

The Mueller Record

VOL. IV

MAY 22, 1914

No. 48

LEAD FLANGE WORK

Some Facts About the New Method of Manufacture and Advantages of the Goods.

Referring to Bulletin 483, Section D, Subject "Knurled Lead Flange Work."

M. G. Williams, assistant superintendent, was asked to give some data setting forth the purposes and advantages of the new Lead Flange work, which he has done in the following letter addressed to Mr. O. B. Mueller and others.

Process of Manufacture.

The Bulletin to which you refer was issued for the primary purpose of instructing our foremen and others interested just how to proceed in making up the new style work in the absence of finish size drawings, regular equipment and operation cards. At the date of issuance of this bulletin, the Company decided that all lead flange work, wherein the knurling operation was performed, should be marked "Patent Applied For," as a matter of protection. We are therefore marking all lead flange patterns in our pattern room accordingly before making castings in the foundry.

We have, also, found it necessary to reinforce the lead flange end of all goods, where it has been our practice heretofore to core out the lead flange end to save metal, but with the addition of this knurling operation we have found that the face end of such lead flange work is too weak, and we are reinforcing same by reducing the core previously cored out, which is adding, approximately 1 oz. of metal.

Again we find that where this knurling process is performed, it is done so at an increase of cost over and above the old way, in that the knurling tool operates independently of the facing tool, whereas, formerly the scoring and facing was done with the same tool.

We are setting forth the above points in order to advise that while we have improved the quality of the goods, we have increased our cost, but as we do not attempt to meet the cheaper competition, we feel that we should give the best quality of material and workmanship possible.

The new style lead flange work is the fruit of careful study and much experiment and has proved its merit by standing the severest of tests. The knurling operation, as planned by the experimental department and now being manufactured, is done by the use of a "Proven Right" tapered knurl, held in an eccentric holder, which attacks the metal, first at the outer or greater circumference and continuously tracks itself until the process is done, thus bringing the knurled metal above the flat surface.

Advantages of the New Style Lead Flange Work.

This feature in itself offers its first advantage or improvement over the old style work, in that in making the joint this raised metal immediately imbeds itself into the flanged portion of the lead pipe and makes the friction greater between the lead flange end of the pipe and the knurled metal, thus causing the back of the nuts to swivel on the coupling rather than twist the lead pipe when screwing up the nut.

Again we wish to call your attention to a second advantage of lead flange work furnished with our improved knurling process, in that when the service is laid, such as a lead flange goose neck, the joints having been made both with the lead flange cock and the lead and iron end, and the plumber for some reason finds it necessary to back up or unscrew his pipe connection, we have found by actual test that the knurled lead flange end does not let loose and thus become unscrewed. We have actually twisted the lead pipe around two revolutions and yet the joints remained se-

cure, whereas the old style of lead flange work would let loose, thus causing considerable annoyance and possibly serious loss to the plumber.

We desire, again, to call your attention to the fact that our knurling process is such as raises the metal above the flat surface, thus making the secure joint as above mentioned, whereas, should the knurling process be such as to cause the flat surface to be above the knurled metal, we would not obtain the advantages as herein mentioned.

The disadvantage of the latter process in the making of the joints, is that in drawing up the nut the lead flange end of the pipe, first comes in contact with the flat surface of the cock and with additional drawing up of the nut is forced into the knurled metal. The indenture being so very slight and the friction so great in the back of the nut that the slight twisting of the pipe causes a sheering off of the lead by the knurled metal, thus not obtaining the secure joint as obtained wherein the knurled metal is above the flat surface.

We are calling your attention to this latter process, advising of its disadvantages that you may be able to offset any arguments brought up in its favor and wish to assure you that the information herein given is the result of actual test, wherein, our process has been proven to be correct. We, also wish to advise that in the matter of backing up, as above mentioned with old style lead flange work, this process showed the same weak points in not keeping the joints secure when unscrewing the pipe connection.

In the foregoing we have set forth the extra precaution and cost necessary to manufacture these improved goods, also we have set forth the advantages to the trade of these improved goods, and believe that they merit the additional expense and that our Company should be greatly benefited by an increase of trade, by reason of this improvement.

While we have gone into much detail, yet we feel that this is as important as it is exhaustive.



Nothing is so firmly believed as what we least know.—Montaigne.

