother, Clatice, is secretary to the Plant Manager.

This mahogany-panelled office foyer welcomes visitors to the 54 by 240-feet, air-conditioned office building. The office in the background is part of the Brea Sales office. The receptionist is Hazel Lehman.

Open Houses Formally Open Brea Plant

Series of four open houses in November formally initiated operations in the new Brea, Calif. factory, although some parts of the plant had been put into production during October.

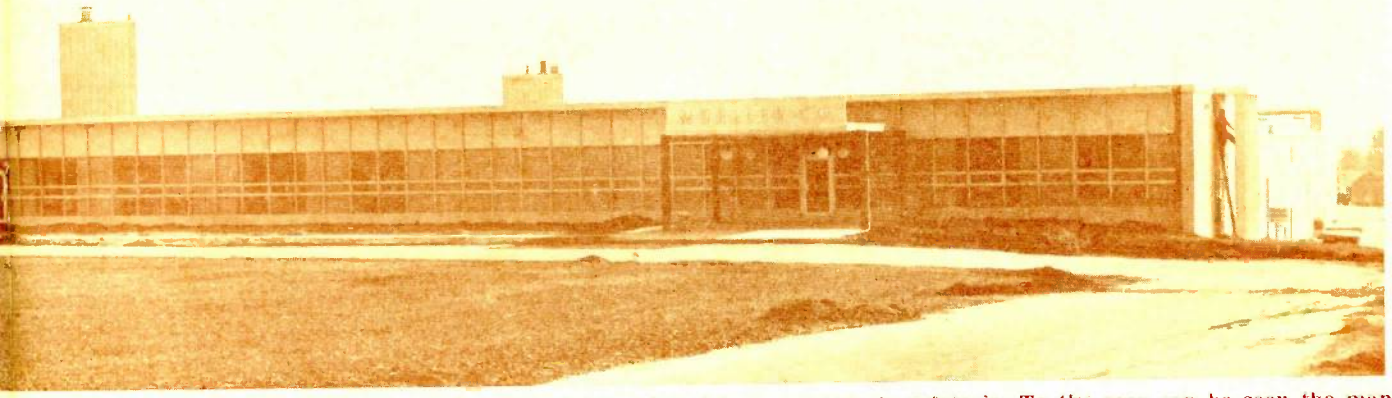
On Nov. 14, members of the Brea area newspapers, as well as representatives of national trade magazines, toured the facility. After a luncheon in the cafeteria, Plant Manager Earl Bright answered the newsmen's questions.

Two days later—Nov. 16—several hundred employees and their families viewed the plant, and then were served refreshments in the cafeteria. Sunday, Nov. 17, was the date of the open house for the Brea community.

Customers from the southern part of the state visited the plant on Sunday, Nov. 24.

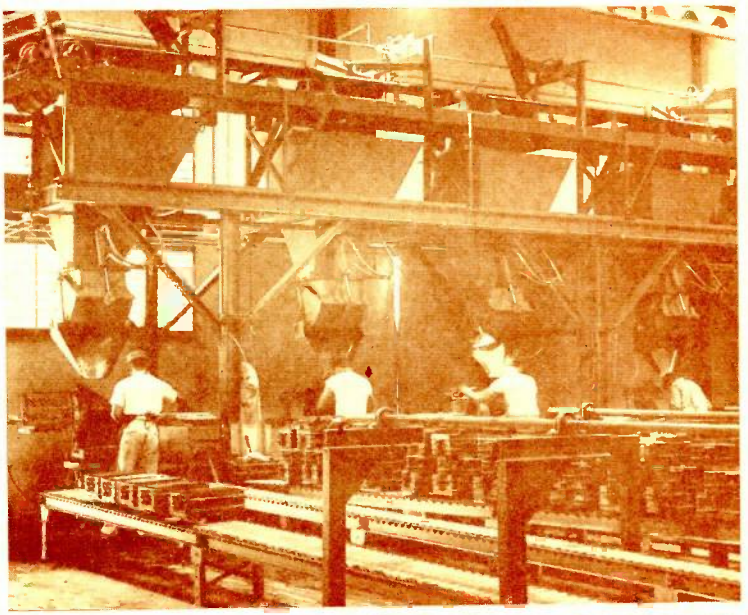
A total of nearly 2,000 people toured the installation during the open houses. Officers and directors of the Company attended a special Board meeting on the 16th, and then spent the afternoon visiting with employees. The press tour was conducted in the morning; the other three visiting periods were from 1-5 P.M.

The Accounting Dept. is located in this brightly lit area. The offices of the plant's managerial personnel are located on the left side of the hall.

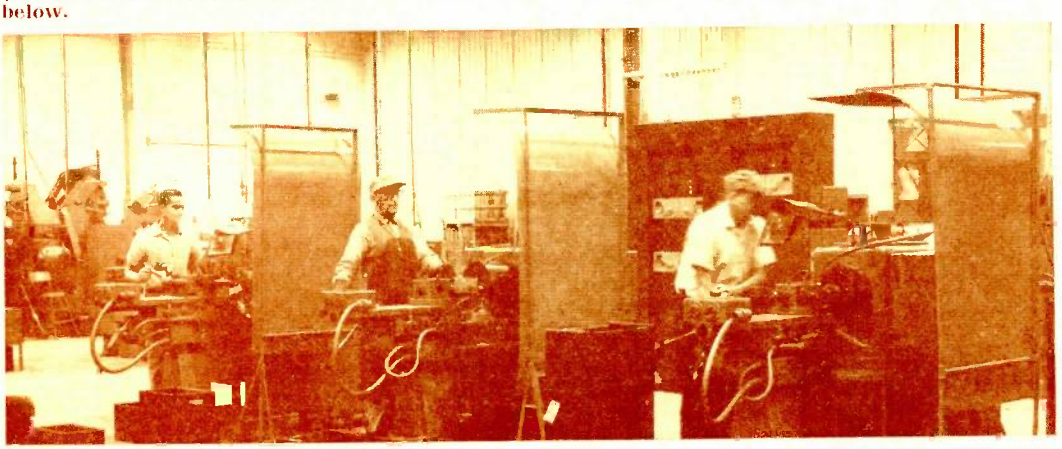


The office building's facade features special panels set in aluminum frames, and glass. At the far left can be seen the brick wall around the patio which is just outside the employee's cafeteria. To the rear can be seen the manufacturing area. Although the office and manufacturing areas are on different levels, they are in the same building.

The spacious, neat warehouse is above, while a portion of the brass machine shop is pictured below.



Molders in the enlarged brass foundry have the latest in equipment. The brass foundry was part of the Los Angeles operation, but it now covers about 29,000 square feet. In addition, a grey iron foundry, covering about 50,000 square feet, is included in the Brea operation.



Free Enterprise

The American Miracle

(Editor's Note: The following is the text of an address given by Mueller Co. President John F. Thurston at Decatur's first annual Business-Industry-Education Day. Although the free enterprise system described has resulted in a standard of living beyond anything the world has ever known, too many people take it for granted and can't conceive of anything ever happening to it. Actually, in the light of history, and against the background of civilizations, past and present, it is nothing more than a flame that must be jealously protected, or it will be extinguished. Primarily, this is because less than two per cent of the human race, at any time past or present, have lived under conditions that are even remotely comparable to the free enterprise system in politics and economics. Hence they do not comprehend it and for the most part do not understand it. The following is a simple description of the workings of our free enterprise system.)

Dr. Zimmerman, Mr. Castle, Mr. Cannon, Ladies and Gentlemen:

It was not at all difficult, as John Castle can testify, to get me to agree to participate in this Business-Industry-Education Day. There were three compelling reasons why I was not only willing, but anxious to do so:

1. I have always felt that a P.T.A. meeting was a very personal responsibility of mine and should have priority over almost any other social or business engagement. My wife and I have always made every effort to attend P.T.A. functions.
2. I have felt very strongly, and over a period of many years, that one of our most precious assets throughout America is **the Teacher**—and that the teacher, all too often, gets little help, encouragement or moral support from the public at large, from businessmen and sometimes, even from parents!
3. Finally, I had a personal interest in addressing you because I am a comparatively new citizen of Decatur and have two children who have entered the Public School System here this fall for the first time.

John Castle suggested quite a variety of subjects, any one of which might have been suitable for discussion with you. However, it seemed to me that on many of them, the businessman and the teacher are already in substantial agreement. For example, I believe we both fully understand the necessity of a good education if one is to go very far in business. I am sure we both would agree on the educational requirements necessary, either in getting the first job or in earning promotion thereafter. The only plea I would make to you would be that whatever subject you teach, the best thing you can do for our children is to **Teach Them To Think!** Someone, long ago, said, "The average man would rather take a whipping than to have to think long and hard about anything!" I can tell you from personal experience—and because I am sure I was in the same category until I was about 40 years old—that this statement is typically true even today!

John Castle and I talked about the "Drop Out" problem in our schools today. Here again, I am sure that I would only waste your time if I were to attempt to describe the consequences of leaving school when the young man later tries to make his way upward in the business world. You understand this problem just as well as industry does and I know you are doing everything you can to reduce the number of Drop Outs.

So, instead of such mutually understood subjects, I have elected to use this short half hour to discuss, in what I think is a rather different way—(and I am not being immodest because I have stolen the idea from someone else)—the magic formula which has made America the greatest and most prosperous nation on earth and which we call **Free Enterprise.** Frankly, I prefer to call our system the free **Competitive** enterprise system.

It is easy to understand why the vast majority of Americans and the majority of the children you teach—don't **really** understand such politico-economic systems as Socialism, Fascism, and particularly that deadly menace to our entire way of life, Communism. I can understand our confusion because, after a four-year college course in economics in which I studied these various systems, I found that I could not clearly explain them to others, myself! (May I digress for a moment, however, to say that if you want a quick education in just what Communism really is—and what **a threat** it is, that you read a little book entitled "YOU CAN TRUST THE COMMUNISTS—TO DO EXACTLY WHAT THEY SAY", by a man named Schwarz.)

FEW UNDERSTAND

What **really** bothers me is the fact that so many good Americans—businessmen, teachers, farmers, workers, doctors, etc.—don't really understand free enterprise —**Our Own** System!

Let's start with the three great freedoms on which our founding fathers based the Declaration of Independence, The Constitution and The Bill of Rights. They predicated everything on:

1. Freedom to worship where and as we please.
2. Freedom of Speech without fear of reprisal or punishment.
3. Freedom of Enterprise—which, to me, means the right of the buyer to go to the market and shop for what he wants, to reject one product and buy another, or not to buy at all. It

means the right of the American worker to change jobs, to quit and go fishing, or to strive to be the boss and put in all the time he wants to in the evening in order to learn the business. It means the right of the investor, large or small, to risk his capital, to increase it if possible, to retain what he gains or to seek greater returns. It is the right of management and capital to build a company, to plow earnings back into the business, to develop better tools and to promote greater production in order to keep free enterprise growing. And, finally, it means all these rights **without** Governmental interference.

On the firm foundation of these three basic freedoms, we Americans then erected (originally) the concept of a government whose primary function was to **guarantee** that these freedoms and personal liberties would not be violated. Secondly, we needed a form of government which would protect the individual and society from those who would not observe the "rules" of the game, i.e. the **law**. Finally, we created a government to provide some things (such as public school education, or the conservation of our natural resources) where it was not reasonable to allow those institutions to become the entire domain of any group of people or any private company.

Unfortunately, in our own lifetime, and due to apathy on our part—(by failing to vote or by lack of interest in politics and government at the local, city, county, state and national level)—we have permitted government to go far beyond the functions originally entrusted to it. I would say to you in all sincerity that to me, one of our most serious challenges today is to halt the frightening and extravagant growth of **big government** as it extends its control and regulation into almost every field of our endeavor. Later on, I will mention Government's place in our **American Free Enterprise System.**

But right now let's sum it up this way:

1. We need and want a policeman, always on duty, to protect the 99% of us who are law abiding from the few who are not—**but** when the policeman starts coming into the house to tell us when to start dinner and when to bathe the baby, we should rebel!

