

Foundrymen Predict Major Changes In Plant Methods

Mueller Using "The Finest" In Chattanooga

"Practically all foundry practices are in for somewhat of a change during the next 10 years."

Someone else put it more tersely: "Change by '75 or die."

These comments were contained in an article in FOUNDRY magazine which revealed the predictions of many foundrymen around

the industry. One respondent said: "Surviving foundries will be the aggressive ones which continue to advance with the available technology of the industry in spite of the seeming high cost of modernization. In the long run, advanced instrumentation to produce quality products, and application of the latest technology will improve the profit status of those foundries whose management is far-sighted enough to take advantage of the latest trends."

Such reasoning, along with increased demands for products, prompted Mueller Co. management to pursue the modernization of facilities in Chattanooga. This program has been underway for more than two years and is about to reach its climax.

Nearly all of the Mueller personnel, with the exception of some in the old foundry, have been shifted to the Mueller Avenue plant from the operation which has been on Chestnut Street since 1933.

The old foundry will continue operating for a short time as a backup source of castings as the new foundry closes in on its normal production goal. Once this has been established, the property on Chestnut Street will be available for sale.

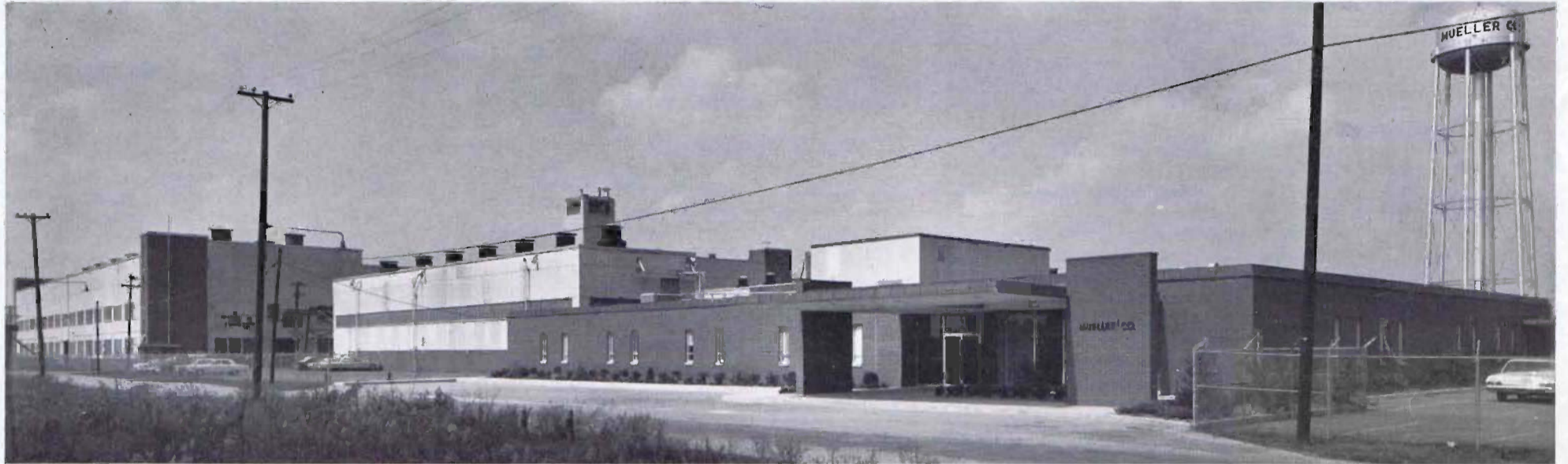
By Nov. 1, all of the machining operations, plant and industrial engineering personnel, products engineering and drafting sections, purchasing functions, and part of the foundry were at the new plant.

The small valve assembly opera-

tions were moved by the middle of November, and on Nov. 21 the first complete valve to be produced at the new plant went into the warehouse. The start-up of assembly went smoothly, and two full shifts are now on the job.

The hydrant assembly line was installed and operating early in December and by Dec. 12 all employees, with the exception of part of the foundry, were at the Mueller Avenue plant. The last sections to

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Mueller Co. and Mueller Avenue in Chattanooga. At the right is the new office building. Behind the office and to the left is the warehouse, and at the far left is the machine shop and assembly building.

Social Security Tax Rises Again

Both employee and employer will once more start the new year alike by matching dollars to meet an increase in Social Security tax. On January 1, 1967, the tax rate will rise from 4.2 to 4.4 per cent, increasing the maximum deduction for the year by \$13.20,

the difference between last year's maximum employee's tax of \$277.20 and the coming year's \$290.40.

An announcement of increase similarly heralded the new year in 1966, when the tax rose to its 4.2 per cent level, from the 3.625 per cent maintained since 1963. Last year, the maximum employee's tax went from \$174 to \$277.20.

Tree of the Season

*Though it isn't a cedar
Or pine tree, or spruce,
Nor glittering metallic,
But one that has use
Each day of the year
And at Christmas time, too,
This gay Mueller tree
Shows what trimmings can do!*

*Its OWN decorations
Are in their own class
And truly unbreakable—
Iron and brass.
From the Ground Key Division
Our tree sends good cheer:
"Have a merry Noel
And successful New Year!"*

M.L.C.

Who Profits From Profits?

The end of the calendar year also brings the end of the fiscal year for many businesses and corporations around the world. It is the time for annual reports, declaration

of dividends and increased discussions of profits and losses.

Talk of profits, losses and money is always of interest, but unfortunately there are many misconcep-

tions—particularly in the area of profits.

Private opinion polls, for example, including those of George Gallup, reveal that most people "guess" that American business profits run about 20% of sales. (Some people even think that 40% to 50% of each sales dollar remains as profit!!)

In opinion polls conducted by a few large companies, employees have guessed company profits at four or five times what they actually were! When countered with the question of what they *thought* a fair profit, they usually cited a figure that was still far above the company's actual profit percentage.

Another popular misconception is that the owners (or stockholders) of the average company receive more of each sales dollar than do the employees. Nothing could be

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DECEMBER, 1966

JOE PENNE, Editor

Mueller Goods Go To Vietnam

"Vietnam" is a word we read regularly, and recently it could be read on hundreds of Mueller Co. cartons, as more than 100,000 pounds of our products were being assembled on the shipping dock in Decatur, awaiting export to Saigon.

These products were sent to Vietnam in connection with the modernization and expansion of the Saigon Metropolitan Waterworks through the Agency for International Development (AID).

The commodities financed by AID are part of the United States assistance programs aimed at helping the people of developing countries achieve economic and social progress. Exports of American-made goods are part of more than one billion dollars in U.S. commodities sold each year in developing countries under the AID program. U.S. firms furnish 90 per cent of all goods financed by AID credits.

Our products were sold through L.A. Champon & Co., Inc. of New

York and Saigon and were shipped by seagoing freighter out of New York City.

Included in the orders were: 26 drilling and tapping machines; about 12,500 sets of 3/4-inch and 1-inch sizes of brass service material with each set consisting of a corporation stop, coupling, meter coupling and meter stop; about 10,000 pieces of brass service material which included corporation stops, curb stops, compression stops, meter stops, and couplings of 1 1/2-inch and 2-inch sizes; flanging tools; shut-off rods; copper tubing produced by American Anaconda, and curb boxes. About 50 gate valves of the 3-inch and 4-inch sizes, produced in Chattanooga, were also in the shipment.

Securing orders like these requires more than just submitting bids. A reputable local representative, familiar with the country, its business methods and its authorities, is almost a necessity.