CAN CO-OPERATE

What Salesmen Can Do in the Way of Helping an Old Territory.

Frequently a salesman is transferred from one territory to another. As a rule he forgets his old territory as a field that has been worked to the limit as far as he is concerned, and gives his entire attention to fortifying himself in his new field.

Every salesman who has been transferred can always help in the old field by writing a post card or letter to his friends and patrons in his old field. He cannot overestimate the good this will do. We had the point brought to mind recently. We met a plumber who had just received a picture post card from one of our men who is now working another field. The card bore a line or two of personal pleasantries and a word about Mueller goods. The recipient was highly pleased. He talked a good deal about this salesman who had not forgotten him. He felt that there was real friendship for him, and that the man to whom he formerly had given orders thought of him beyond the mere getting of his business. This plumber felt better toward the company as a result. It made him a stronger friend and patron.

We think that all salesmen who have been transferred from one field to another can profit by this example and not only maintain their friendships but incidentally help the company by this co-operation.

There is another method of co-operation which is beneficial, that is in salesmen writing to each other. We cite you to the letter from C. T. Ford to R. A. Poole, which is published elsewhere in this issue. Letters of this character are helpful. They help to build up and bolster up the sales force. They tend to make a stronger, more efficient and more effective organization.



IN OTHER COUNTRIES

Mueller Self-Closing Work is making an impression in other countries. Elsewhere will be found a note on an order just received from Kingston, Jamaica. New York is also furnishing these goods in Panama. The export business we are receiving indicates an appreciation abroad just as keen as at home.

SELF-CLOSING WORK

A Comparison of Mueller Extra with a Competing Line.

A Self-Closing Cock, made with roller bearings, was recently submitted to us. It is made by a small company which has been pushing it quite hard and has been getting some business, but we understand that it is not giving satisfactory service and will not wear. This sample sent us was for comparison with our Extra Self-Closing Work, and M. G. Williams makes the following report on this comparison:

"We have the above named sample and have made an examination of the same in comparison with our Extra S. C. Work and wish to report as follows, giving first the disadvantages of the above cock in comparison with the advantages of our Extra S. C. Work.

The same cock weighs $\frac{3}{8}$ oz. less than our Extra S. C. Basin Cock with similar handle. The cock is made of yellow brass throughout and its design is not such that would class it with high grade work, also the distribution of metal is not such as compares favorably with our Extra S. C. Cock.

The stem of this cock has no guides on the seat end of the same to assure perfect seating, and the washer is not encased; nor has it any device similar to our preliminary valve to overcome water hammering. The cock is equipped with three loose balls instead of rollers with roller retainer, which in themselves are a very bad feature. These balls being spherical, have a tendency to cut into their supports much more so than do rollers, also the fact that they are not connected together by any device, such as our roller retainer, makes it quite easy for a plumber, in an effort to repair the cock, to lose one or more of the balls, putting the cock entirely out of commission. There is no feature by which the stem in this cock may have the wear taken up, the top end of the stem being equipped with a collar and screw which remain in a permanent position throughout the life of the cock.

Now, we wish to call your attention to the advantages of our Extra S. C. Cock by mention of the following: Our cock is made of red metal throughout, is of good design with a good distribution of metal.

The stem of our cock is equipped with an encased washer, a preliminary valve to overcome water hammering, with guides on the stem to assure perfect seating, also it is equipped with a thrust nut, by means of which wear can be taken up on the stem and thus the cock can again give satisfactory service. Our cock is also equipped with roller bearings instead of ball bearings, which are connected together by means of a roller retainer that assures the plumber against loss of rollers in an effort to repair the cock.

We believe we have pointed out the advantages of our cock over this cock in a brief but conclusive way."



ALL MUELLER GOODS

We have received a newspaper print of the New Stowell Hotel, corner of Fourth and Spring streets, Los Angeles, California, together with a letter from W. L. Jett concerning the same.

This is an all Mueller job. All the Brass Goods in the hotel are of our make. They include the following: 520 D-11903; 260 Ice Water Faucets; 520 D-8194 Stops; 250 D-8350 with 25033 Supplies and D-25111 Waste and Overflows.

The plumbing was done by Guercio, West Sixth street, Los Angeles, and the architect was Frederick Noonan Brookman.

All of our goods were not specified originally but were changed through the plumbing contractor who was desirous of making an all Mueller job out of it.