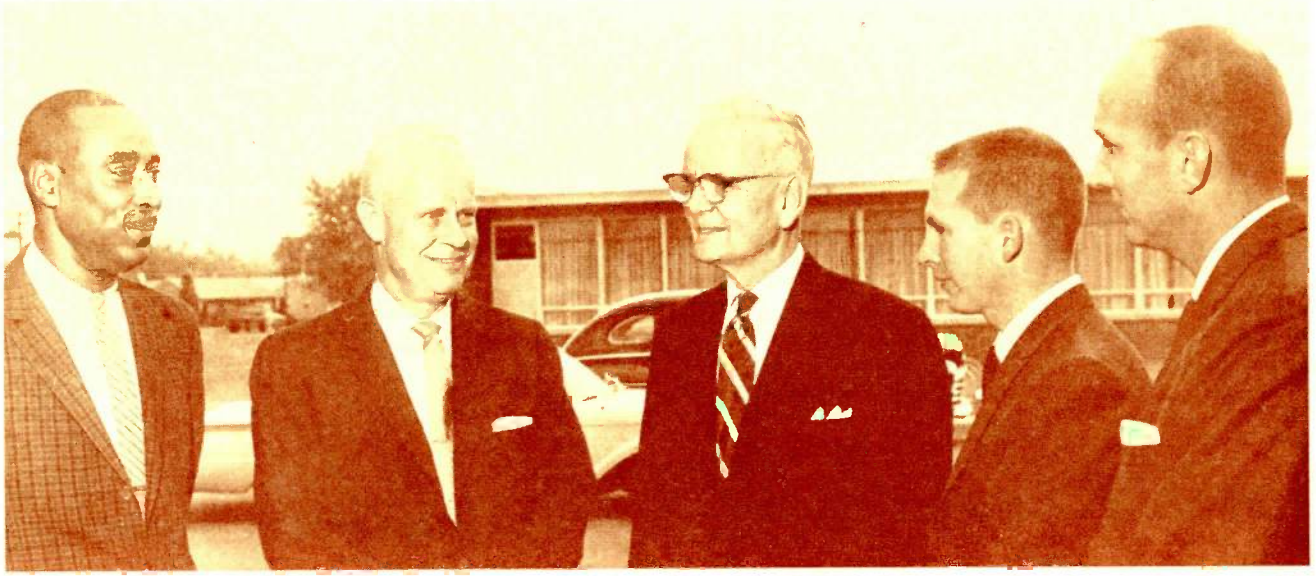
Or

2. In the game we play so successfully in America (Free Competitive Enterprise) we will always need an **umpire** or **referee** to see that competing groups, such as capital or labor, which I am about to describe, **play fair!** — **but** when Government, as the referee, coaches one team against another; when it changes the rules after the game has started; or, when it umpires and plays on the other team at the same time — we should rebel!

AMERICAN MIRACLE

In preparing this talk I tried a dozen ways of explaining Free Competitive Enterprise in an understandable fashion. None of my ideas were half as good as the way an old boss of mine used to explain this **American Miracle.** So, with appreciation and apologies to my old employer, Mr. Frederick C. Crawford, former president and chairman of the board of the company now known as Thompson Ramo Wooldridge, I am frankly stealing a parable which he called "The American Triangle of Plenty."

Remember, we started with our basic three **freedoms.** We added the concept of Government which was to guarantee—but never to encroach upon—those freedoms. Immediately, there began to evolve an economic system in America



Mueller Co. President John F. Thurston (second from left) chats with teachers, and former Mueller Co. officer, Otto Keil (center), during Decatur's Business-Industry-Education Day. Mr. Thurston was a main speaker at the teachers sessions. (Photo courtesy Decatur Herald and Review.)

which, despite our many natural problems, has produced the most fantastically successful, wealthy and yet most freedom conscious nation in the entire history of the world. Here is **Free Competitive Enterprise** as Fred Crawford and I see it!

HUGE TRIANGLE

Will you imagine, on a giant blackboard behind me, a huge equilateral triangle—"The American Triangle of Plenty." Management (and I guess that means me) stands—as usual—in the middle! Outside the triangle stands our "policeman" (or "Referee")—to see that three "teams" or groups of people **play fair.**

At the lower right corner of our triangle stands labor—pulling on management's left leg for more and more wages! In the lower left corner of the triangle stands capital—or the owners—and they, too, are yanking on management's right leg for more dividends—more return on their invested money. At the top of our triangle—which we might call the **consumer** or **market corner**, a very large group of people have a rope around management's neck. This group are real human beings—and they can be real nasty! They want bigger bargains, lower prices, bigger packages, better quality—in short they want more and more for their money!

Thus management has to be almost a magician. We must produce not two, but three rabbits out of the hat. (You older teachers will remember a famous magician named Thurston—but I assure you he is "no kin" of mine!) Yes, management has to produce three rabbits—more dividends for capital—higher wages to labor—better bargains in the market place.

Now here is where a great many people make a terrible mistake. They have always assumed that if one corner of our triangle gets **more,** one of the other corners must, of necessity, get **less. Tain't So!** A couple of strange factors which businessmen call "increased productivity" and "Re-invested Profits" come in the game and **everybody** gets more! Let's see if we can clarify that!

Let's say that down in the **Labor Corner** (the lower right corner)—sits **Joe**—the working force. Joe makes umbrellas. In one hour he can make one umbrella and his wages are $1.00 per hour. Joe sits there all day long making one umbrella after another.

Management takes the umbrella and goes to the **market corner** at the top of our triangle. The best price Management can get for an umbrella is $1.00. Market says, "It's raining right now so I'll buy this one, but don't come back any more. I hear there's a guy in Chicago who sells his umbrella for 75¢." (That's where the **"Competitive"** comes into "Free Enterprise.")

Management goes back dejected and gives Joe the dollar. It has to. Labor will always have the prior claim on any company's income—and rightly so. Capital—in the left hand corner of our triangle—can only hope for profits. Well, Joe has his dollar for an hour's work, but Capital is mad as a hornet. The Board of Directors calls an emergency meeting—primarily to roast the President (Management) and to eat him alive! Everyone wrings his hands and says, "What to Do?"

MODERNIZE JOE

Then comes a great management idea—(of course Management always takes credit for good ideas!) Says Management, "Now if we could get **more umbrellas** into this triangle, we could get more dollars for everyone." So Management goes after Capital (or the Directors) this way: "You fellows haven't put enough money into this business. Joe is making these umbrellas **by hand.** He has to walk all over the place gathering up his own materials. His **tools** are just simple hand tools—scissors, thread, needles, a hammer, a pair of pliers, etc. His **methods** are antiquated and slow. He gets hot, bothered and tired. What we have got to do is to modernize or "automate" Joe! If you, Capital, don't put up more money, you will never get any of your **present** investment back!"

Of course, the Directors are pretty unhappy. There is a lot of teeth gnashing but finally they get the idea. Suddenly Joe is the most surprised guy in town. His raw materials come to him on a moving conveyor belt. He sits in front of a brand new machine which does several umbrella operations simultaneously. What's more, it does those operations faster than Joe could do one. All Joe has to do is to sit there and push buttons or flip levers and the **machine** is now the one who gets hot, bothered and tired! Result? At the end of the first hour Joe (and the machine) has made two umbrellas instead of one.

Now Management **runs** (not walks) to the upper corner of our triangle—the **Market Corner.** "Forget that old price cutter in Chicago," says Management. "Here are two umbrellas for sale at 75¢ each!" Management goes back to Joe with, **not $1.00 but $1.50.**

When Management gets back to the factory, it says, "Look Joe, yesterday we sold one hour of your labor at $1.00. Today we sold one hour of your labor for $1.50. We don't want you to get sore, or to sit down or to strike—we want you to work, to enjoy your work and to **live!** So, Joe, you get a raise! Not all of the difference—but here is 25¢ out of the extra 50¢ we now make from one hour of your time. You deserve that, but our partners over in the Capital Corner, who put up the dough for your new machine are entitled to something also."

My friends, this is not a fantasy—not a bedtime story—not at all! It is going on in every alert industry in America right now—every day. It is simply the way the Free Competitive Enterprise System works—and apparently Russia can't really understand it at all!

As long as we leave this "game" alone—as long as we let each "team" in the three corners of our "American Triangle of Plenty" alone—as long as the (Government) "Referee" stays outside the triangle—everyone benefits. There are more wages for labor, more profits for capital, and a greater abundance of the material things of life for all. In short, we have a dynamic, happy and expanding economy.

But—there are three things that can stop the game just as effectively as a sudden cloudburst stops the baseball game. Let's take a minute to consider these things:

1. If **Government**—(or the "Referee")—steps in every time Management comes back with that added 50¢ it got from the Market **and takes the entire 50c in taxes**, then Joe gets no raise, there is no money for any machinery and no return to "Capital" for its investment. Similarly, if our Governmental "Referee" doesn't step in, should one of the players try to use his own selfish rules—such as price fixing among competitors or illegal boycotts set up by Labor Unions—then the game falls apart and everything stops.
2. If **Joe** insists on taking the whole 50c then nothing is left for the stockholders (Capital). They say, "O. K. —no more money for Joe; no money for new machinery; no further increase in Joe's output of umbrellas —we're through! Joe has had his last raise!"
3. Or, if **the stockholders** (Capital)—even admitting that Joe should get a 25c raise out of that extra 50c —say, "We want to keep **our** entire 25c." Then the "Triangle of Plenty" game is also just as effectively stopped. It is at this point that Management has to step in and say, "Whoa! Capital, you are being short-sighted. You've got to re-invest some of your profits. We need—if we are to grow and remain competitively strong—a new research laboratory, so we can test new umbrella materials. Then we will need new machines to work these new materials. Please, Capital, just keep 12-½c out of your quarter. Plow the other 12-½c back into new machinery and new research or manufacturing facilities."

Some years ago, Dr. Carl Snyder (the author of the book "Capitalism the Creator") proved, through statistical research which had continued throughout his lifetime, two important facts:

1. Wages go up in strict proportion to the increased investment of new capital and the increasing installation of new machinery and new power.
2. Most of the new capital put into American businesses comes not from the savings of outsiders but from the profits of those businesses themselves.

Thus putting these two facts together, we can say, **"profits mean increased investment. Increased investment means increased wages. Therefore, profits increase wages."**

Now, let me point out a very strange fact about our "American Triangle of Plenty." That is, that increasingly the people in all those three corners are the **same people**!! How often we all forget this! Let's look once more at **Joe.**

For eight hours a day (in the Mueller Decatur Plants from 7:00 A.M. until 3:30 P.M.)—**Joe is Labor.** Perhaps he is belligerently Labor. (Although, of course, we have no belligerent people in Mueller Co.!) He wants more and more wages—because he wants a higher and higher standard of living for himself and his family. It doesn't do any good to tell the American working man that he is three times—or five times—better off than the European or the Chinese or the Brazilian. He **expects** to be better off—ten times better off—because that is the way Free Competitive Enterprise pays off—and he knows it!

JOE IS CAPITAL

Comes 3:30 P.M. and Joe washes up and leaves the plant. On the way home he stops to pay his life insurance premiums—or possibly to deposit a little money in the savings bank or building and loan association. Suddenly **Joe is Capital!** He wants to know **why** the life insurance company can't pay higher dividends on his money—or **why** the bank can't pay more interest. If Joe is the belligerent type he can get pretty mad as **"Capital"!**

That evening the stores are open in Decatur and Joe and his wife go shopping. Joe is a tough buyer and so is Mrs. Joe! They shop all over town demanding lower prices for the same quality or better quality at the same price. Mr. and Mrs. Joe are suddenly the great American Market—the top of our triangle! Please note that Joe **profits** not just as labor, but **at each corner** so long as the production of wealth keeps increasing. He gets rising wages in one corner (when he is "Labor")—more dividends or interest in the next corner (when he is Capital")—and lower prices on the things he buys in the third corner (when he is the "Market").