A number of examples of this were evident in the Vietnam orders. In one case, a competitor's meter stop was specified but our local agent urged that we submit our

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No-Blo Show In Mexico

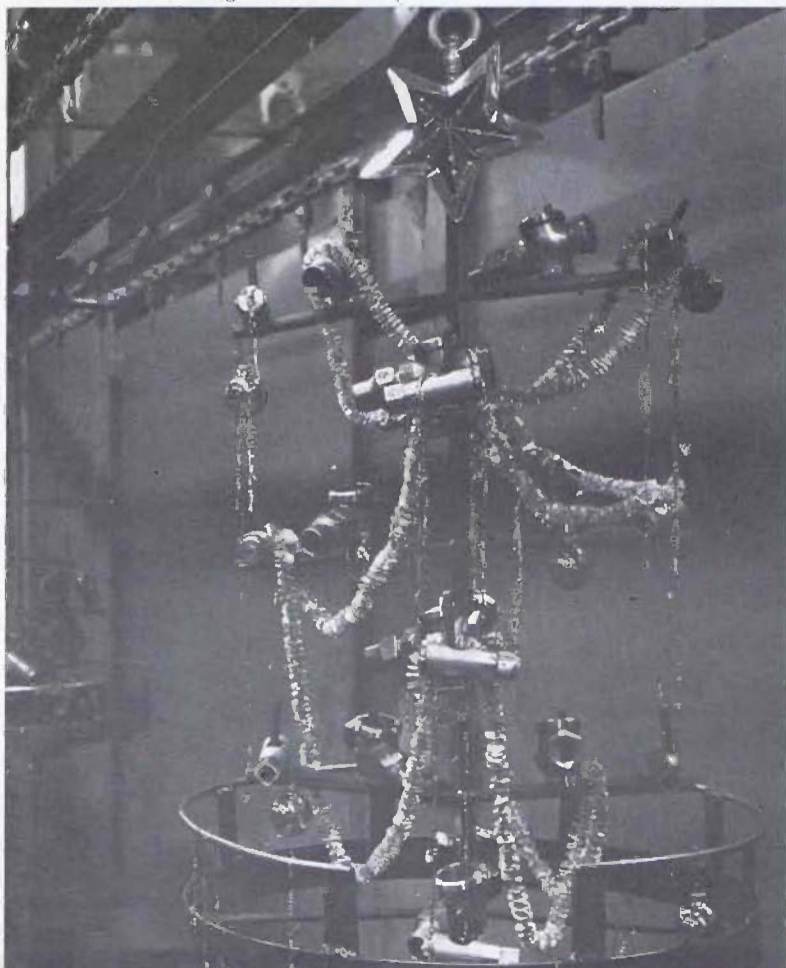
A demonstration of Mueller Co.'s No-Blo methods of handling natural gas was part of the first national convention of the Mexican Natural Gas Association held in Mexico City, Nov. 21 to 26.

The No-Blo demonstration was essentially that of the Mueller mobile training school that is presently visiting gas companies in the southwestern United States.

No-Blo Instructor Cecil Williams crossed the border into Mexico at Brownsville, Tex., and drove to Mexico City where the Mueller demonstration equipment doubled as part of our exhibit at the meeting.

Also on display were a number of Mueller water products since many of the men influential in the gas industry are active in other phases of the government-owned utilities.

In addition to the No-Blo demonstration, Joe Keating of our export office gave a talk on Mueller products and acted as interpreter for Williams.



This "tree" in the conveyor system in Dept. 80, Decatur, takes on the holiday look, decorated with roping, tinsel, ornaments and brass parts.

Retirees Look At Retirement

No matter where they live, be it a retirement community in California, a trailer in Missouri, at "home" in Decatur, or in northern Georgia, most retirees agree that the two things that are of prime concern are health and finances.

"The assurance that you are sound physically and financially is the most comforting thing you have. With these guarantees, it is then up to the individual to enjoy himself," one Mueller Co. retiree stated recently.

Health is always uncertain, no matter what a person's age may be, but a good retirement program such as the one at Mueller Co. is something that can be depended upon. It is a necessity for most retirees and can hardly be called a fringe benefit.

"During your working years you don't give much thought to the value of this program, but when you start depending on receiving those checks in the mail each month you begin to know the true worth of the Mueller retirement program." Such a comment could probably come from any one of the more than 200 persons who receive regular payments from the Mueller Co. retirement plan.

During 1965, more than \$400,000 went to these people, and during 1966 nearly a million dollars was budgeted to go into the Pension Trust Fund to cover future benefits. The Mueller retirement program is paid for completely by the company.

After July 7, 1965 the company also began to assume the full cost of a health and accident insurance policy and a life insurance policy for those who retire at 65 years of age.

In addition, Mueller Co. paid more than \$500,000 this year as its share of the Social Security program, matching the total paid by all of the company's employees. This money, along with those sums paid by other employers and employees around the nation, will play an important role in seeing that a certain amount of financial security is available for all retirees.

Retirement years can be "Golden Years" in many ways. To prove the point, we talked to some retirees and got their reactions and suggestions.

IT'S that "Honeydew" work that keeps Sam Roy Smith busy at his home in Chattanooga. He explains this kind of work by quoting his wife: "Honey, do this, and Honey, do that." Whatever kind of project or activity it is, it seems to be agreeing with Sam Roy who retired a few months ago as Foreman of the Pattern Shop in Chattanooga. He spent 20 years with Mueller Co., starting as a patternmaker at 15 cents an hour.

"Some don't want to retire, but you have to make up your mind you are going to enjoy it. Once you have made this decision, it gets to be fun," Sam Roy says.

"On a retirement income, you feel the pinch of inflation more, and I know it costs more to live now than it did when I retired 10 months ago," he added. He said



Sam Roy

that the health, accident and life insurance that company now pays for retirees is very "handy" and that such items are high priced for individuals enjoying retirement.

He and his wife do church work, watch television, tend to their flowers, and, as season ticket holders, regularly attend the Chattanooga Symphony.

The most important thing to Sam Roy, however, is that during retirement he has "less worry."

* * *



"Fleck"

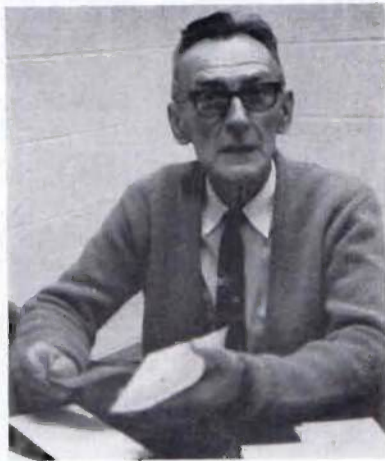
MERLE Fleckenstein spent nearly 29 years at Mueller Co., retiring about a year ago as a carpenter in the Maintenance Dept. After chatting with him, it would appear that he hopes to spend the next 29 years enjoying his retirement.

"Fleck" takes on odd jobs as a carpenter to keep himself busy and to supplement his income, although he says the Mueller retirement program "takes good care of my wife and me."

For one year prior to his retirement, the Fleckensteins set aside from his paycheck the amount they would receive the following year from retirement and Social Security income and this was used to live on. After the experiment was completed, they had some money left over, had lived comfortably, and were sure, then, that they were ready for retirement.

"I most appreciate my retirement in the winter," Fleck says. "There is nothing I enjoy more than to lie in bed and hear that northwest wind whistle as it blows a heavy snow around the house. Knowing I can stay in that bed and not go to work is great," he confides.

No matter how active he and his wife are, the Fleckensteins always find time for their 27 grandchildren. A couple of trips a year are always planned for California where they visit the most distant offspring. Fleck's father worked at Mueller and now his two sons, Jim and Joe, are both Mueller employees. Joe is General Traffic Manager and Jim is an Industrial Engineer. The three generations total nearly 100 years of service.