ON THE COAST

Mr. and Mrs. Adolph Mueller are spending a number of weeks on the coast. They went first to Los Angeles where Mr. Adolph delivered an address to the Master Plumbers' State Convention, and from there to San Francisco. From that point they continued their journey up the coast and home by the northern route. They will be back home early in June.



To be seventy years young is sometimes far more cheerful and hopeful than to be forty years old.—Oliver Wendell Holmes.

LETTER FROM C. T. FORD

Gives Some Good Advice Which All May
Read with Profit.

Mr. R. A. Poole was recently engaged by the New York house to travel in C. J. Tranter's old territory. He has already entered upon his duties. We are publishing herewith a letter written by C. T. Ford to Mr. Poole concerning his work with our company. It is a good letter—a splendid letter, in fact, and we hope that everyone who receives the Record will read it carefully. This letter contains advice and counsel which should benefit everyone and it should prove especially beneficial to the younger salesmen. Here is the letter:

April 26, 1914.

Dear Friend Poole:

Yours, telling me of your success in landing a position with us, is at hand. The only thing that will make me regret your joining our force will be if you do not make good. This, I am sure will not happen if you keep your health, and the war gets settled quick, that to my mind, will affect business more than any other thing just now, all other political matters have reached a definite form, and will, I think, work out in the interest of improved business conditions.

Now Poole, don't think that anything I said in your behalf caused you to get this position. I told Mr. Mueller all of your faults as far as I knew them. I wanted your presence to overcome anything that I could say about you, and it seems you delivered the goods. Now it is up to you to confirm your impression. Mr. Mueller is, I think, a very good judge of human nature, and I can tell you that he has had several applications for this position.

As for the secrets in the business, the greatest one is work, constant, loyal and faithful work. Try and get the fact into your mind that you are working for POOLE, his success means success for H. Mueller Mfg. Co. One thing I have always used the greatest energy on is water works business, new water works. Never let a new one get away from you. When you get a new water works with a Mueller Tapping Machine, you have placed an everlasting testimonial of the H. Mueller

Mfg. Co., and can be used by you for ever to get other business. My brother Will keeps a card index of all new water works. He starts from the bond issue, and keeps the record to the order. He never lets one get away from him. My territory has always been small. I could always cover it in 60 days. I always make a personal call and meet all of the City Council, have a personal talk with every one, don't miss any of them, for he might be an important one, talk the matter over, refer them to other towns nearby who have our machine and brass goods. Your first visit will not bring the order, but it will put you in personal touch with them. Then write them occasionally, try and keep something to write about. These letters are read in council meetings, and will lead to an invitation for you to call on a meeting night. You will soon know about how long it takes from the starting of a plant to the time for tapping machine and brass goods. Now you will run into engineers who will in some cases try to block you by telling you that they will place the order. Don't make them sore, but keep your eye on the members of the water board, that is where the order will come from, and keep the jobbers off of the water works, they get things mixed up, and in many cases only get part of the order, and their name is on their books and not yours.

I have not had very good success with architects, builders and owners. I get best results from above method.

Now Poole, when you get going good, I would like to meet you in N. C. some Sunday, either at Raleigh or Greensboro. You will make Durham, I make Greensboro. We can arrange our routing so that we can meet. Brother Will and I did this many times when he made that territory, those visits did us lots of good.

Well Friend Poole, I don't know anything more I can say. If you care to ask me at any time regarding the business, please do so. I will be glad to answer.

With kindest regards, I remain,

Yours very truly,

(Signed) C. T. FORD.



Some men are only a habit. New ideas hurt some minds as much as new shoes hurt some feet.

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MUELLER RAPIDAC INDOOR BASEBALL TEAM.



This is a picture of the Mueller Indoor Baseball team which won the city championship after an exciting schedule throughout. The teams competing were very closely matched and it required the

final game between Mueller Rapidacs and the Decatur Bridge Company team to determine the championship. The above illustration has appeared in a number of Trade Journals.

THE CATALOGUE INDEX

It Can Be Used to Advantage in Promoting Sales.