We talk a great deal these days about "Increased Purchasing Power." Let's relate Mrs. Joe to our Free Competitive Enterprise System. When Joe's umbrella production went up from one umbrella to two per hour, Mrs. Joe's purchasing power was increased **two ways.**

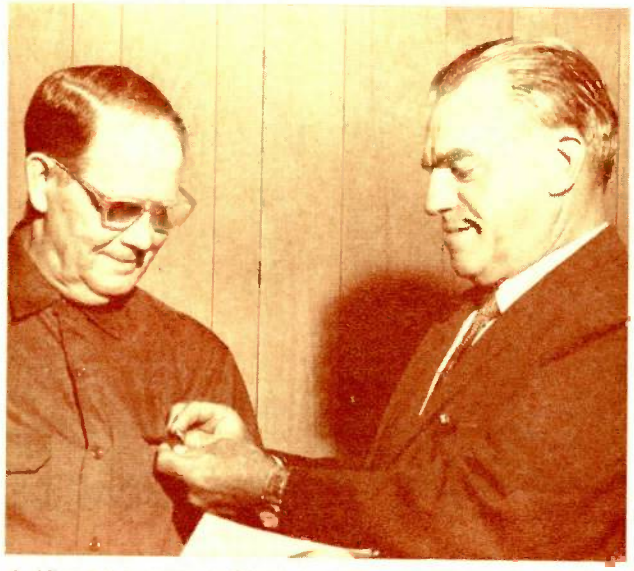
1. First of all Joe brought home more money. (I am making the assumption here that Joe **brings** his money home to Mamma!)
2. Mrs. Joe could buy **her own** "umbrella" **cheaper** and thus have money left over for other purchases. She became, in short, another part of the "increased purchasing power" that we are talking about.

Ladies and gentlemen, Joe and our "Triangle of Plenty" aren't hard to understand after all—are they? And yet that, in a nutshell, is really the story of the American Miracle—**Free Competitive Enterprise.**

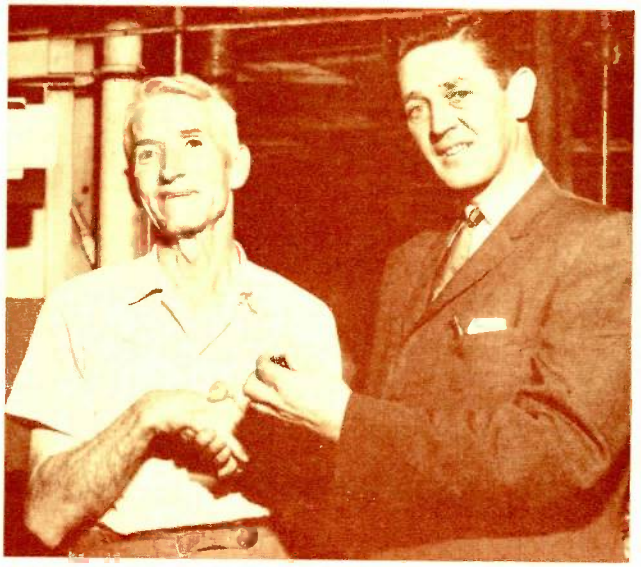
Well, let's see if we can sum up what I have been trying to say:

First: I have tried to say that you, in education, and we, in business, are partners in a vital cause. Obviously, our entire educational system depends on our national economy—on taxes, not only paid by industry but by individuals whose **jobs** are provided by industry. If we can increase our **productivity**—"more umbrellas in the triangle"—if you please, we can provide **more jobs, more wages,**

(Cont'd on Page 19)



A 45-year service emblem is being pinned to the shirt of Lewis Bland by Frank H. Mueller, Vice President for Engineering. Lew works in the Mueller Test Lab.



George McAvity (right) Mueller, Limited President, presents a 35-year service pin to Robert Barnes of Dept. 5.

Geo. Anderson
35 Years
Decatur

Wallace Gould
35 Years
Decatur

Henry Stratman
35 Years
Decatur

These two happy fellows have a total of 55 years of service between them. Galen Hutchens (left) of Dept. 41, with 30 years of service, has five years of seniority on Cecil Wilson of Dept. 80.

J. M. Eckman, Plant Engineer at Chattanooga, proudly displays the 40-year service pin which he recently received.

SERVICE AWARDS

Sarnia

5 Years: Raymond Fletcher, Ross Willoughby, Charles Morris, Gary Wadsworth, Bert Trowbridge.

10 Years: Simon Van Oosterom, Serge Kazanecki, Bertram Walker, Kathleen Gardiner, Phyllis Turner, Maureen Budgell.

15 Years: Alice Ward.

20 Years: Milton Ellenor, Katherine Canary, Earl Brown, Fank Petronski, William Ryan, John Chudik.

Brea

10 Years: Donald Kelley, James Hollingshead, James Wolf, Chester Hawes.

15 Years: Dudley Banks, Frank Peterson.

20 Years: Victoria Galvan.

25 Years: Lawrence Fantuzzi, Leonard Johnson.

30 Years: William Jacob.

Chattanooga

5 Years: Mose C. Adams, Marion Ashmore, Willie F. Ballard, James H. Bryson, John E. Coffelt, James J. Crisp, Roland K. Dill, Reuben C. Downer, James F. Finley, Paul L. Fulghum, Willie J. Goddard, J. C. Graham, Thomas L. Greene, Clyde W. Grooms, John H. Henderson, Bruce A. Hickman, Jr., Betty M. Hodges, John W. Hogue, Deamas D. Hudgens, James S. Hundley, Curtis C. Jackson, Jr., Aaron Jones, Jessie J. Jones, Joe F. Kelley, Oliver Kelley, Mack Knowles, Marvin Lee, Robert G. McDaniel, Tom McDonald, Milford McKenzie, David L. Middlebrook, Bertis Leo Mills, Jr., Isaac N. Murphy, David C. Nichols, Floyd F. Orr, Alphonza Owens, Charles L. Paris, John W. Patton, Carlton L. Pittman, Howard L. Pouncy, Carl K. Richardson, Kenneth W. Richie, Billy A. Roberts, Wallace Roland, John L. Sanderfer, Jackie L. Saunders, Geraldine H. Sells, Thomas E. Shipley, Phillip W. Sivley, Fay E. Smith, Albert Stinson, Foster Stubblefield, Jr., James Talley, Paul E. Thomas, Wilbur Tigner, Lem O. Trivett, Richard Waller, Jr., Wiliam Willis.

10 Years: Clyde B. (Jack) Barker, Melvin Barkley, Jr., William G. Beene, James Bible, Wheeler T. Cage, Forrest M. Clark, Jr., Wilson Cox, Ed T. Ector, Hayward Edwards, Jr., John W. Ford, Jethro Hammond, Ralph T. Harris, Leroy Jeffries, Jimmy R. Keys, Frank S. Lewis, Grace G. Mallard, Carl McDaniel, Jr., Lloyd

Miller, Howard Owens, Leslie M. Steele, Alvin Suttles, John L. Taylor, Robert J. Taylor, Walter L. Walker, Lee R. Webb.

15 Years: Milburn Carroll, Roy Lee Caudle, Robert Chaney, S. B. Crowley, Earl L. Davis, James E. Harbison, Ray G. Jackson, Jimmie Readus, Henry T. Roberts, Romus Rutland, Jep Thornton, Charles C. Turner, Dorsey White.

20 Years: Billings L. Jones.

40 Years: J. M. Eckman.

Decatur

5 Years: Bradley Dunn, Fred Pierce, Martin Trolia, Lloyd Moeller, Eugene Ruot, Charles McCoy, Billy Willis, Gary Six, Thomas Durbin, William Lawyer, Dave Younger.

10 Years: Tony Schultz, Keith Williams, Leon Nelson, Jesse Ditty, Jr., James McClintick**, Gerald P. Brown, Maurice Sefton, Orval Ishmael, George Kopp.

15 Years: Henry Burcham, Charles Wade, Robert McQuality, James W. Edwards, George Grandon, John Bolsen.

25 Years: Cecil Wilson, Joe Fleckenstein, John Harrell.

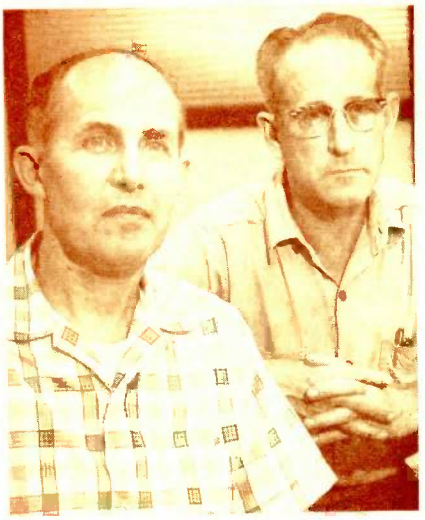
30 Years: Galen Hutchens.

35 Years: Raymond C. Kileen, Ernest Wittke, Wallace Gould, George Sulwer, Leo Ted Masterson.

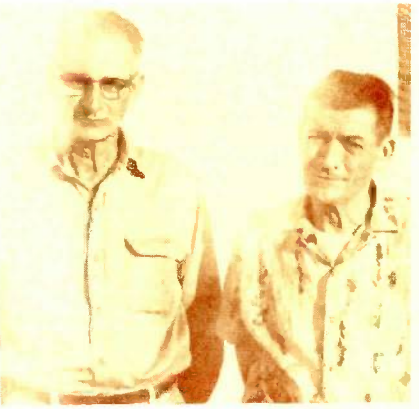
45 Years: Lewis Bland.

**Outside Sales

Retirements . . .



Ray Larus (left), Machinist in the Engineering Model Shop, and Warren Sexson, Dept. 80, recently completed 30 years of service each with Mueller Co. in Decatur.

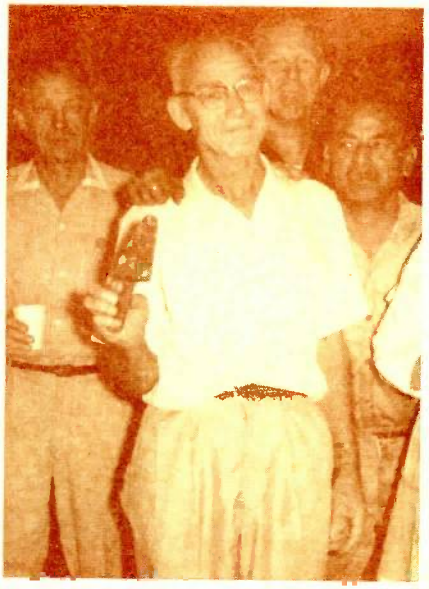


A total of 55 years of service with Mueller Co. are shared by these California gentlemen. Bill Jacob of the Tool and Die Dept. has been with the company for 30 years. Lawrence Fantuzzi (right) of the Brass Foundry has 25 years. "Jake" has the distinction of helping in the installation of machinery at both plants in California.

Archie L. Meador (holding gift) shakes hands with Dept. 70 Foreman Ed Hartwig. The occasion for the gathering was Meador's retirement after more than 32 years of service. At the time of his retirement he was a brazer and grinder in Dept. 70 in Decatur.