Eric

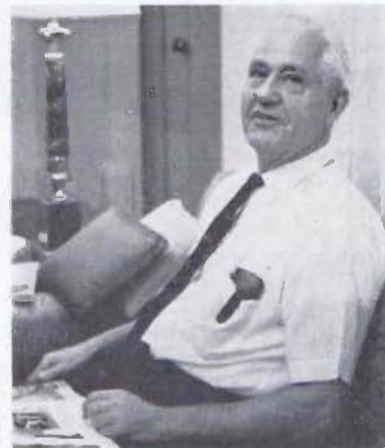
"I enjoy my retirement, but I don't feel I am doing enough and that I should be helping somewhere," says Eric Blankenburg, as he describes his retirement. He adds: "I would like to work again, but I am spoiled and I only want to work when I feel like it."

Eric tells the following story about one experience: "I wanted to go back to work, and I went to see a fellow two or three times about a job. He finally agreed to hire me temporarily and told me to report early the following day. The next morning it was rainy and cold. I knew I would be working outside some, so I called him on the phone, quit the job, and went back to bed."

Since Eric retired in 1965 as a machinist in the Test Lab Model Shop, he has done a lot of visiting in the Midwest and has been to Sarnia and Chattanooga to see the Mueller Co. plants.

As a member of the Board of Directors of the Mueller Co. Employees Credit Union, Eric spends a lot of hours doing routine jobs there.

The life of the retiree agrees with Eric and he doesn't even mind paying taxes. He was referring to the income taxes he pays on his retirement benefits. "These retirement checks didn't cost me anything, so why should I complain about paying a little tax on them?" he asks.



Bill

AFTER talking with Bill Kuntz it is obvious that he has had no trouble keeping busy. He says it doesn't take much to keep him active, and he is happy visiting friends, running errands for an equally busy wife, working in the yard and reading. Bill adds: "I planned to learn to fish but I haven't had time." Possibly Bill's biggest disappointment during his retirement has been having to quit playing golf. He played golf regularly for two years after his retirement but a minor ailment stopped that last year. Bill, who retired as a toolmaker after more than 45 years with the company, considers his life today his "bonus" years. He says a man is lucky to be able to live past 65. He also says that the retirement check which he receives regularly is part of that "bonus" and provides money for such pleasures as the trip to Maine, New England and Washington that he took last year. "Being free of major money worries does a lot toward making retirement such an enjoyable time," Bill says.

"**WHEN** you are retired you have time to see some of the things you have overlooked for years. It is amazing to see how beautiful a rose can be or how interesting it is to watch a bird take a bath. When you are working you are too busy to see many of the beautiful things of nature," says Harley Himstead.

Harley, a 45-year man at Mueller Co., retired about two years ago as head of the Engineering Records section in Decatur. Harley's day begins at 6 a.m. and it is the morning that he and his wife enjoy most, he says. The morning includes a daily "coffee break" for the Himsteads and after that they begin the busy part of the day. Their day might include: lunch at a local restaurant, working in the yard, watching some television, a drive, or making preparations for a semi-annual auto trip to Colorado to visit grandchildren and great-grandchildren. Harley says he thoroughly enjoys his retirement and his activities are only limited by money and time. Retirement time is also the best time to get acquainted with your wife, he says. This is a period of "real" sharing of experiences and companionship.



Harley

"**LIFE** is too good to spend all of your time working, and I plan to live to be 105 years old—if the Lord helps," says Henry Williams, who spent 30 years in the Mueller Co. foundry in Chattanooga.

Henry, who is obviously one who enjoys every minute, said he started working when he was seven years old. When he found out he could collect Social Security and Mueller retirement checks at age 62, he decided that 55 years of work was enough. "I wanted to get some fresh air," he said. "When my foreman told me my retirement was approved, I was ready to leave right then and there—but they made me stick around until 2:30."

Henry said he wanted "to make room for some of the young bucks" who, he says, "don't know how good they've got it. I used to walk 14 miles every day to go to work and home again."

What does Henry do to occupy his time? "I just keep movin'."



Henry



Our "for real" Suzie Smart is really Lois Michael of the Advertising and Sales Promotion Dept. As long as you heed the message "Savvy Safety. Practice The Use of Safety Equipment" it doesn't matter whether Lois or Suzie says it. The safety display toured Decatur plants for a number of weeks with its important words of advice.

United Fund Good Response By Employees

As expected, Mueller Co. employees responded in fine fashion when they were asked to do a job. The most recent evidence of this response took place in Decatur and Chattanooga during the local United Fund campaigns.

In Decatur, employees gave 59 per cent more than last year, while the people in Chattanooga about doubled their previous contribution.

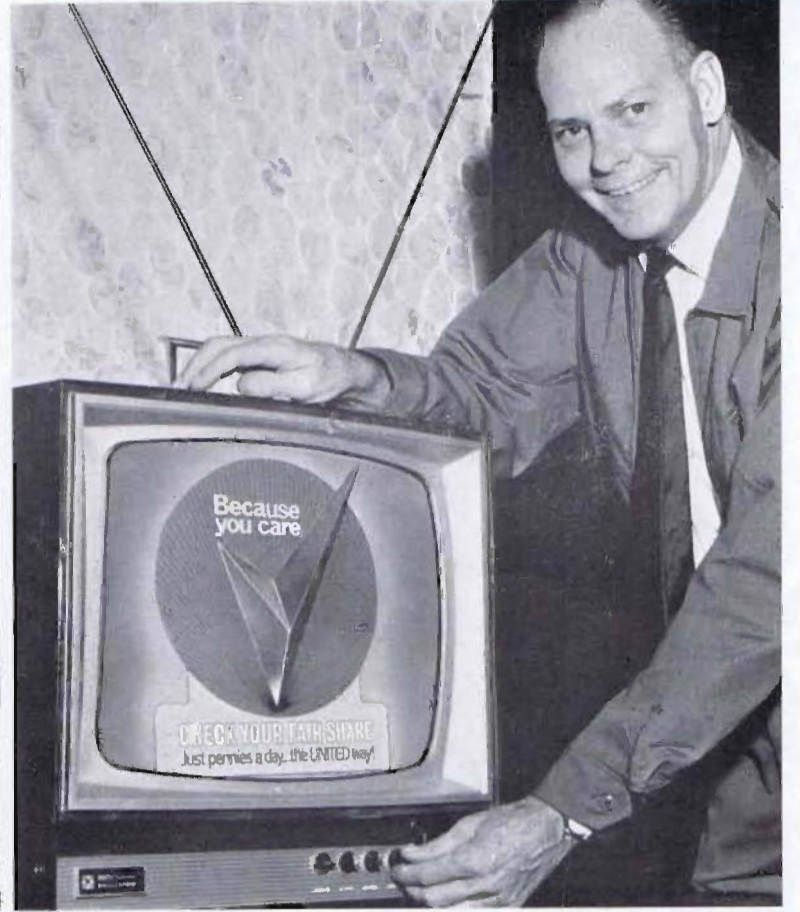
Brea employees participate in the Allied Associated In-Group Donors (AID) program which is a form of united appeal found only in the Los Angeles area. It was started a number of years ago by industrial firms in the area which disagreed with some aspects of the United Fund program there. AID solicits funds, carries on its own campaign and even budgets some money to the local United Fund campaigns and its member organizations, plus allocating money to many other agencies.

Mueller President John Thurston said in a letter to Decatur employees: "There is no question about the success of the Mueller Co. drive. You who participated are to be congratulated, and I am sure the many United Fund agencies and the thousands of people you helped would like to send along a big 'Thank You.'"

The combined contribution of all Decatur employees totaled \$10,726.90 compared with \$6,431.84 given last year. While the amount of money increased by 59 per cent, the number who gave increased only 11 per cent, giving a percentage of participation of 61.5 per cent. Apparently, most of the same people gave more.

In Chattanooga, employees gave more than \$4,500, about doubling last year's contribution.