Recently we had a request from a salesman for lists of goods which we manufacture and lists of goods which we job. The salesman believes that with such a list sales might frequently be effected by running over the same with a customer. He suggested that frequently a customer would say he did not need anything. With a list of goods to refer to the salesman might be able to direct the customer's attention to something that he really did need but which he had overlooked. A salesman can't carry our complete line in his

head. He is just as apt to overlook the possibility of a sale as the customer is to overlook the fact that he really does need something.

We are glad the salesman making the inquiry did so because it brings up a good point.

It is not necessary, however, to prepare the list. This is fully covered in the index of the Third Edition of catalogue D.

In this index all goods are classified under various headings such as "basin cocks," "bath cocks," etc. Goods of Mueller manufacture carry the word "Mueller" at the top of the page on which they are shown. Job goods do not carry the word "Mueller" on the pages on which they are

shown; except in a few instances where Mueller and job goods are shown on the same page.

The index, however, is your guide and we are convinced that you can use it to advantage. The classification is such that you can easily find all the goods you want to know about, and we are satisfied that if you will make it a point to run through it with your trade you will make many sales which you would otherwise miss.



RECENT ORDERS

From James F. Morehead of East St. Louis for 12 $\frac{5}{8}$ " D-8646 Rough Stops with Fin. N. P. Caps and D-9099 but less keys and adjustable set screw flanges; 24 D-11904 Hot and Cold Self-Closing Basin Cocks.

From the Board of Education of Chicago for 10 Self-Closing Basin Cocks for the Englewood High School.

From the Pulte Plbg. & Htg. Co., of Grand Rapids, Mich., for five dozen Cam Action Self-Closing Basin Cocks for St. James Orphans' Home.

From Frank Sullivan of Bloomington, Ill., for 50 pairs of 11902 Self-Closing Basin Cocks and one dozen 8791 Bath Cocks less nuts and couplings. These are for replacements of other goods in the Illinois Hotel.

From the State School for the Deaf at Fulton, Mo., for 12 D-11909 Hot and Cold Self-Closing Basin Cocks.

From A. C. Hickey of Chicago, Ill., for 12 D-11901 to be installed in the Union Depot in that city.

From the West Point Iron Works at West Point, Ga., for 8 $1\frac{1}{2}$ " D-6163 Fin. Stops and 16 1" D-6163 Fin. Stops to be placed in the Lovett Cotton Mill.

From Ahrens & Ott Mfg. Co., Louisville, Ky., for 204 D-11902 Self-Closing Basin Cocks to be placed in the addition to the Seelbach Hotel in that city. Thos. Dyer is the plumber for the above hotel.

From L. M. Rumsey Mfg. Co., St. Louis, Mo., for 3 $\frac{5}{8}$ " 9253 Fin. Rapidac Bibbs; 3 $\frac{5}{8}$ " 9253 Fin. N. P. Bibbs. These are to be placed in the Jefferson Hotel, St. Louis, Mo.

From Orr & Graves of Sionx City, Iowa, for 126 only D-11908 Extra Self-Closing

Basin Cocks, lever handle Brass with index on top. These are to be used in the United Bank Building in that city. The architect is Wm. Steele.

From C. F. Conner Plbg. & Htg. Co., Kansas City, Mo., for 38, 19 pairs, D-11908 N. P. Lever Handles and Index Nut; 10 Fin. N. P. $\frac{1}{2}$ " 9219 Rapidac Bibbs; 10 Fin. N. P. $\frac{1}{2}$ " Set Screw Flanges. These are to be placed in the Negro Y. M. C. A., Kansas City, Mo.

From the MacMahon Co., Kansas City, Mo., for 6-Rough N. P. $\frac{1}{2}$ " D-8231; 12 Fin. N. P. $\frac{3}{8}$ " D-8661; 6 N. P. $\frac{3}{4}$ " D-8231; 6 Fin. N. P. $\frac{1}{2}$ " D-8403; 6 Fin. N. P. $\frac{1}{2}$ " D-8403. These are to be placed in the Bailey Apartments, Kansas City, Mo.

From Thomas Canary of Cincinnati, Ohio, for 200 D-11902 N. P. Extra Self-Closing Basin Cocks, indexed Hot and Cold, drilled for $\frac{1}{4}$ " I. P. size brass pipe. These are to be placed in the Browne Hotel, Cincinnati, Ohio.