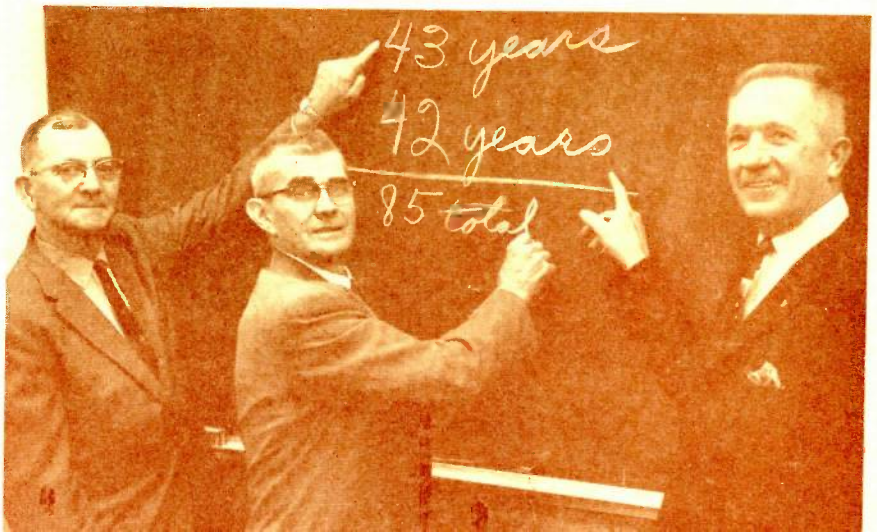
This gathering in Sarnia marked the retirement of Lile Short—a 46-year veteran with Mueller, Limited. For many of these years he worked as a pattern maker. Upon Lile's retirement his friends and co-workers presented him with a patio umbrella table, lawn chairs and a pipe to puff, while he relaxes in comfort on his patio which overlooks the St. Claire River in Mooretown.

A total of 39½ years of service ended recently with the retirement of Charles Snider. Charlie, holding a gift from his Mueller, Limited co-workers, worked most of his years as a pattern fitter in the Tool Room.



One of the Mueller Co. veterans in California was Bill Michl. Bill retired recently after about 38 years of service with the company. A party in his honor was held in the new cafeteria, where his co-workers presented him a watch.

Backed up by co-workers in Dept. 80, Robert Oberline (left) presents a departmental gift to Lewis D. Rogers, who retired recently after more than 20 years at Mueller Co. in Decatur. At the time of his retirement he was torque adjuster in Dept. 80.



Two Decatur men with more than 40 years of service each, retired Jan. 1. Senior man was Claude T. Smith (left) with 43 years of service, who worked as a packer in Dept. 80. Only a few months behind Claude on the seniority list, was Cecil D. (Pete) Kelley (right). Pete worked most of his years as a machine repairman. Also retiring that day was "newcomer" John Vandevanter. John, who worked as a tool clerk in Dept. 70, had 17 years of service.

Brick Kramer Ends 43 Years Of Service

Laurence E. Kramer, a 43-year employee with Mueller Co. and one of the company's best-known fishermen, retired recently.

Many persons won't recognize the name Laurence, but mention the name "Brick" at Mueller Co. and everyone knows the white-haired gentleman who was foreman in Dept. 90 for many years.

The nickname "Brick" had a simple beginning, like so many lasting things.

Brick said that shortly after he started to work for Mueller Co., he was living in a rooming house with a number of other single men.

A number of them went to a movie one Sunday, and one of the main characters was named Brick. When they returned from the movie they hung the nickname Brick on Laurence E. Kramer.

Since some of the men at the rooming house worked at Mueller Co., the name popped up here, and stuck, for 40 years.

Brick received a number of gifts from co-workers and men in his department. Among them were an electric trolling motor, battery and battery charger. One of his fishing cronies said they really gave the trolling equipment to Mrs. Kramer. They felt that since Brick retired, the least he could do was relieve Mrs. Kramer of her job of rowing for him while he fished. Could this be the secret to Brick's success as a fisherman?

Brick Kramer proudly displays the trolling motor which many of his friends and co-workers presented to him upon his retirement. Looking on are Bob Tauber (left) and John Thurston.

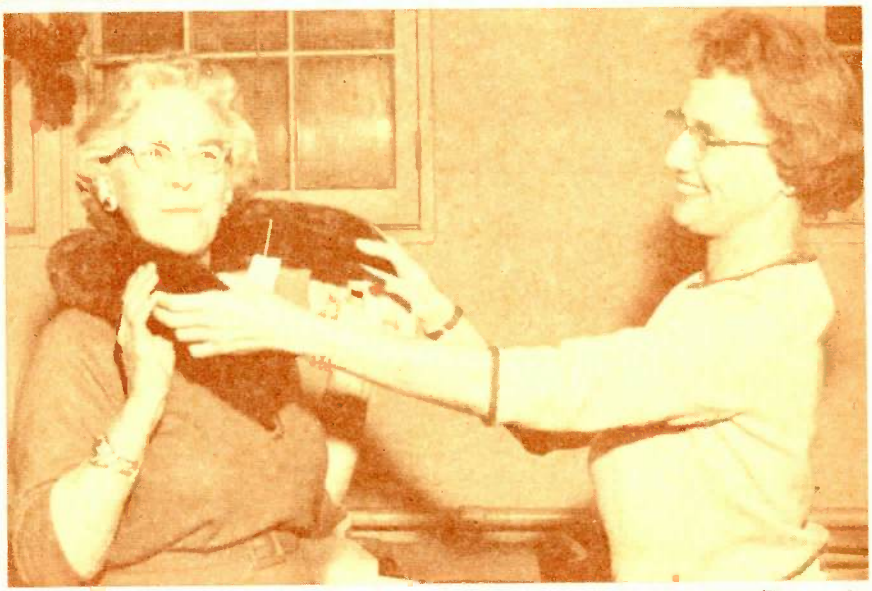
Dixie Retires

First Woman To Surpass 45 Years of Service

Ethel (Dixie) Thomason is leaving her first job and doesn't plan to go back to office work, despite the experience she has had.

The fact is, there is no woman at Mueller Co. who can match her 45 years of experience. Mrs. Thomason applied for her job at Mueller Co. the day after she graduated from Decatur High School, and hasn't held another job since. She is the first woman in the company's history to surpass 45 years of service.

(Cont'd on next page)



Helping to fit a new fur boa on Ethel Thomason is Jane Cranston. The neckpiece was given to Mrs. Thomason in recognition of more than 45 years of service. She was honored by co-workers at a coffee hour on the day she retired.

Dixie . . .

Out of respect for her typical feminine feelings, we hasten to point out that she is retiring under the Rule of 80 rather than because she has reached age 65.

During these 45 years, she has worked as a secretary for one Mueller board chairman, two company presidents, two executive vice presidents, a company secretary, and a vice president. The vice president was her most recent boss —Frank A. Speer, Vice President for Manufacturing.

At the time Mrs. Thomason went to work for Mueller Co., June 17, 1918, World War I was coming to an end. Her first job was as stenographer for Frank W. Cruikshank in the Shipping Dept.

In those days the chic, young secretary wore the billowing, ankle-length dresses which covered everything including the tops of her high button shoes. "The styles of those days weren't as pretty as today, but they kept you warm in the winter," Mrs. Thomason said.

From the Shipping Dept. she went to work in the office of company secretary Robert Mueller, and worked there a number of years. In 1940 she went to work for Adolph Mueller, who was then Chairman of the Board. After Mr. Adolph died in 1944, she worked briefly for Walter Auer, who was assistant to Works Manager Lucien (Duke) Mueller. Following this, she worked a short time for Mueller President W. E. Mueller.

Mrs. Thomason worked for Executive Vice President William Hipsher from 1945 until he retired in 1960. Jackson Kemper succeeded Mr. Hipsher, and Mrs. Thomason worked for him until 1962, when she went to work for Mr. Speer.

Mrs. Thomason said she is looking forward to being at home, "but I know there will be a great adjustment," she added. "I love to keep house and to cook, and now I am looking forward to doing these in a more leisurely manner," she concluded.

The Thomasons plan to continue living in their attractive home in Decatur. Mr. Thomason is a retired machinist who worked many years for the Wabash Railroad.

MUELLER CO. in Brea

By

Warren Wunderlich and Kathryn Thompson

There are a number of weddings to report among our Brea employees.

Don Newell and Jerry Collins of the Forge Dept., and Doug Summers of Tool and Die have all taken brides during recent weeks.

Two employees also had recent weddings in their families. Warren Moran, son of Allen Moran, has joined the ranks of the married. Also, Janet Travis, daughter of Clayton Travis of Tool and Die, was married to Thomas M. Brown of Whittier.

This charming bride is Janet R. Travis, daughter of Clayton Travis of the Brea Tool and Die section. She recently married Thomas Brown of Whittier. After a wedding trip to Northern California, they are making their home in Fullerton. The bride is a graduate of Fullerton Junior College and has been employed as a dental assistant. Mr. Brown is attending Los Angeles College of Optometry.

We would like to express our sympathy to:

Frances Langford (Office), on the death of her mother

Herman Dash on the death of his mother and his brother-in-law

Alma Dawkins, wife of Ray Dawkins. Mr. Dawkins, who died recently, was a former Mueller salesman and purchasing agent.

* * *

Lacey Mayfield, foreman in the Brass Machine Shop, had an unusual hunting and vacation trip this fall. Lacey and his family, with mules and horses, packed their way away from civilization and stayed a week in the high Sierras. They went into the mountains 12 miles from the pack station. Included in the party was Lacey, his wife, two sons and the wife of one of his sons. Included in the pack trip back was a three pointer deer.

* * *

The Iron Foundry team holds the lead at the end of the first round in the Brea plant mixed bowling league. The foundrymen are trailed by Sales Team No. 2, and in third spot is the Forging Team.

Lee Hawks' 706 series is tops among the men, while Marge Narasky's 644 is the best series for the ladies. Timmy Errickson has the best single game among the ladies with a 251 game. Paul Caho's 283 is the best single game among the men.

* * *

A number of retired employees were on hand for the open house for employees at Brea. Among those seen were: Russ Hubbard, Val Stach, John Royer, Pop Baker, and Tom Lindsey.

John Boyd Retires

John R. Boyd retired recently after more than 16 years of service at Mueller Co. At the time of his retirement, he was a milling machine set-up man in Dept. 70.

DECATUR SCENE

Ruth Ann Speer Receives Award

Ruth Ann Speer, daughter of Frank Speer, Vice President for Manufacturing, recently won first prize in the Voice of Democracy contest in Decatur.

Ruth Ann, who is a 17 year old senior at St. Teresa High School, received a $50 bond and is eligible to compete in the state and national contests.

Contestants were required to prepare a three to five minute speech and then read it to the judges from behind a curtain.

The local contest for all Decatur high schools was sponsored by the city's three radio and TV stations in cooperation with the Veterans of Foreign Wars.

Mueller Receives Building Award

For the second successive year, Mueller Co. received an honor award in the annual Association of Commerce building review program.

In 1962 Mueller received a citation for excellence of construction and architecture for the office building. This year the award was given for the outstanding construction and design of the manufacturing building.

Frank Speer, Vice President for Manufacturing, received the award on behalf of the company at an Association of Commerce coffee hour.

Two Retired Employees Visit

Matt Trott, former traffic manager at Decatur, visited in Decatur recently. The Trotts have been living in St. Petersburg, Fla.

William Bridwell, former employee in the Shipping Dept., stopped by the office recently and told us that he would welcome visitors. He is staying at the rest home at Decatur and Macon County Hospital.

(Editor's Note: We would like to hear from retirees, so we can pass along addresses or news to your friends.)

Employee's Daughter Is Homecoming Queen

Donna

Donna Reidelberger, daughter of Dale Reidelberger of Dept. 36, was named homecoming queen for Stephen Decatur High School this year.

Donna, a senior at the school, reigned at the homecoming activities which included a parade, football game, and dance.

Clarence Reidelberger of Dept. 70, is Donna's grandfather.

Plant 4 Employee Visits Europe

Irmgard Moldenhauer of the Core Room recently visited family and friends in Germany and also toured parts of Bavaria, Austria and Switzerland. She flew by jet from Chicago to Frankfurt and then on to Stuttgart where she visited awhile. Some of the high points of the trip included: Garmisch, Oberammergau, the Rhein Valley, Bonn, Hamburg, Kiel, and the Black Forest. At Harzburg, she saw the Iron Curtain with its barbed wire, guard towers and watchdogs.

Lawrence Grider gets set to eject a visitor from Dept. 80. This young opossum slipped into the building during the evening (without a badge) and couldn't find his way out. While cornered behind some boxes, he was willing to "play 'possum," but when Grider got him by the tail no one wanted to play with the opossum.