The "Fair Share" program was introduced in both plants this year, with a drawing for prizes being



Tuned in to the right channel is Virgil Morrison, machine operator in Dept. 80. Virgil won the TV set in a drawing for "Fair Share" gives in the Decatur United Fund campaign. Below, Billy Morris smiles as he learns he has won a television set in a United Fund drawing Chattanooga.



ice cream freezer; Farrell D. Elkins, radio; Wanda Glenn, electric can opener; Don L. Garden and Grace A. Sawyers, electric hand mixers, and Verle B. Utzinger, William Lindsey, James Fredrick, Sam Cline, Harold D. Payne and Paul Fulghum, Teflon skillets.

In Decatur, Virgil Morrison, machine operator in Dept. 80, won the portable TV set. Other winners were: Norville (Bert) Fenton, radio; Charles Carnahan and Barbara Warner, electric hand mixers; Carl Dodwell, Frank Kellett, Ron Bauer, Mildred Pape, Mary Ann Broske and Mel Whittington, each won a rod and reel; and Teflon skillets went to Kenneth Armstrong, W. E. Murphy, Del Bagenski, R. C. Kileen and Ruth Wampler.



Lloyd Schumacher (left) of Machine Repair, Decatur, recently won a 12-inch portable television set as part of the Decatur credit union's drive for new members. Making the presentation is Harold Munsterman, manager and treasurer of the employees credit union.

held for those hourly personnel who gave the equivalent of eight hours of gross pay and for salaried people who gave at least one-half of one per cent of their gross salary.

The winners in Chattanooga and prizes were: Billy R. Morris, television set; Wanda McClure, electric

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George McAvity, Mueller, Limited President, and Frank Sewter, Chairman of Company Safety Committee, hold a safety award which was presented recently to the Tool Room. The Tool Room went three years without a lost time accident in order to qualify for the award.

Six Promoted in Decatur Manufacturing Division

A number of promotions in the Decatur Manufacturing Division have been announced recently.

CHARLES W. JOHNSON has been promoted to Manager of Production and Inventory Control, succeeding Fred Campbell. RICHARD L. FERRILL, former Time Study Engineer, succeeds Johnson as Standards Engineer. Johnson joined Mueller in 1939 and has been in Industrial Engineering since 1953. Ferrill has been with the company about 20 years and worked as a Time Study Engineer since 1953.

DON MATTHEWS, former Night Shift Janitor Foreman, has been transferred to the Core Room as Assistant Foreman.

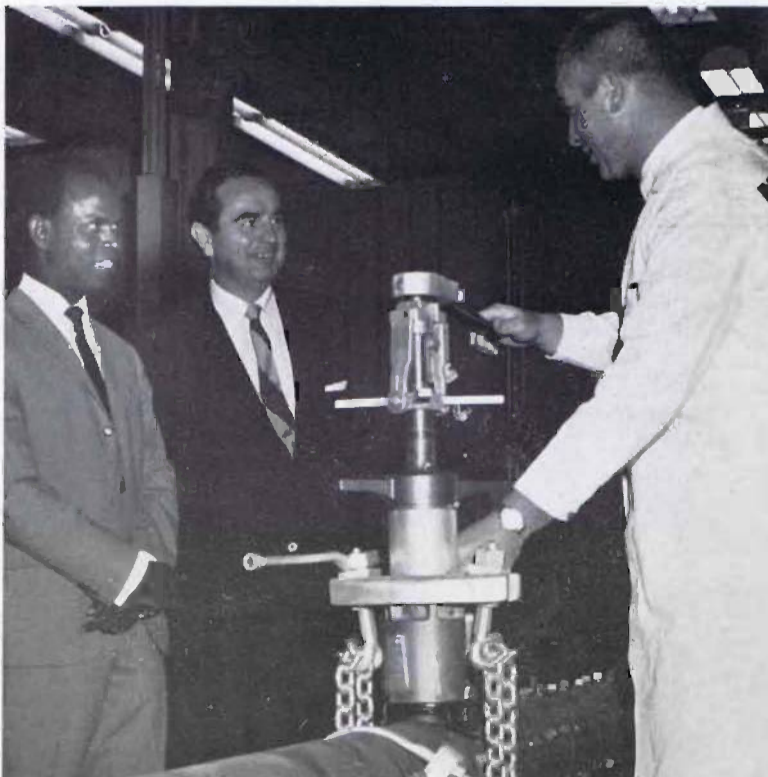
WALTER MORGANTHALER, Inventory Analyst, has been named Assistant Production Control Manager in Dept. 70. CARL WILHELM, Senior Cost Clerk, has been promoted to Morgenthaler's former position.

LEO SILOSKI, who has been at Mueller Co. almost 35 years and who recently was making plans for his retirement has instead accepted a promotion to Assistant Manufacturing Project Engineer. At the time of his promotion he was a Tool and Die Maker.

BILL HORVE, who has been working in Machine Repair, has been promoted to a position of Industrial Engineer.



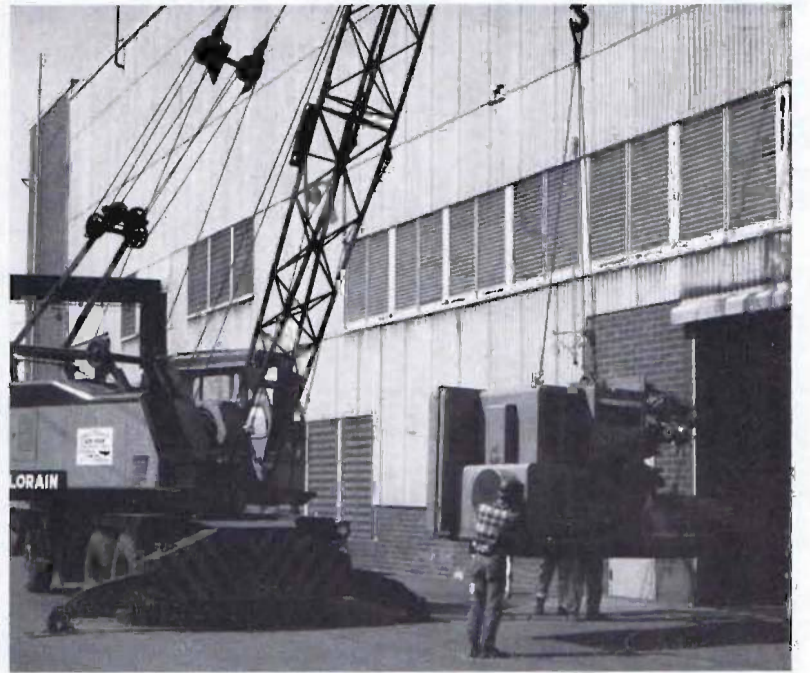
Robert (Bob) McMillan recently was named a sales representative for Mueller, Limited, according to an announcement by Ron Nicolson, Vice President and Director of Marketing. Bob covers central and northeastern Ontario.



Sales Trainee Tom Little (right) points out some of the advantages of the Mueller B-100 drilling and tapping machine to Oladeinde Oladapo, Deputy Senior Engineer for the Lagos, Nigeria, Executive Development Board. Mr. Oladapo spent a number of days at Decatur plants familiarizing himself with our products. Looking on is William E. Murphy, Vice President—Marketing.



Wilbur Irwin is caught in a ray of sunshine as he checks the control panel of the automatic molding machine in the new Chattanooga Plant.



A mobile crane was used to handle some of the heavy equipment that was moved from the Chestnut Street plant.

(Continued from Page 1)
 move included Accounting and Sales Offices, Personnel, Production and Inventory Control, and the work forces from Shipping and Warehousing.

Maintaining a systematic move of operations to keep service and production interruptions at a minimum has been a difficult, back-breaking and often discouraging experience. All our employees at Chattanooga have done a remarkable job and we are proud of them.

The new machinery and latest methods are the things which FOUNDRY magazine's survey show to be so important for the success of any operation.