From the Cabanne Plbg. Co., St. Louis, Mo., for 24 D-12909 Fin. N. P. Self-Closing Basin Cock with metal lever handles and with Hot and Cold cast on nut with $\frac{3}{8}$ " D-25069 supply connections; 2 only 2" D-6151 Rough Curb Stop; 2 only $\frac{3}{4}$ " D-8419 Fin. N. P. Bibbs with Set Screw Flanges; 4 only $\frac{3}{4}$ " D-8426 Fin. Bibbs. These are to be placed in the Crow School, St. Louis, Mo.

From the John Gilmore Plbg. Co., of St. Louis, Mo., for 53 D-11903 Fin. N. P. Basin Cocks with 7-16" D-29095 Drilled Shank. These are to be placed in the Senath Hotel at Senath, Mo.

New York.

From the B. Longhran Company of Kingston, N. Y., through W. N. Fairfield for 144 only D-8303 for St. Mary's School of Kingston.

From the Kingston, Jamaica, General Commission for 72 only $\frac{1}{2}$ " finished D-12802 Stop Cocks and 240 only $\frac{1}{2}$ " D-12002 Self-Closing Bibbs.

San Francisco.

From W. L. Jett for the Visalia Plumbing Co., 80 D-8303 N. P. Basin Cocks; 12 only $\frac{1}{2}$ " D-8005 N. P. Bibbs; 12 only $\frac{5}{8}$ " D-8005 Bibbs. These are to be used in the Blue Building at Visalia.

From C. J. G. Haas for the Albany Plbg. Co., for 8 only D-11902 N. P. Self-Closing Basin Cocks; 2 only $\frac{1}{2}$ " N. P. D-11703 Self-Closing Bibbs; 2 only $\frac{5}{8}$ " N. P. Self-Closing Bibbs. These are for the Carnegie Public Library at Albany, Oregon.

From T. F. Leary for Antone Lettich, 27 only D-11902 Self-Closing Basin Cocks drilled $\frac{1}{2}$ " O. D.; 27 only D-8765 Compression Basin Cocks to match; 27 only $\frac{1}{2}$ " D-9075 N. P. Wash Tray Bibbs; 27 only Self-Closing Wash Tray Bibbs to match; 27 only $\frac{1}{2}$ " D-11703 N. P. Taper Shank less Hex; 27 only $\frac{1}{2}$ " Compression to match. These goods are for the Court Hotel Annex. Edward T. Faulker, architect.

From T. F. Leary for E. A. Balling of San Francisco, 6 only D-11902 N. P. Self-Closing Basin Cocks, Hot and Cold and drilled $\frac{1}{2}$ " O. D.; 6 only $\frac{1}{2}$ " D-11803 N. P. Self-Closing Bibbs with taper shank, less Hex. These goods are for the Buena Vista Sanatorium.

From T. F. Leary for F. W. Snook Co., of San Francisco, 62 only $\frac{1}{2}$ " D-8077 Fin. Wash Tray Bibbs; 62 only $\frac{1}{2}$ " D-8077 Wash Tray Bibbs with hose end. These goods are for the Washington Apartments.

From T. F. Leary for F. W. Snook Co., 20 only D-11901 Self-Closing Basin Cocks drilled $\frac{1}{2}$ " O. D. These goods are for the Liberal Arts Bldg. of the Panama-Pacific Exposition.

Sarnia.

The Canadian Company is getting some fine orders, and is landing some excellent water works contracts.

Among these is the city of Regina, which will run to at least \$5,000. Among other items is one calling for 1200 Service Boxes, 8 to 9 foot.

The contract from Montreal West was also secured. This calls for 600 complete services, including boxes. Mr. Baily secured this order without a tender being asked for.

An order for 500 Services for the City of Moose Jaw was also secured by Mr. Kinney without a tender being called for.

The company has secured the Brandon contract and the Penbrooke, Ontario, contract on tender through a local jobber.

Mr. Heinrichs secured a contract for 250 complete services from the Esquimalt

Water Company of Victoria, B. C., and a contract from the City of Revelstoke for 100 Services.

Mr. Bailey secured the City of St. Johns, N. B., for 200 Services. Calgary for Corporation and Curb Cocks through Metals, limited; Edmonton for 1750 Service Boxes only.

All of the above contracts include Service Boxes, excepting Calgary. The Canadian Company has made a fine showing this spring on Service Boxes and have added many new cities to their list, which are adopting our box, the most important being Edmonton, Montreal West and St. Johns, N. B.