Four Union Members Complete Course

Four members of Local 838, Allied Industrial Workers, the bargaining unit for Mueller Co. in Decatur, recently completed an eight week extension course in union organization and management offered by the University of Illinois.

Those completing the course were: John Niederbrach (Toolmaker), Carl Boline (Dept. 100), Glen Burrows (Dept. 10), and James Mulvaney (Dept. 80).

Phillip B. Blankenburg, son of Eric Blankenburg of the Test Lab Model Shop, was married recently to Sharon Lee Sappenfield of Chicago, Ill. They are making their home in Decatur, where he is attending Millikin University. Mrs. Blankenburg is a Millikin graduate, and she is now teaching school.

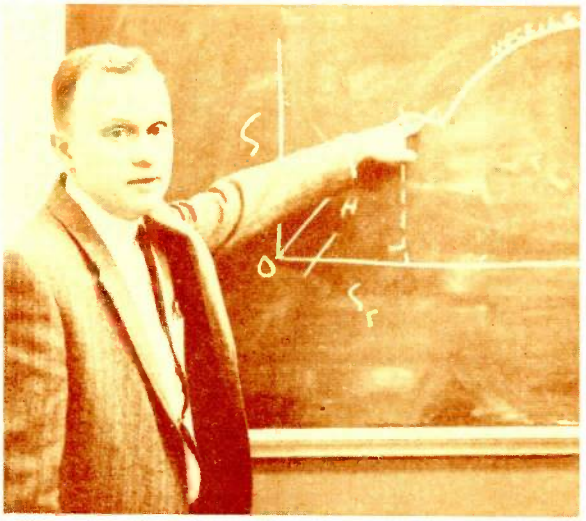
Christmas Spirit

The real spirit of giving at Christmas was warmly captured this year by the employees at Plant 4.

In recent years, employees collected money to buy gifts for their respective foremen, and the foremen, in return, would buy candy and cigars for the people in their departments.

This year the money, which normally would be spent on these gift exchanges, was pooled into one fund and given to a needy family.

No one seems to know exactly where the idea got started, but it had so much merit that it snowballed into a plant-wide project. From the reaction of the employees, this may turn into an annual program.



Tom Gerstner (left) looks over a drawing by one of his students at Millikin University's night school. Vince Ermovick (above), another Mueller man who instructs a night school course, notes a special point during his class on Testing of Engineering Materials.

School Days Are At Night

Four members of the Quality Control Division recently attended a night school course on basic industrial statistics. Attending were, from left: Charley Monroe, Dave Younger, Paul Nesbit and Mel Whittington.

Men, in teaching others, learn themselves.

About 1900 years after the Roman statesman and philosopher Seneca made this statement, two men at Mueller Co. are finding this out.

Teaching night school classes at Millikin University are Tom Gerstner, Assistant Tool Engineer, and Vince Ermovick, Time Study Engineer.

Tom, who has a mechanical engineering degree from Bradley University, has been teaching an engineering graphics class two nights a week.

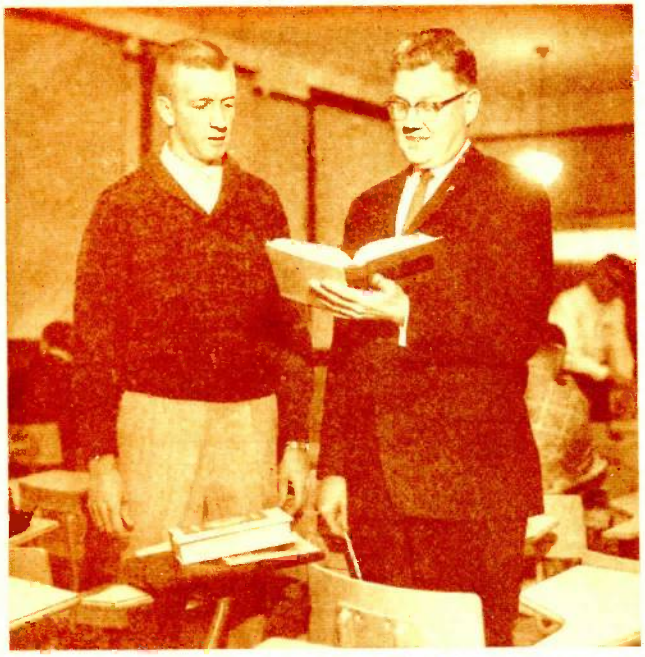
Vince, who is teaching Testing of Engineering Materials, said that if he studied as hard in college as he does now to prepare himself for his students, he would have been an honor student. He is a 1960 graduate of Millikin University.

While these two men have been on the teaching end of education, many other Mueller Co. employees are using their own time and money to further their education at night school.

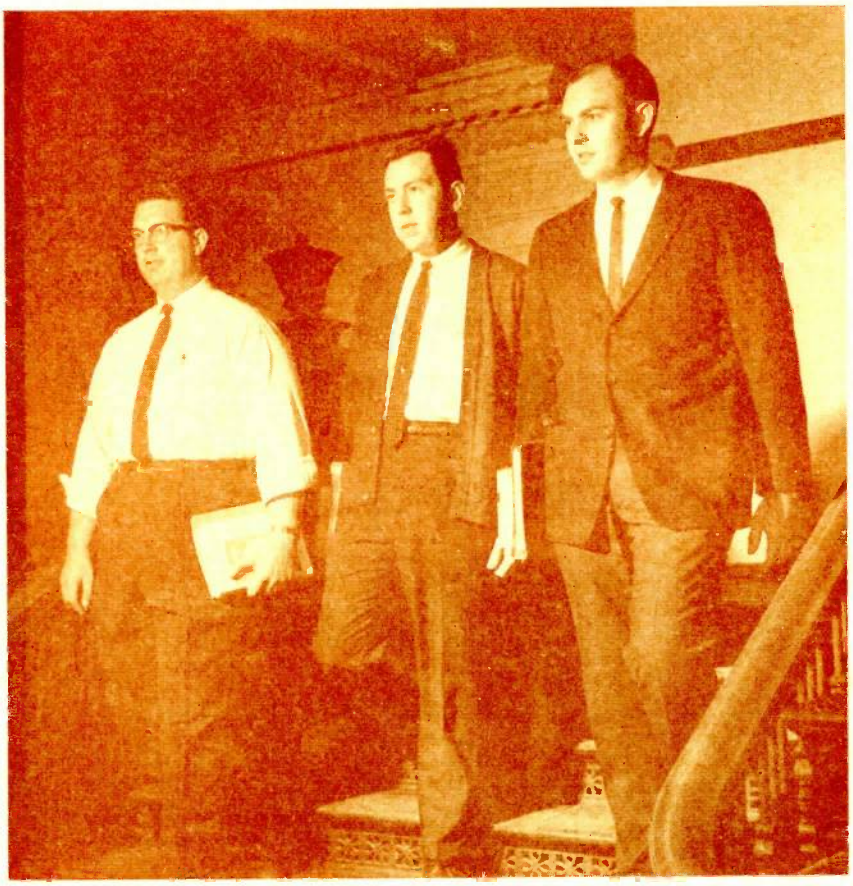
Among the 700-plus students at Millikin's night school are Mueller employees who are taking courses ranging from accounting to economics of transportation.

Others have been attending adult evening courses offered by the Decatur public school system. Some have been taking brush-up courses in English, a subject which has been forgotten since high school days. Others have been attending classes on shorthand or language. Four men who are in the Quality Control Division have been taking a 36-hour course on basic industrial statistics.

The obvious reason for these people to attend night school is to better prepare themselves for their jobs during the day and to make themselves better candidates for promotions within the organization.



Gene Hullinger (left) and Joe Fleckenstein review their text on Transportation Economics as they wait for their night school class to resume.



These three full-time Mueller employees are part-time students at Millikin. Leaving class are, from left: Don Bathe, John Buzan and Lyle McWard. Don works in Plant Engineering, and John and Lyle are in Sales.

Manufacturing Promotions Made in Decatur

A number of promotions in Mueller Co.'s Decatur Manufacturing Division were announced recently by Decatur Factory Manager A. L. Sefton.

Thomas C. Gerstner has been promoted from time study engineer to assistant tool engineer. Gerstner, who has a mechanical engineering degree from Bradley University, started with Mueller in 1959 as a tool methods engineer. He was transferred to the Standards Dept. as a time study engineer about two years later.

Serre

Gerstner

James D. Serre, a time study engineer since he joined the company in 1960, has been advanced to a senior time study engineer's position. Serre, a native of Collinsville, Ill., has a degree in metal technology from Bradley University.

George W. Deffenbaugh, tool methods engineer for the past year, has been named a foreman in the Ground Key Dept., under General Department Foreman R. F. Taylor. Prior to joining Mueller Co. in August of 1961 as a time study engineer, Deffenbaugh worked in the standards and methods department of the York Division of Borg-Warner in Decatur.

Filling the vacancy created by Gerstner's promotion is A. D. (Gene) Hullinger. Hullinger, who started at Mueller in the factory in 1959, most recently has been assistant traffic manager.

Donald L. Matthews has been named night janitor foreman. Matthews started at Mueller Co. in 1954 and has been a plant guard since 1957.

About 40 teachers from Decatur and Macon County schools visited Mueller Co. recently during Business-Industry-Education Day. During the day, they visited the Mueller office and Plant 1, and talked to officials about Mueller company. In the above photo, Gene Gibbs gauges an Oriseal body and answers question posed by a teacher.

Bill Knorr (right) demonstrates an Oriseal valve to Chet Schuepbach (left) and George Swanson. Chet and George were in sales at Adams Pipe Repair Products when it became a Mueller Co. division, and they are now part of the Mueller industrial sales section. Bill is in the Sales Promotion Department.

DECATUR DEATHS

We would like to extend our sympathy to the families of Decatur employees or to employees who lost a member of their family during the past few weeks. Our sympathy to:

Zodius Embry (Dept. 80) in the loss of his father-in-law, Ewing Freeland.
Harold Whitacre (Dept. 41) in the loss of his father, Harold Whitacre, Sr.
Howard Hull (Dept. 80) in the loss of his father-in-law, Corwin Phillips.
Tony Schultz (Dept. 102) in the loss of his father-in-law, John Schultz.
John Scheen (Dept. 32) in the loss of his wife, Mrs. Gladys Scheen.
The family of William F. Severe (retired).
William Hicks (Dept. 70) in the loss of his father-in-law, A. C. Martin.
Larry Mares (Dept. 32) in the loss of his father-in-law, Paul McKibben.
The family of Wallace Dudley (Dept. 38).
The family of Elmer H. Langdon (retired).
The family of Walter Walls (retired).
Willie Tucker (Dept. 60) in the loss of his father-in-law, William Freeman.
Helen Campbell (Dept. 80) in the loss of her mother, Mrs. Gertrude Campbell.
Otto Peake (Dept. 103) in the loss of his mother, Mrs. Edna Spiker.

DECATUR BIRTHS

Our best wishes to these Decatur employees who recently welcomed new arrivals into their homes the past few weeks.

Congratulations to:
John Buzan (Sales) girl
Ken Daugherty (Dept. 31) girl
Keith Meachum (Dept. 70) boy
Laben Bowling (Dept. 80) boy
Darrell Church (Dept. 60) girl
Robert Oyler (Dept. 20) girl
Donald McCoy (Dept. 100) girl
Leo Chase (Dept. 80) boy
Robert Lowitzki (Dept. 70) boy
James Grandon (Dept. 70) girl
Larry Collins (Dept. 80) boy
Edward Lahr (Dept. 60) girl
Homer Rambo (Dept. 31) boy
Harold Stengel (Dept. 70) boy
Joe Parkison (Dept. 70) boy
Gene Denton (Dept. 70) boy
Robert T. Cole (Dept. 10) girl
Joe Baughman (Dept. 80) boy

Joe Fleckenstein Elected

Joe Fleckenstein, Mueller Co. Traffic Manager, recently was elected secretary of the Decatur Transportation Club. The club is an organiation of traffic men from Decatur area industry and representatives of transportation companies which serve the area.