The magazine article says: "The automation of moldmaking generally is accepted by foundrymen. Foundry equipment manufacturers have made great strides in development and production of accurate, automatic machines."

An example of these strides is the automatic molding and mold handling equipment purchased by Mueller Co. from the Herman Pneumatic Machine Company and installed in our new plant.

The machine, almost as long as a football field, is capable of producing a mold weighing up to 4,500 pounds every 29 seconds.

Except for the setting of cores as the molds move along the line, the operation is automatic. The finished molds move on a powered conveyor from the machine itself to the pouring area where they pass in front of the ladlemen, are transferred into the cooling and shakeout areas, and the flasks returned to the molding machine.

The major change seen by the foundrymen is summarized neatly in one word—control. Control, or closely regulating operations, can be found in our new facilities, particularly in the areas of melting and sand supply.

The magazine article says that unmistakably the trend in melting

is to the use of electric furnaces with the big reason for this being the melt quality or control.

On Mueller Avenue we have installed three 60-ton induction type melting furnaces which are referred to as among the latest and largest of their type in the industry. One 2-ton coreless furnace is also installed.

According to Frank C. Hackman, Manager of Manufacturing Engineering, "This type of furnace offers greater control than the conventional cupola melting primarily because of the leveling factor of the large batch, which allows uniformity of temperature and analyses and has such advantages as decreased loss in melt, nearly complete elimination of air pollution, increased fluidity for pouring, and as mentioned above, easier and more accurate control of analyses, all of which point toward the main goal of increased quality over the cupola type that was in use on Chestnut Street."

Sand is another area where close control must be exercised, and the new system at Mueller is one of the most sophisticated.

Our 300-ton per hour sand preparation system is equipped with automatic controls for both cycling and moisture for the mixtures. "It provides for the automatic addition of ingredients and proper moldability of the sand with a minimum amount of supervision," Hackman said.

As you go through the Mueller foundry in Chattanooga, it is obvious that our engineers and manufacturing people have selected the latest equipment to do a better job. In many cases, they have even anticipated things to come and have made provisions for the equipment that FOUNDRY magazine says won't be in regular use for some time.

We not only have the best people and best products, but the finest of equipment.



This overhead conveyor carries finished gate valves from the assembly and painting area (left) to the warehouse at the right. This street runs between the main manufacturing buildings on the left and the warehouse and shipping facilities on the right.



Marion (Chief) Eckman, right, is dwarfed by the huge machine that is being moved into the new plant.



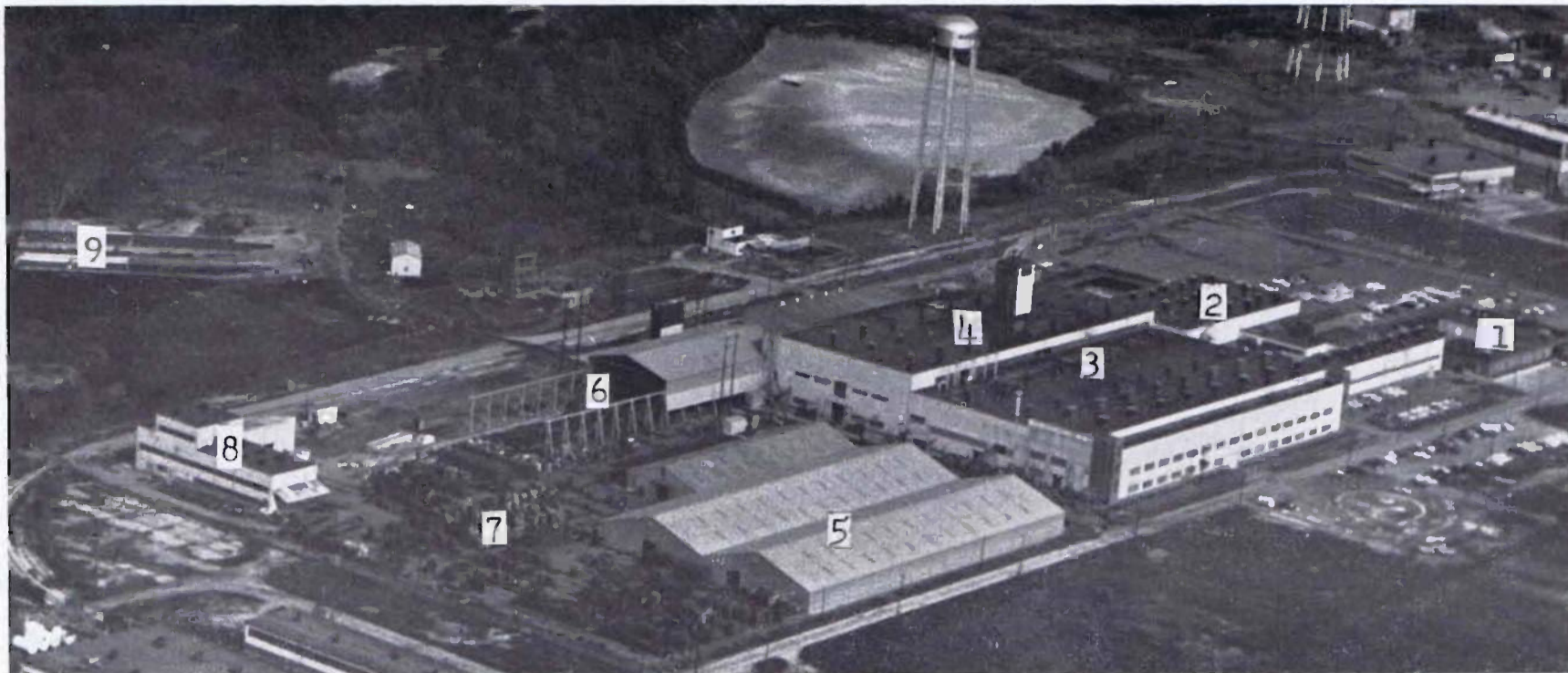
OFFICE ENTRANCE



RECEPTION AREA OF OFFICE



Purchasing Agent Jack Barker (left) was one of the first people to move into a new office on Mueller Avenue.



This aerial view shows most of the 52-acre site and all of the facilities that now make up our Chattanooga operation. The numbers identify the buildings as follows: (1) office. (2) Shipping and Warehousing. (3) Machine Shop and Assembly. (4) Foundry. (5) Parts Storage. (6) Raw Materials Storage and Overhead Crane. (7) Rough Castings Storage. (8) Maintenance. (9) Sewage Treatment Plant. The lake behind our water tank is the property of a neighboring chemical company.