From the city of Edmonton, for 1500 seven to eight foot D-22000 Mueller Service Boxes and 250 D-22001 seven to eight foot boxes. Heretofore Edmonton has used a box similar to the Buffalo box. This business was secured as the result of a letter recently issued by the Canadian company. A sample order for 6 boxes was followed by the larger order. Canada is confident of working up a big business in Service Boxes.



METER TESTER SALES

We have an order from H. J. Harte for a water meter tester outfit complete for the Wellsburg Water Works of Wellsburg, West Virginia.

The University of Illinois has ordered a water meter tester complete less the 2" D-8993 compression S. & W. and turning rod.

The city of Appleton, Wisconsin, through James Smith, has given us an order for a water meter tester complete.



RAPIDAC RECORD

On May 8th, we received an order for a dozen seat washers for 9461 Rapidac Basin Cock for hot water, and we were advised by our customer, Mr. E. D. Draper, Kansas City, Kas., that this Rapidac Basin Cock, had been on the hot water side in a barber shop for about eight months, which was considerable longer than any other pattern of cock would hold.

BUILDING SIGNS—RAPIDAC HANGERS

The attention of salesmen is called to the fact that we still have building signs and Rapidac hangers.

Only a few salesmen have requested building signs this spring and requests for Rapidac hangers are coming in very slowly. Both these articles make good advertising for us and we urge salesmen to place them with the trade.

Practically all plumbers will be glad to hang up our Rapidac sign. It is an exceptionally pretty lithograph, and will help keep Rapidac work before the plumber.



BERT HASTINGS BETTER

Mr. R. Mueller is in receipt of a letter from Mrs. R. M. Hastings, written on May 14th, at which time her husband, who has been ill of erysipelas for some weeks, was slightly better. Mr. Oscar, who was in New York the 18th, stopped over in Buffalo on his way home to see Mr. Hastings. He has seemed to be on the road to recovery several times but in each instance has suffered a back-set.



BULLETIN CORRECTION

Turn to Bulletin S. O. F. 426, Section R, subject, Mueller Sprinkling and Flushing Hydrants, and note the third line under the heading, "Regular Parts," which reads:

"Set Screw Collars (cast iron, 2 for set, each.)"

This is somewhat confusing. The word "each" indicates a price for a single collar while the collars are sold in sets and the price is for a set.

Erase the word "each" and make your bulletin read "per set" instead.



BULLETIN S. O. 75

There has been some misunderstanding regarding Bulletin S. O. 75, Section F, dated October 30, 1912. It appears that this was cancelled in some bulletin books and not in others.

You are advised that this bulletin stands without being cancelled and that the prices given therein are effective now.

HOW MUCH DID THAT HORSE COST?

A man bought a horse for fifty dollars. The first time he drove her the horse became frightened, ran away, upset and broke the buggy and tossed the driver into a puddle.

The next day a neighbor asked the man how much the horse had cost him.

"Well," he answered, "that horse cost me fifty dollars, a good buggy and a new suit of clothes. The next time I buy a horse I want a blind one and an accident insurance policy in the bargain."

Some people will say he was lucky even then. He might have broken his neck.

He found the exact cost of that horse, but it was rather an expensive method of cost-finding. He should have investigated the habits and possibilities of the horse before purchasing.

Now, it seems a good idea to round out this little horse tale by attaching a moral. You must realize that the only way to estimate the cost of horses is by results. It is much the same in estimating the cost of brass goods.

It is easy enough to buy cheap brass goods, but the first time you attempt to drive them along the road to Reputation they are very apt to toss you into a puddle.

Almost anyone can sell cheap horses and cheap brass goods, but it requires experience and ability to buy good horses and good brass goods.



IN THE BEST HOTEL

We are advised by M. T. Whitney that 60 of our D-11902 Nickel Plated self-closing basin cocks and 36 1/2" D-8633 compression cocks have been installed in the Best Hotel at Galva, which is eminently proper.

Mueller Colonial and Extra Self-Closing Work is going into the BEST hotels everywhere and also into the best buildings.



SALESMEN HERE

Saturday, May 18th, Salesmen Eggleston, Masters, Ross, Moore and Thornton were in Decatur for a conference on regulators and other goods. They left for their respective headquarters that evening.