MUELLER, LIMITED Reports . . . .

by

PHYLLIS TURNER

Charles G. M. Jay, known to all as Mack, was installed recently into the highest office of the Grand Encampment of Ontario as Grand Patriarch of the Independent Order of Odd Fellows.

Attending his installation, which was held in the Roof Garden of the Royal York Hotel in Toronto, Ontario, was the Sovereign Grand Master of the I.O.O.F. of the world, and a total of 500 representatives from Canada and the United States.

Mack Jay

Mack has also served this fraternal order as a Past Grand Lodge Chaplain. Past District Deputy Grand Master, Past District Deputy Grand Patriarch, Past Captain in Patriarchs Militant Branch of the Order and has been soloist for the Rebekah Assembly of Ontario many times, thus giving him the honor of being the only man or Brother of the Order to do this.

Mack has been employed with Mueller, Limited for the past 21 years as a toolmaker.

Congratulations to you, Mack, from all of us on your most recent appointment in your Lodge.

* * *

Donald Robotham, Department #3, and his partner Ken Helwig, who own and operate a 280 class Hydroplane, were presented the Bill Braden Memorial Trophy, emblematic of the 280 Hydroplane championship. Don is the mechanic and Ken is the driver of the boat. The event was run at Dwight, Ontario the latter part of September. Congratulations Don.

Congratulations to the happy and proud parents on their recent arrivals:

Mr. and Mrs. Thomas Ward, a son Kelly Alex

Mr. and Mrs. Donald Crooks, a daughter Lisa Jayne

Mr. and Mrs. Stan Armstrong, a daughter Susan Marie

Mr. and Mrs. Norris Demeray, a son Norris William

Mr. and Mrs. Drew Walsh, a daughter Carrie Jane

Mr. and Mrs. Len Normandin, a daughter Lorie Ann

Mr. and Mrs. Ross Willoughby, a son Christopher Edward

Mr. and Mrs. William Ryan, a son Richard John

Mr. and Mrs. Dick Asselman, a daughter Coreen Melinda

* * *

Charles W. Dodds, retired from Mueller, Limited since May 17, 1957 passed away recently at the Sarnia General Hospital. Funeral services for Mr. Dodds were held from Robb's Funeral Home.

Jake Vollmer, retired from Mueller, Limited since May 1, 1950 passed away recently at St. Joseph's Hospital. Funeral services for Mr. Vollmer were held from Robb's Funeral Home. Sympathy is extended to the families of the late Mr. Vollmer and Mr. Dodds.

* * *

Our sincere sympathy is extended to the following employees and their families on the passing of a loved one:

Charles S. Browett and Mrs. Browett in the loss of Mrs. Browett's mother

Donald Thain in the loss of his mother

Bernard Velestuck in the loss of his father

Melvin Dawson in the loss of his mother

Calvin Turnbull in the loss of his mother

Richard James in the loss of his father

Robert Phillips and Mrs. Phillips in the loss of Mrs. Phillips' father

Malcolm Tigwell and Mrs. Tigwell in the loss of Mrs. Tigwell's mother

Maureen Budgell in the loss of her stepfather

Muriel and Charles Frame in the loss of Charles' father

Charles LaBelle and Mrs. LaBelle in the loss of Mrs. LaBelle's mother

Thomas Ward in the loss of his mother.

Miracle . . .

(Con't From Page 9)

more purchasing power, and a better return on the investor's capital. **You need us!** Similarly, **we need you!** Never before in our history has U.S. industry been so desperately in need of **honest, intelligent** and **well-educated** people —especially at the supervisory and management levels.

Secondly: I have tried to stress the fact that the days of the "robber barons"—or of the "sweat shop"—are gone! Our Free Competitive Enterprise System has already **proved** that it can run along as smoothly as the Proverbial Swiss Watch—providing that "Labor," "Capital" and "the Market Corner" play fair, and Government **doesn't meddle** with the intricate—and precise—"movement" of that "Swiss watch."

Finally: I have tried to suggest that many of your students—both the "Drop Outs" and the Graduates—will enter the "Labor Corner" and unless you can help us explain my "Golden Triangle of Plenty"—they may get the idea that "Labor" must be a **class**—inherently at odds with Capital, the Consumer or Management. Perhaps, the parable of Joe—in **all three corners** of our "triangle" —will be useful to you in keeping their thinking straight.

It has been both a pleasure and a privilege to talk to you today. I will be drinking coffee with some of you in a few minutes—but to those of you whom I will not be able to meet—**my respects, my admiration**—and **my very best wishes!**

Thank You.

NOW . . .

This drastic change in appearance took place in Decatur during a few short months. The lower photo shows a portion of the 790-feet long manufacturing building as it was nearing the end of its construction. Today (above) this area is filled with activity, machinery, parts and employees of Dept. 80.

. . . AND THEN

"The Festival" Means Gas Pavilion

A "festival" could be any gala event, anywhere, anytime . . . from the Mardi Gras of New Orleans, to Hong Kong's Chinese New Year.

But in 1964-65 when people say "I'm going to the Festival . . . " they will mean only one place... the Festival of Gas pavilion at the New York World's Fair.

For the gas industry's five-million dollar pavilion will be a festival—a festival with all the gayety, fun, and adventure that the name implies.

Far more than just an exhibit, the Festival of Gas is a symbol of the progressiveness, growth, and future of the entire gas industry.

Long before building plans had reached the drawing-board stage, gas industry leaders knew that in order to compete with other exhibits at the Fair they would have to create something that would be a "show" as well as an exhibit. Through the creative talents of Walter Dorwin Teague Associates, one of the country's leading industrial designers, they have done just that.

The Festival of Gas pavilion is a unique blend of art, exhibition, esthetic beauty, design, and showmanship. The "magic" of Teague Associates has uniquely blended the exhibit building with its surrounding landscape so that the entire 200-by-400-foot exhibit area becomes "an indoor-outdoor garden of amusement."

Located in a prime spot on one of the Fair's busiest thoroughfares, the gleaming-white Festival of Gas pavilion will be an island of wonderment in a sea of beauty and creativity that is the 1964-65 New York World's Fair.

A huge 30,000 square foot, white gypsum and steel roof, five stories above the ground and supported by two tree-like columns, will cover most of the otherwise "wide open" pavilion area, protecting it from sun and inclement weather. Since there are no walls to detract from the feeling of openness, the roof will give the sense of a cool cloud floating above the building.

Visitors to the Festival of Gas will get their first "preview" of the exhibit from a gaily decorated "carousel" elevated in the center of the pavilion. As the carousel revolves slowly, recorded narration will point out special features of the pavilion, which can be visited following the four-minute carousel ride.

Special moving ramps will take visitors to the carousel and return them to the pavilion's main floor.

Among the special exhibits of the pavilion—and the first to be seen as the ramp returns visitors to the main floor—will be a three-section Fun House of the Future. Here, through a series of entertaining special effects, visitors will discover the important role gas will have in their future—as a power source and in providing the comforts of living.

Another special feature which will make the Festival of Gas stand out as one of the most memorable pavilions at the 1964-65 New York World's Fair, will be the Festival's restaurant.

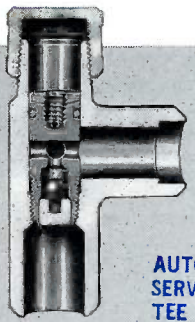
Operated by one of the country's best known and most imaginative restaurateurs — Restaurant Associates, owners of New York's famed Four Seasons, The Forum of the Twelve Caesars, and La Fonda del Sol—the restaurant will seat more than 250 people in quiet, relaxed, air conditioned comfort. Special "see-through" walls will give diners the feeling that the restaurant is floating in one of the flower-laden pools surrounding the pavilion.

Festivals—be they in New Orleans, Hong Kong, or New York—are festivals only because they have something for everyone. So, whether its good food, riding on carousels, learning to prepare new and exciting dishes, watching puppet shows, or just peeking at what the future will bring . . . the gas pavilion at the New York World's Fair has something for you. It's a "festival . . . "

Festival of Gas Pavilion at World's Fair

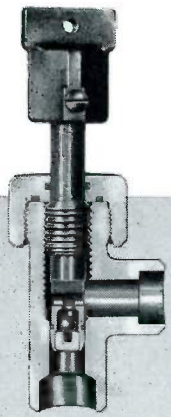
FOR SAFE, AUTOMATIC PROTECTION ON SERVICE LINES... SPECIFY

MUELLER® AUTOSAFE®



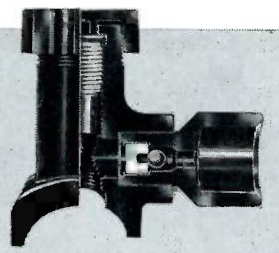
AUTOSAFE SERVICE TEE

Forged steel body for pressures to 1200 p.s.i. ¾" size tee available with welding inlet and ¾" butt or ½" socket welding outlet with three sizes of the Gas-Phuse,® 125, 250 and 500 SCFH to meet normal service requirements.



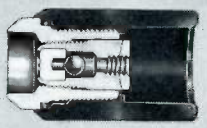
AUTOSAFE CURB VALVE TEE

Forged steel body, a metal-to-metal shut off valve and Gas-Phuse combine operating advantage of curb valve and safety advantages of Gas-Phuse. Available in 1" size with welding inlet and 1" butt or ¾" socket welding outlet with three sizes of the Gas-Phuse, 125, 250 and 500 SCFH, to meet normal service requirements. For pressures to 1200 p.s.i.



AUTOSAFE PLASTIC TEE

Easily installed by solvent welding to plastic mains and services. Available in PVC Type II or ABS Type I with three sizes of the Gas-Phuse, 125, 250 and 500 SCFH, to meet normal service requirements. Service of ¾" I.P. size for 1¼" and 2" I.P. size mains.



AUTOSAFE TRANSITION FITTING — "STEEL TO PLASTIC"

Easily installed by welding steel spud to line or tee outlet, inserting Gas-Phuse and solvent welding fitting to plastic pipe. Available for PVC Type II, or ABS Type I pipe in ¾" size with ¾" butt or ½" socket welding inlet with three sizes of the Gas-Phuse, 125, 250 and 500 SCFH, to meet normal service requirements.

■ Now — with Mueller Autosafe products — you can provide positive, dependable protection against hazardous blowing of gas caused by accidental service line rupture.

Automatically actuated by the excess flow, the Mueller Gas-Phuse in each Autosafe product provides automatic operation, instantly shutting off the flow of gas should a break occur. Dangerous blowing of gas is eliminated. Loss of main pressure is avoided. And an automatic, remote shut off at the main, activated from the house end is provided for normal service repair work.

When lines are repaired and pressure restored, the Gas-Phuse automatically resets itself to the normally open position.

Add up the benefits and advantages. **Specify Mueller Autosafe** service line products for absolute safety and dependability.

Specify Mueller Autosafe . . . **there is no equal!**

For complete information, contact your Mueller Representative or write direct for Brochure #595.

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GEM Sponsor

MUELLER CO. Since 1857 Serving the Water and Gas Industries Quality

593

MUELLER CO.

DECATUR, ILL.