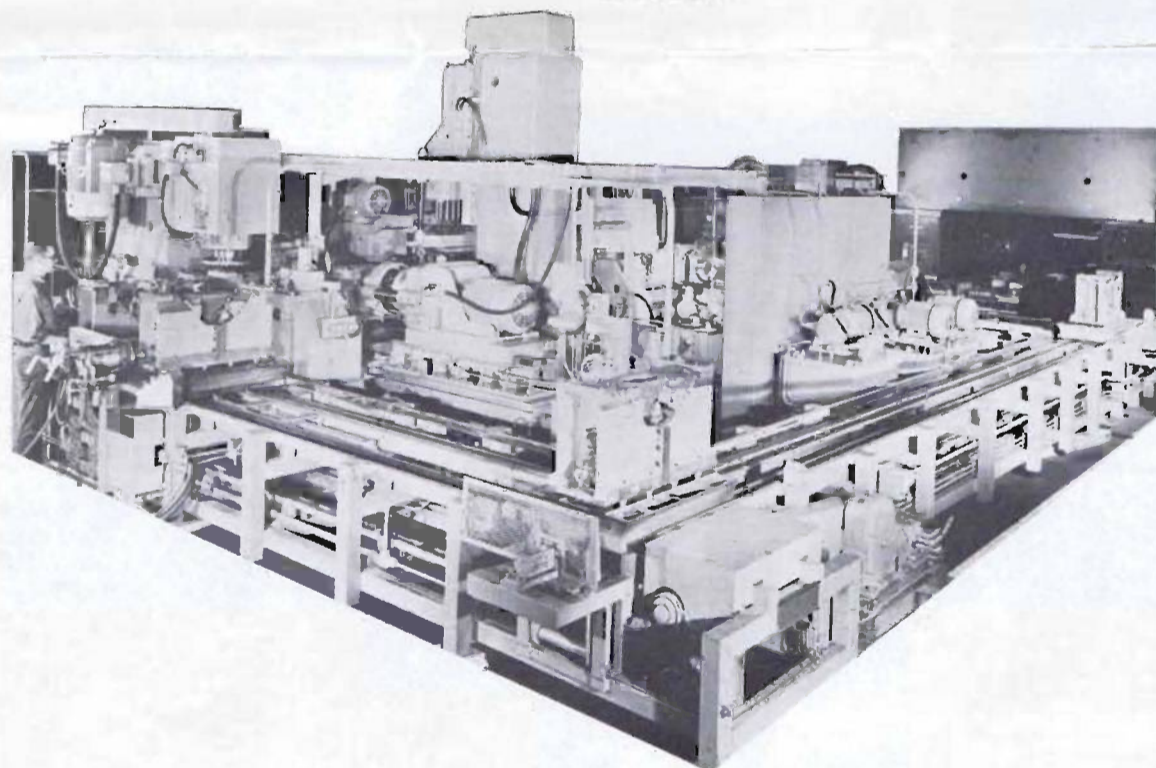
OPERATOR LOADS THE TRANSFER MACHINE.



Frank Hackman, Manager of Manufacturing Engineering, has an office in Decatur but has almost reestablished residency in Chattanooga due to the number of months he has spent there this year working on the start-up of the new plant.



The upper photo shows the metal-pouring area on the molding machine. In the lower photo, workmen are setting cores as the molds move along the line. At the right is a conveyor that comes from the core storage area. The worker only needs to turn around to reach a new core.



This photo of the transfer machine was taken during trial runs at the plant of the builder. This machine weighs about 130 tons and it takes three men to operate it. The term "transfer" stems from the automatic operations of the machine that "transfers" or moves each valve bonnet

or body from one station or operation to the next on the machine. A part is loaded on the left and makes a rectangular trip around the machine on the tracks like those in the foreground, and completes the cycle near the man on the left.



PART OF THE NEW MACHINE SHOP.

SERVICE AWARDS

(*Denotes Outside Salesmen)

DECATUR

5 YEARS: Laura-Nell Sims, Ronald L. Bauer, Judy Tarter, Jack Calfee, James Grandon, Verlyn D. Burnett, James Fleckenstein, Howard Hull, Ronald Riley, Roger Drake, James Grider, Sidney Duffer, Donald C. Farris, Charles St. Pierre, Rockne Winner, John D. Painter, Finley G. Yokley, Kenneth Greenwell, Robert Maxwell, Jesse A. Steele, Duane E. Anderson, Thomas McGeorge, Richard Janetzky, Charles L. Mauck, Larry J. Malloy, Robert L. Davis, David Gregory, James Wagoner, Carroll W. Beck, Phillip E. Wiseman.

10 YEARS: Lilah Lee Psinas, Wilbur R. Leopold, Robert W. Mallow, Clarence A. Berner.

15 YEARS: Kenneth F. Tohill, Lawrence E. Monroe.

20 YEARS: Lloyd L. Smith, Nelson E. Hoffman, William H. Boehm, Gerald A. Stanley, William R. Knorr, Lynn T. Harper, William J. Kaigley, Herman E. Stolte, Ralph H. Brown, Willie D. McCoy, Charles H. Ashmore.

25 YEARS: Max L. Dukeman, Helen L. Campbell, Roy C. Jones, Roy E. Harrison, John H. Drake.

30 YEARS: James O. Fair, Robert E. Taylor, Dale A. Wilkins.

35 YEARS: Emilie J. Walters.

40 YEARS: John H. Linton, Chester M. Mercer.

45 YEARS: Cal L. McQuality.

SARNIA

5 YEARS: David Olson, George McAvity, Joseph Price, James Gillan, Leonard Normandin, Paul Kovachik, Sante DiDonato.

10 YEARS: Cornelius Van Alten.

15 YEARS: Albert LaBelle, William Maguire, Walter Arrowsmith, Clayton Nesbitt, John LaPier, Ernest Berdan.

20 YEARS: William Wilkins, Andrew Hayes, Eric Maguire, Cameron Wiggins, William Popoff, Jean Poirier, Kathleen Garrick, Calvin Turnbull.

25 YEARS: Charles Perkins, Gryadon Brock, Albert Hiller, George Foslett, Walter Stevens, John Round, Wilbur Nesbitt, Bruce Peece, Leroy Barnes, Franklin Tithecott.

40 YEARS: Harold Fennell, Dennis Tilley.

CHATTANOOGA

5 YEARS: Norma Counts, Roland E. Mitchell, Thomas E. Wilkerson, Rufus L. Yates, Jr.

10 YEARS: Eugene W. Clayton, John B. Hensley, Alex J. Mesevich, William A. Oden, Richard N. Wilhoite.

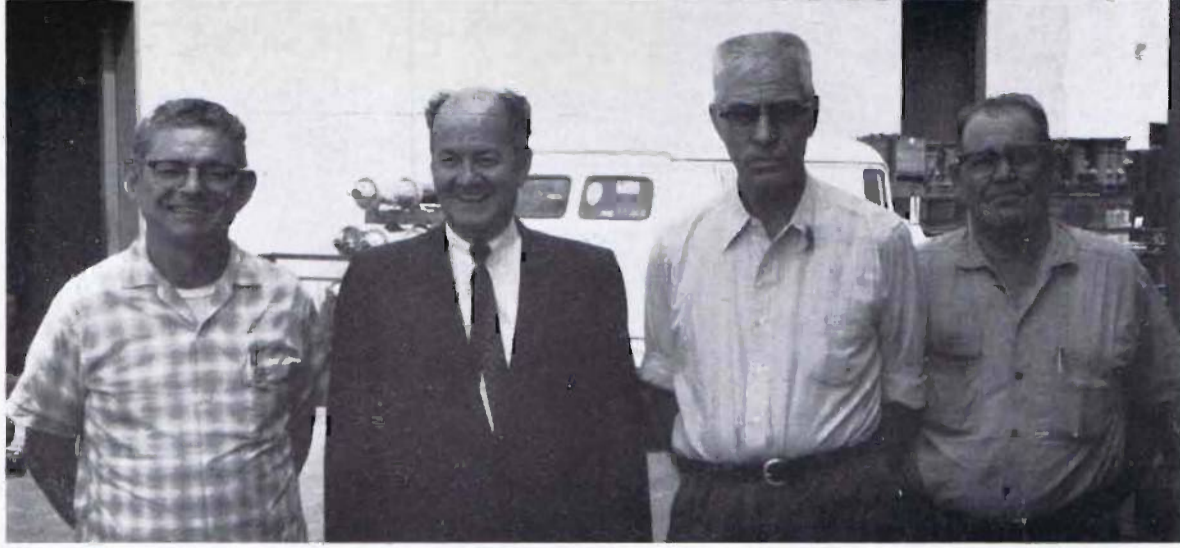
15 YEARS: Edward Benning, Warren Moncier, Carroll R. Moore, Joseph Moses, Roosevelt Powell, William L. Simpson, Paul S. Slotton, Leroy Thurmond, Richard Waller.