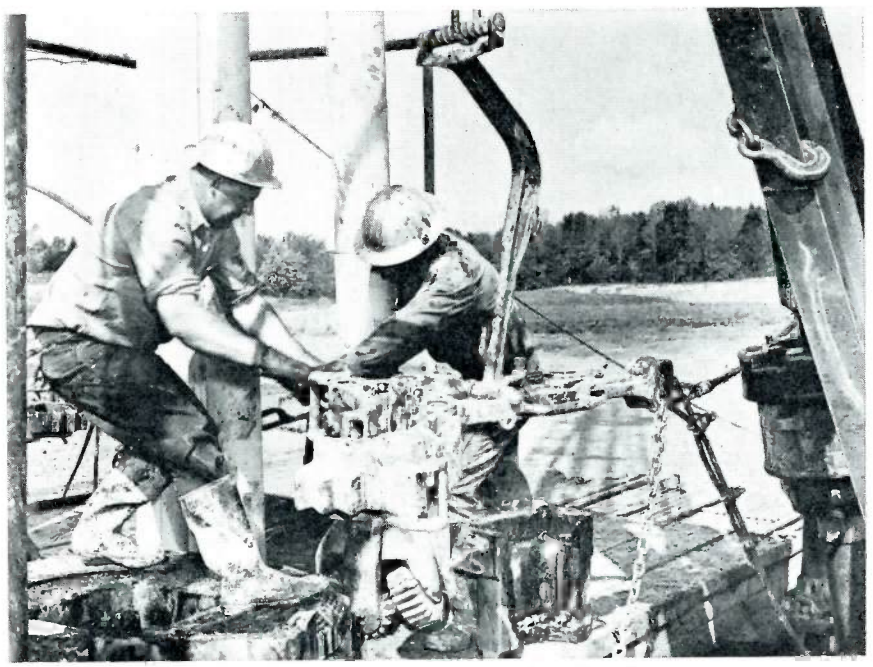
Factories at: Decatur, Chattanooga, Los Angeles
In Canada: Mueller, Limited, Sarnia, Ontario

Gas Sales Continue Up

by
Ed Parkes
President, American Gas Association
and
President, United Gas Corp.

A six per cent jump in sales pushed the nation's gas industry to new heights in 1963. During the new year, the industry expects even greater gains.

Gas sales during 1963 reached 108.5 billion therms, compared with 102.3 billion in 1962. In 1964, according to American Gas Association forecasts, utilities are expected to sell more than 113 billion therms.



As demands continue to increase for gas, exploration for new gas reserves is stepped up. In spite of greater demands, reserves were reported to have risen to historic heights during 1963.

Revenues from gas sales during the year climbed to $6.8 billion, a five per cent hike from the $6.4 billion in 1962. It is predicted that revenues this year will surpass $7.3 billion.

There were 893,000 new gas customers added during 1963, swelling the total to 35.6 million. This is a 2.6 per cent gain over the 34.7 million customers of 1962. Projects indicate that the average number of customers in 1964 will climb to almost 36.5 million.

To serve its new customers and to meet the increased demand by existing customers, gas utilities and pipeline companies spent nearly $1.7 billion for expansion in 1963. This brought the gross plant worth of the nation's sixth largest industry—based on plant investment—to $26.4 billion.

Construction, Plant Worth

The gas industry spent an estimated $1,680 million on construction during 1963, bringing its total

worth to about $26.4 billion, up 7.8 per cent from $24.5 billion the previous year.

Distribution companies led all segments of the industry by spending a record $738 million in 1963, compared with $708 million the previous year. Transmission companies followed with outlays of $488 million, compared with $613 million in 1962. The slackening of construction in this area reflects, in part, nearly total penetration to all corners of the U. S. by natural gas lines.

Pipelines and Mains

More than 30,000 miles of pipelines and mains were added to the underground network which transports gas from wells to the consumer. The total now stands at 713,400 miles.

Extension of pipelines and mains is expected to continue at a substantial pace, keeping abreast with increasing customer demands. In 1964, for example, A.G.A. predicts 28,700 miles will be added. At the end of the decade, mains and pipelines are expected to total nearly 900,000 miles.

Natural Gas Reserves

The lifeblood of the industry—natural gas reserves—were reported in 1963 to have risen to historic heights. As the year began, there were 273.8 trillion cubic feet of proved recoverable reserves.

Discoveries, revisions and extensions over the past decade have increased the nation's gas reserves substantially. Ten years ago, at the beginning of 1953, reserves stood at 199.7 trillion cubic feet. During this decade, production totaled 115.4 trillion cubic feet. But despite this, there were still 74.1 trillion cubic feet more of proved, recoverable reserves at the beginning of 1963 than a decade earlier.

Underground Storage

In 21 states from New York to California and from Texas to Montana, the underground storage areas of the gas industry swelled to a capacity of 3.5 trillion cubic feet at the beginning of 1963.

These storage areas are located in depleted gas and oil fields, natural geological formations, and, in one case in Colorado, in an abandoned coal mine. During the summer when the demand is lower than in the winter, gas is moved from distant gas fields through pipelines to storage pools near the point of use.

The industry now has a capital investment of one billion dollars in underground storage, and this amount grows each year as more capacity is added. During 1962, some 286 billion cubic feet of capacity was added. Pennsylvania ranks first in the nation with a total of 529 billion cubic feet of underground storage capacity. It is followed by Michigan, with 462 billion cubic feet, and Ohio, with 449 billion cubic feet.

This use of underground storage is beneficial to all concerned as it is much cheaper than building pipe line capacity just to meet the peak demands which occur during cold winter days. On a severely cold day, the amount of gas withdrawn from storage is often more than one-quarter of the total quantity of gas supplied to utility customers.

The growth of underground storage in just 10 years reflects its vital importance to the gas industry. In 1953, storage capacity was 1.7 trillion cubic feet, less than half of what it is now.

New Developments

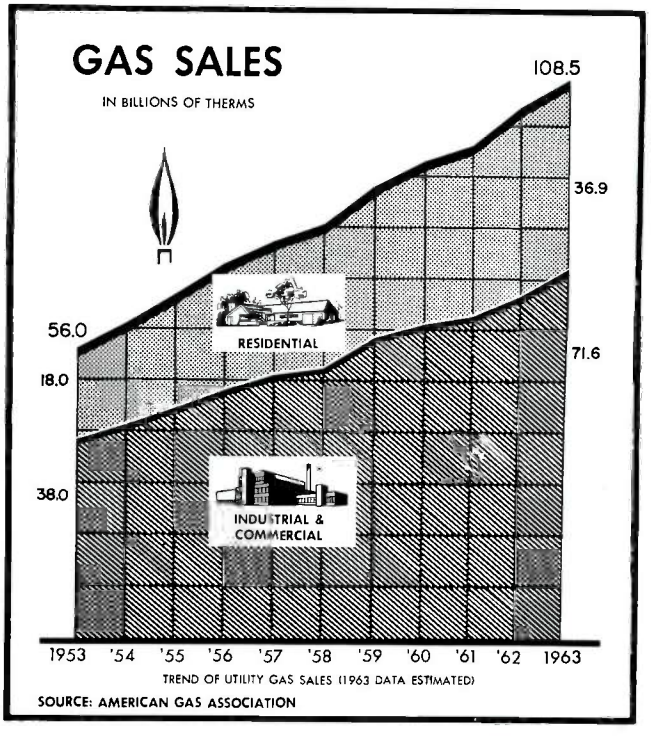
The gas industry placed increasing emphasis during 1963 on gas air conditioning and total energy installations. It hopes that increased acceptance of both con-

TOTAL GAS UTILITY INDUSTRY
CUSTOMERS, SALES AND REVENUES

Preliminary 1963 Compared With 1962

	1963	1962	Percent Change
Customers (at December 31)			
Residential	33,277,700	32,438,200	+ 2.6
Commercial	2,770,300	2,683,100	+ 3.2
Industrial	164,100	158,500	+ 3.5
Other	38,800	37,800	-
Total	36,250,900	35,317,600	+ 2.6
Customers (Average)			
Residential	32,696,700	31,893,000	+ 2.5
Commercial	2,678,900	2,597,900	+ 3.1
Industrial	162,600	155,900	+ 4.3
Other	38,100	36,600	-
Total	35,576,300	34,683,400	+ 2.6
Sales (Thousands of Therms)			
Residential	36,982,800	35,369,200	+ 4.6
Commercial	11,648,700	10,928,800	+ 6.6
Industrial	54,651,100	51,001,000	+ 7.2
Other	5,229,100	5,048,500	-
Total	108,511,700	102,347,500	+ 6.0
Revenues ($000)			
Residential	$3,755,243	$3,603,266	+ 4.2
Commercial	929,261	874,366	+ 6.3
Industrial	1,904,655	1,795,894	+ 6.1
Other	181,104	171,334	-
Total	$6,770,263	$6,444,860	+ 5.0

Source: American Gas Association



cepts will help build gas sales in summer months. Many gains have been made in both of these relatively new areas, and the prospect is encouraging because of newly-developed equipment.

Total energy—or on-site power generation—is becoming increasingly important in the gas industry. In such installations, a building utilizes gas not only for heating, cooling, cooking and other conventional applications, but also to produce electricity on the site. Both gas turbines and gas engines are used in total energy projects.

The growing number of total energy installations in the U. S. includes industrial plants, motels, office buildings and apartments. During 1963, the nation's first total energy school opened in McAllen, Texas. That city's 2,400-pupil high school uses a natural gas turbine to provide all energy needs, including air conditioning and lighting.

Gas air conditioning tonnage passed the 1,500,000 mark in 1963. In 1957, the first year for which figures are available, there were only 300,000 tons of gas air conditioning. From that year through the end of 1963, there was a 400 per cent increase. One of the most dramatic uses of gas air conditioning will be at the New York World's Fair, where A.G.A. estimates that approximately 80 per cent of the cooling equipment will operate on natural gas.

Research

A.G.A.'s $3,363,810 research program, designed to complement research conducted by individual gas companies and manufacturers, aimed in 1963 at increasing and diversifying the uses of gas and improving the efficiency of the industry's operations.

Important results during the year included the successful development of a 300-horsepower natural gas-fueled turbine. Operating data on several gas turbine installations were also collected.

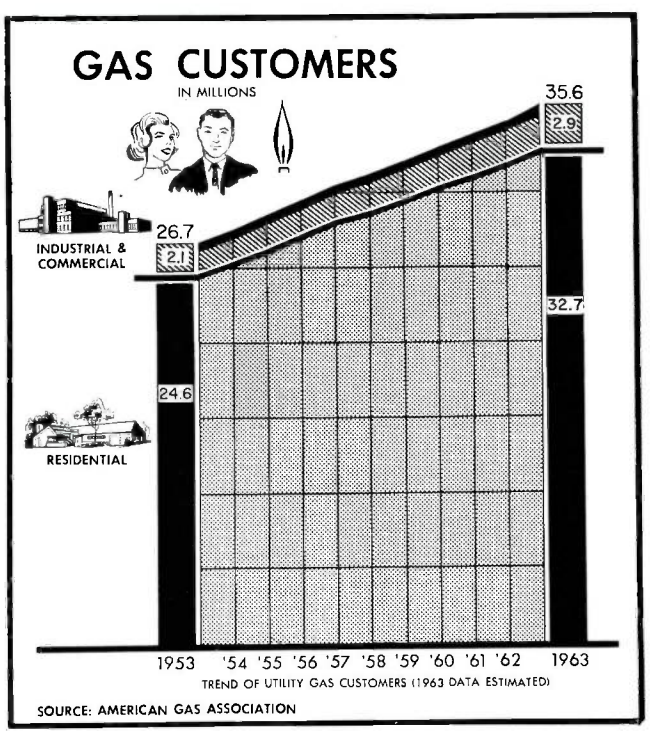
A 50-ton gas engine-driven heat pump was tested for more than a year by the Washington Gas Light Co. and made available during 1963.

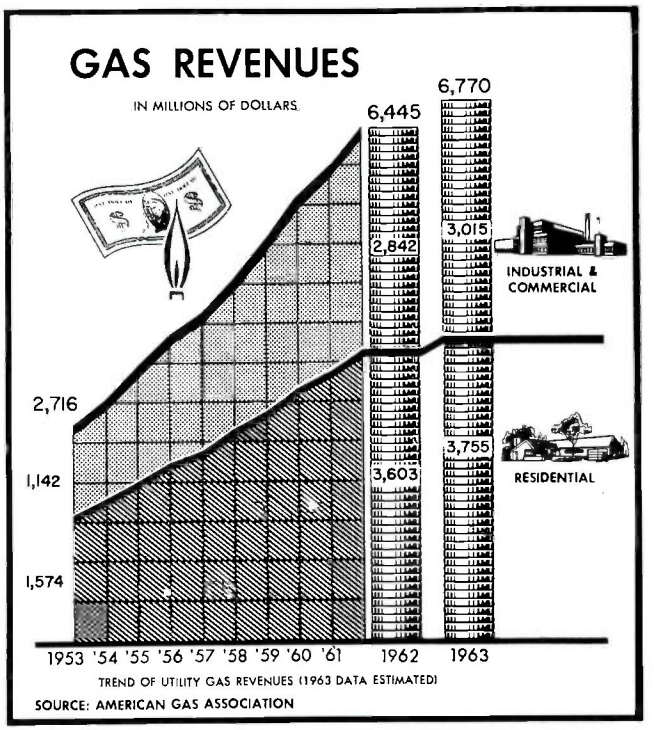
In the home heating field, a prototype forced warm air 90,000-Btu furnace was developed which measures only 18 by 28 by 24 inches.

Among the commercial items developed during 1963 was a frozen food re-heater oven, which reconstitutes frozen foods twice as fast as a conventional oven; a pop-up toaster for commercial kitchens; and a high-production conveyor toaster for large feeding establishments.

In the pipeline operating area, research in regard to line pipe improvement was continued at an accelerated pace. This program is directed at lowering gas transportation costs with greater safety through use of higher strength steels. In this research, full scale testing of large diameter pipe is being correlated with chemical and physical properties of various types of steel. Several projects relating to measurement, noise abatement, gas storage and non-destructive testing of line pipe were completed and the results distributed to the industry by means of reports and seminars for those working in the special areas. An evaluation of plastic pipe for use in utility distribution systems was also completed.

Gas storage, always of concern to the industry, was advanced through successful development of a prestressed concrete storage tank for below-ground storage of liquefied natural gas.





Adolph Mueller II Elected Company Director

Adolph Mueller, II, was elected recently to the Board of Directors of Mueller Co. at the firm's annual board meeting in Decatur.

Mr. Mueller, son of the late William E. Mueller, who was president of Mueller Co. from 1939 to 1947; succeeds his mother as a member of the board. He is the grandson of the late Adolph Mueller, who was president of the company from 1902 to 1939.

Mr. Mueller, a 1957 graduate of Stanford University, lives in Belvedere, Calif., and is an officer of Wells Fargo Bank of San Francisco.

Frank H. Mueller was re-elected chairman of the board's executive committee.

All other board members and officers were re-elected.

Company officers re-elected were:

John F. Thurston, President and Chief Executive Officer

Frank H. Mueller, Vice President for Engineering

Frank A. Speer, Vice President for Manufacturing

Dan R. Gannon, Vice President and General Sales Manager

Lyle R. Huff, Secretary and Treasurer

William E. Murphy, Assistant to the President.

Elected to the board were:

Albert G. Webber, Jr., Chairman

Joe H. Gardner

George McAvity

Adolph Mueller, II

Ebert B. Mueller

Frank H. Mueller

John A. Schluter

Mrs. Leonore Mueller Schmick

Franklin B. Schmick

Harold M. Sherman, Jr.

John F. Thurston

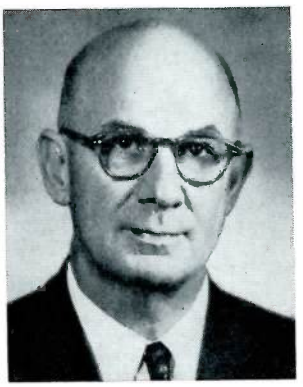
A. G. Webber, Jr.
Chairman of
the Board

John F. Thurston
President

Frank H. Mueller
Vice President
For Engineering

Frank A. Speer
Vice President
For Manufacturing

Dan R. Gannon
Vice President,
General Sales Manager



Lyle R. Huff
Secretary and
Treasurer

William E. Murphy
Assistant
To the President

Murphy Named Assistant To President

William E. Murphy of Philadelphia, Pa., has been named Assistant to the President of Mueller Co. and elected a company officer.

For the past 15 years Mr. Murphy has been an officer and director of Charles J. Webb Sons Co., Inc. of Philadelphia. Prior to joining Webb, he was in public accounting work for a period of seven years, holding his Certified Public Accountant's certificate in Pennsylvania.

In making the announcement, Mueller Co. President John F. Thurston said the duties of the new position will be varied. They will cover certain aspects of foreign sales, future acquisition of new product lines or companies, long-range marketing plans and other special assignments, he said.

The 80-year old Webb Company, headquartered in Philadelphia, has operations in New Jersey, Virginia and Erie, Pa. Until recently it dealt primarily in textile fiber trading, with operations in Australia, South America, India and Pakistan, among other countries.

In more recent years Webb discontinued the trading line and diversified into manufacture and sale of textile cloth, candy, chemicals, air contamination control systems, industrial equipment, real estate and other interests.

Mr. Murphy was most recently Secretary and Treasurer of the parent company although he has held other titles such as vice president of affiliated or subsidiary companies.

He was born April 5, 1918 on a farm in southern New Jersey. After attending Woodbury and Glassboro high schools, he completed the Pace Institute Courses in Accountancy, Taxation and Economics for his certificate and in 1946 he received his Pennsylvania C.P.A. certificate.

He has resided in Worcester, Pa., a suburb of Philadelphia for the past nine years, and has been active there in PTA, Boy Scouts, church and local government, most recently holding office as a Trustee of the Central Schwenkfelder Church and as a member of the Township Planning Commission.

Mr. Murphy is married, has an 18 year old son attending Columbia University in New York, and a 15 year old daughter attending high school. He plans to move his family to Decatur at the end of the school year in June.

Annual Meeting

George McAvity Named President Of Mueller, Ltd.

George McAvity was elected president and chief executive officer of Mueller, Limited, Sarnia, Ontario, at the firm's annual board meeting.

Mr. McAvity, who has been Managing Director of Mueller, Limited since he joined the firm in June of 1961, succeeds A. G. Webber, Jr., as president. Webber retired as president and treasurer of Mueller, Limited, but he will remain a member of the firm's board of directors.

Mr. McAvity became a director of the parent company in December of 1961. Prior to joining Mueller Limited, he was president of McAvity Western, and vice president of T. McAvity and Sons, Limited, St. John, New Brunswick.

George McAvity . . . Named President

Succeeding Mr. Webber as treasurer of Mueller, Limited will be C. S. Browett, who has been the firm's secretary, assistant treasurer and plant controller.

John F. Thurston, president and chief executive officer of Mueller Co., was elected to the board of Mueller, Limited and also was named its chairman.

Frank H. Mueller, Mueller Co. vice president for engineering and chairman of the executive committee of the board of Mueller Co., was also elected as a new member of the board of the Canadian firm.

Re-elected to the board were:

Lyle R. Huff
George McAvity
J. Milne
E. B. Mueller
R. M. Nicolson
R. J. Skippon
A. G. Webber, Jr.

Re-elected company officers were:

George McAvity, President and Chief Executive Officer

R. M. Nicolson, Vice President and General Sales Manager

R. J. Skippon, Vice President and Manager of Engineering

C. S. Browett, Treasurer, Secretary, and Plant Controller

L. M. Coates, Factory Manager

J. Milne, Assistant Secretary

Strictly *Off the Record*

"Papa, there's a woman peddler at the door."

"Tell her I got one too many now."

* * *

Father (wheeling howling baby): Easy now, Danny. Keep calm. Steady there, Danny. It's okay, Danny boy.

Passerby: My, you're patient with that child. What's the matter with little Danny?

Father: He's Christopher. I'm Danny.

* * *

Lost in the Pentagon, a repairman approached a busy typist. "How do I get outside?" he asked.

Without looking, she replied, "Dial 9."

Hangover: Something to occupy a head that wasn't used the night before.

* * *

Army barber to recruit: Wanna keep your sideburns?

Recruit: Yes.

Barber: Catch!

* * *

Two secretaries were discussing their troubles during their coffee break. "All I asked him," said one, "was 'Do you want the carbon copy double-spaced too?' "

* * *

Irate father (to son): I sacrificed everything I had so that you could study medicine and this is your thanks. Now that you're a doctor, you tell me I have to quit smoking.

Wife: How was your talk at the Rotary Club today?

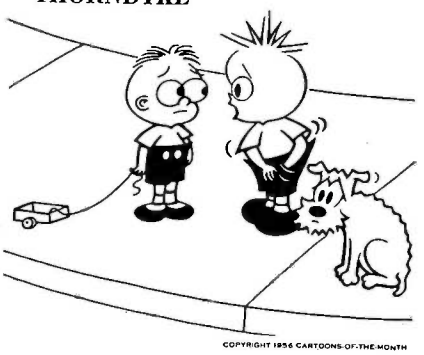
Husband: Which one. The one I was going to give, the one I did give, or the one I delivered to myself so brilliantly on the way back to the office.

* * *

"If your wife wants pin money, why don't you give it to her?"

"The pin she's talking about has 10 diamonds in it."

THORNDYKE



"Can you break a dime?"

Him: Going around with you keeps me young.

Her: How so?

Him: I was only a freshman in college when we started dating two years ago and I'm still a freshman.

* * *

"Caddy, why do you keep looking at your watch?"

"This is no watch, sir, it's a compass."

* * *

"I've been asked to marry lots of times."

"By whom?"

"Mother and Dad."

* * *

"How did George go through his inheritance so fast?"

"He spent a good bit of it on wine, women and song; the rest he squandered."

* * *

Jimmy: What is a practical nurse?

Johnny: One who marries a wealthy patient.

* * *

"Dad, I'm in love with a girl."

"Son, you couldn't have made a better choice."

* * *

Cub reporter: What should I say about the two peroxide blondes who raised such a fuss at the ball game last night?

Editor: Why, just say, "The bleachers went wild."

* * *

He: Why do the most important men on the campus always get the prettiest girls?

She: Oh, you conceited thing you.

* * *

"For a man with no experience, you're certainly asking a high wage," said the prospective employer.

"Well, sir, the work's so much harder when you don't know what you're doing."

* * *

"Cheer up! No man is completely worthless—he can always serve as a bad example."

* * *

The inebriated gent phoned the police. "Some dirty crook wrecked my car. Took the steering wheel, brake pedal, clutch and dashboard."

The desk sergeant had no sooner dispatched an officer to investigate when the phone rang again. "Never mind," the same voice said with a hiccup. "I got into the back seat by mistake."

* * *

"How did you spend this hot weekend?"

"Fishing through the ice."

"Fishing through the ice? For what?"

"Olives."

* * *

A small boy asked his father if he had any work he could do around the house to replenish his finances. The father assured him that he could think of nothing.

"Then," suggested the modern child, "how about putting me on relief?"

* * *

Son: Daddy, what's an opera?

Dad: That's where some guy gets stabbed in the back and instead of bleeding, he sings.

* * *

Frowning psychiatrist to office nurse on phone: "Just say we're terribly busy—not 'It's a madhouse.'"

* * *

He: My girl friend is a twin.

Him: How can you tell them apart?

He: Her brother walks differently.

* * *

Mountaineer: Step outside, son, to see if it's raining.

Son: No, let's call in the dog and see if he's wet.

* * *

The Texan stepped into his big car, removed his eyeglasses, then proceeded to speed down the highway. "Shouldn't you be wearing your glasses to drive?" asked one of his passengers.

"Don't need them. I've had the windshield ground to my prescription."

* * *

The freshman had gone to sleep in English class and the professor threw a book at him. "What hit me?" he asked, startled.

"That," said the professor, "was a flying Chaucer."

* * *

An amateur yachtsman, serving as navigator for the first time, read his sextant and shouted, "Take off your hat!"

"Why should I?" asked a fellow crew member.

"Because," replied the yachtsman, "according to my calculations we are in the center of St. Patrick's Cathedral."

"Do you have a Get-Well card for a little boy on his way home with his report card?"

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