20 YEARS: Billy G. Andrews Elmer Coffman, Robert G. Lansford.

25 YEARS: Joseph Bartlett, Kyle Hardy, Theodore McGinnis.

30 YEARS: L. D. Satterwhite.

40 YEARS: Monroe Hudson.



About 110 years of service are represented by this foursome from Brea. From the left, are: Bill English and Earl Bright, 30 years each, and Marshall Cook and Lou Hall, 25-year men.



LELAND HARTWIG
30 Years
Decatur



Ted W. Suhomske recently completed 25 years of service in Decatur and Edna J. Rybolt had a 30-year anniversary with the company.



VIRGIL MORRISON
35 Years
Decatur



Upon completion of 25 years of service Alvin McKellar (left) receives his service pin and congratulations from Sarnia Foreman Mike Scott.



JOHN McCLURE
25 Years
Sarnia



DENNIS TILLEY
40 Years
Sarnia



A 25-year service award recently went to Frank Tithecott (right). Making the presentation is Mueller, Limited Foreman Ed Ellenor.



Ben Piott, (right), recently retired in Brea after 31 years of service. Ben was sand-conditioner at the time of his retirement, and spent all of his working years in some part of the brass foundry. Looking on are Elex Stewart and Gene Reynoza.



This gathering (below) was prompted by the retirement of Marcus Daniel, Tool Maker in Chattanooga. Marcus, in the white shirt, receives best wishes from Foreman Oscar Hubble. The retirement ended 31 years of service with the company.

Colva Mayberry (center) receives congratulations from Brass Foundry Foreman Leland Hartwig (right). The occasion was Colva's retirement after more than 26 years of service with Mueller Co. At the time of his retirement he was a brass castings grinder.



Sarnia Foreman Ed Ellenor (left) and Safety Committee Chairman Frank Sewter display a safety award recently presented to the Iron Machining Dept. of Mueller, Limited.

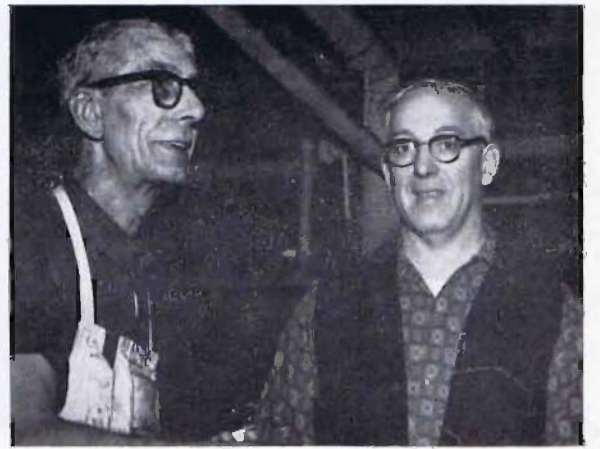




Bruce Preece (right) receives congratulations from L. Merlin Coates upon completion of 25 years of service with Mueller, Limited. Looking on at the left is Harry J. Dowding, Works Manager.



John Round (left) admires his 25-year service pin which was just presented to him by Foreman Les Crooks (center) and L. Merlin Coates, Vice President and Director of Manufacturing at Mueller, Limited.



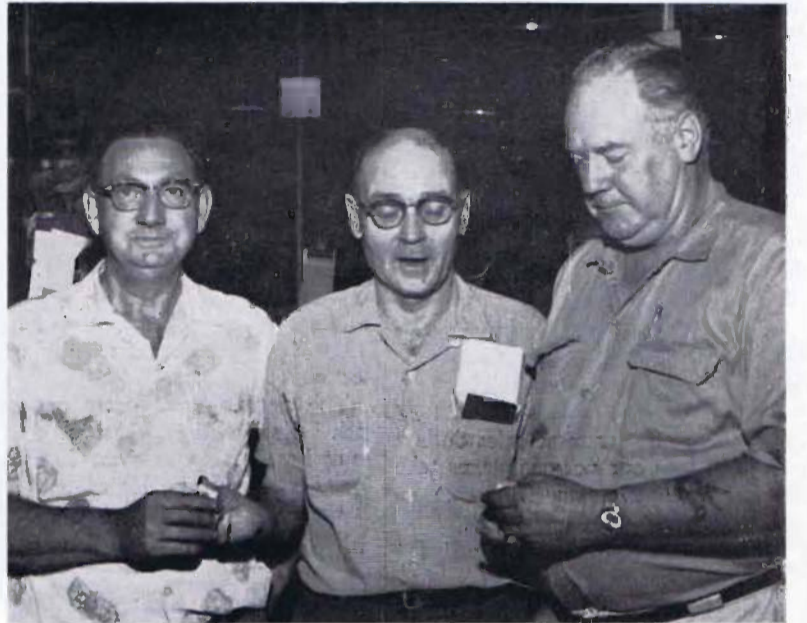
A 25-year service pin award recently went to Frank Vidler (left) of Mueller, Limited. Making the presentation was Foreman Ed Ellenor.



Leslie Higdon (left) recently presented a 40-year service pin to Monroe Hudson. Les is Monroe's foreman in the Machine Shop at Chattanooga.



HAROLD FENNEL
40 Years
Sarnia



Sarnia Foreman Mike Scott is flanked by 25-year veterans, George Foslett (left) and Walter Stevens.



This get-together was prompted by service awards to five veterans with at least 25 years of service at Brea. From left, are: Frank Fritzer, 25 years; Jerry Alt, 50 years; Warren Wunderlich, 30 years; Claud Beckham, 25 years, and Clayton Travis, 25 years.



These four have combined service which totals more than 110 years with Mueller Co. From the left, are: Tom McCoy, 25 years; Earl Dilbeck, 30 years; Orville Spencer, 25 years, and W. Marshall Foster, 25 years.



A big smile and an equally big handshake from Frank Petronski (left) goes to Ward Boyle. The occasion was Boyle's 25-year service award at Mueller, Limited.



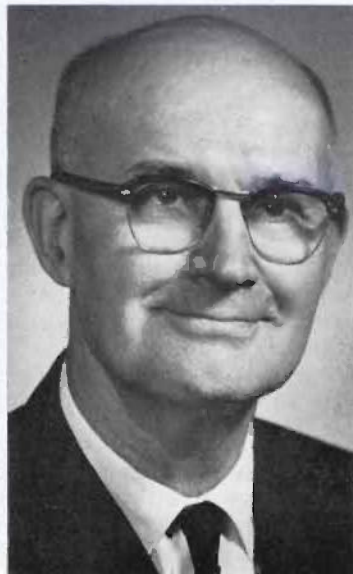
Leroy Barnes (right) chats with Merlin Coates and Harry Dowding about the 25 years that he has just completed at Mueller, Limited.



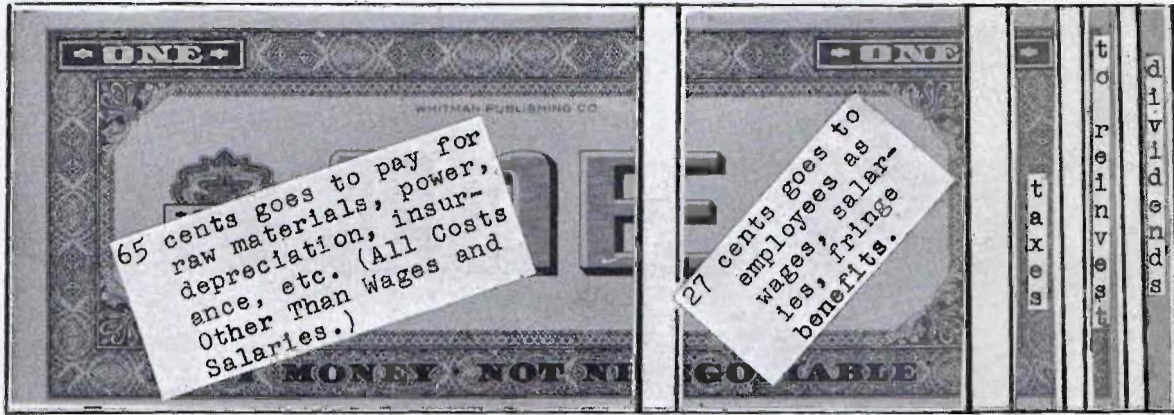
Congratulations go to Wilbur Nesbitt (left) upon completion of 25 years of service at Mueller, Limited. Congratulating Nesbitt, who is the U.A.W. plant chairman, is Merlin Coates (right) and Plant Superintendent Don Thain.



Jim Fair (right), with 30 years of service in Decatur, outranks the three 25-year men pictured beside him. With 25 years of service are: from left, Roy Jones, Roy Harrison and John Drake.



GRAYDON BROCK
25 Years
Sarnia



(Continued from Page 1)

further from the truth. Employee compensation is 6.8 times profits and 14.5 times dividends!

Most experts in business economics believe that the easiest way to explain profits (after taxes) is to figure them as a percentage of sales dollars. This method of calculation is more meaningful both to employees and consumers for it shows how much of the money they pay for a product ends up as profit.

On this basis, the national average of corporate profits (after taxes) is normally about three to four cents of the sales dollar. On the other hand, the average "take" of a company's employees is about 27 cents out of that same sales dollar! (Of course our personal taxes take part of that 27c away from us.)

Finally, the owners of the firm (who get no dividends until the company has paid its total tax bill) usually end up, on the national average, with about 2 cents out of that same dollar. Let's summarize these "shares" this way:

FOR EACH DOLLAR RECEIVED FROM THE SALE OF THE AVERAGE COMPANY'S PRODUCT
65 cents—Goes to pay for raw

materials, depreciation, power, light, supplies, freight, insurance, expendable tools, stationery, postage, telephone, etc., etc. (All costs other than wages and salaries.)

27 cents—Goes to the employees, as wages, salaries and fringe benefits.

92 cents—Total
This then leaves a "PROFIT" of 8 cents—BUT:

Uncle Sam collects almost 4 cents, and the owners usually expect about 2 cents!

The remaining 2 cents out of each sales dollar is what the company has left to reinvest in new buildings, new machinery and in expanded facilities for growth, and for new product research and development—all of which means the creation of more and better jobs.

Perhaps John Q. Jennings of the Singer Co. said it pretty well when he stated, "Only when people understand the size and the comparisons of aggregate employee com-

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Perhaps John Q. Jennings of the Singer Co. said it pretty well when he stated, "Only when people understand the size and the comparisons of aggregate employee com-

pensation with profits and dividends in the U.S. economy are they likely to appreciate the delicate balance that exists between the prosperity which everybody wants and the upward spiral of wage-push inflation which nobody wants.

"Without such an informed public, no voluntary wage guideline will be observed. With an informed public, I doubt that any guideline would be necessary."

Another one of these orders has an interesting background. Our Saigon representative wrote us suggesting that a Florida firm had also quoted on Mueller products. Upon investigation it was discovered that this was an unauthorized bid and because of this we refused to supply the firm—even though this Florida firm got the bid. Since he could not deliver, the bid was readvertised and by working closely with officials in Saigon, our representative secured the order for Mueller Co.

(Continued from Page 1)
product as an alternate, and it was accepted.

In another case, a competitor attempted to get the Central Purchasing Authority in Saigon to cancel an order for Mueller couplings. If this maneuver had been successful, it could have affected more of the order and we could have lost more than the coupling business. As it turned out our representative was successful in his efforts and the competitor's move was thwarted.

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The Mueller export office reports that competition is heavy in selling export products, just as it is in this country. Bidders on some of the above orders included such familiar U.S. names as: Hays, Ford, McDonald, Kennedy, American Anaconda and Alabama Pipe Co., plus a firm from India.

Our export department also noted that the purchasing authority in AID programs has not purchased products strictly on price but has considered quality an important part of all bidding.

This quality buying is important to us since our competitors are often (in fact usually) lower in their prices and our competitive edge can only come through consistently furnishing superior quality products. In addition to maintaining this image of manufacturing superior products, a standard it has taken us 109 years to build, we must continually strive to give service in delivery. In these we must remain superior—always.

Must Use Good Sense

Inflation Feeds On Dollars

Earning more, and enjoying it less? Who isn't? And all due to that insatiable monster, inflation, that bites you where it hurts the most, and feed on dollars.

According to Tax Foundation, Inc., an average American, married, the father of two children and earning \$10,000 annually, lost an estimated \$268 because of inflation in the period from March 1965 to March 1966.

Another case, a newly married man, earning \$7,500 yearly, lost an estimated \$201 through inflation during the same period.

The belief that inflation is second only to the federal income tax in its drain on America's purchasing power was expressed recently by Iowa Senator Jack Miller. Calculations, according to the Senator, indicate that in 1964 and 1965, about one-fourth of the growth of the Gross National Product (total value of all goods and services produced) was made up of inflation.

While the GNP deals in billions, those few extra bucks that it takes to complete the grocery list today are what the wage earner misses the most and moves housewives to form protest groups against food prices.

According to the Labor Department, it now costs \$112 to buy the same amount of consumer goods that could be obtained for \$100 in 1957-59. Since 1955, the dollar has lost an estimated 15 per cent of its buying power.

Too much money and too few products is an inflationary situation and one that we are experiencing in this country. The market-place works like a country auction where the auctioneer has just a few items to sell, but where a lot of people with a lot of money want to buy those items badly. They want them so badly, they won't stop bidding until they've allowed the prices to get out of hand.

This same thing is happening in our economy, but with a few other factors thrown in. For example, American industry is producing at nearly full capacity, and demand for most goods shows no sign of letting up. The supply would increase if business could expand and hire more employees to operate the expanded facilities. But there are problems here, too. We are virtually at full employment, with less than four per cent unemployed and many of these are unskilled. So if business could expand its facilities instantly, the number of people qualified to operate them would be too low to fill the need on a national level.

Because both prices and employment are high, there is strong upward pressure on wages. The auc-

tion principle works here, too. Employers need the services of qualified people, so the bidding goes on and wages go up. The result? Industry is compelled to raise prices again to pay the higher wages and still generate enough capital to invest in the development and manufacturing capacity for more and better products. This leads to the wage-price spiral that "gets everyone nowhere in a hurry at a higher price." Is the wage-price spiral an endless process leading to galloping inflation? No, it can be stopped.

Since inflation is caused by too much money and too few products, the solution is to bring the supply of money and goods and services back into balance. Everyone—business, government, and individuals, can do something.

Employees can fight inflation through greater efficiency. Each of us as individuals can work to reduce wasted efforts. Greater individual output not only increases the supply of goods available, but reduces costs.

Business can fight inflation through greater efficiency, too, through using the latest equipment and methods, and more judicious expenditures for new facilities and equipment.

The Federal government, however, has the best means available for attacking inflation, primarily through reducing government spending and cutting out wasteful expenditures. This is where inflation can best be attacked.

According to a national opinion survey in early October by Opinion Research Corporation of Princeton, New Jersey, 71 per cent of the respondents favored a reduction in federal spending instead of a tax increase as a means to control inflation.

According to one source, the government spent money in the first three months of 1966 nearly 25 per cent faster than in the first quarter of 1965. Reductions in government spending would take some money out of circulation, reduce demands, and tend to bring needs into a closer relationship with production.

M. A. Wright, President of the Chamber of Commerce of the United States, said, "I am convinced that if inflation is to be prevented, the government must demonstrate the same resolve and self-discipline that has been asked of the private economy. If, because of Vietnam and other forces, a balance is not soon restored between the nation's demands for goods and its capacity to produce, the government must be willing to reduce its domestic spending, and possibly even increase taxes, until the inflationary pressures ease."

People-To-People Cites Mueller Co.

Mueller Co. in Decatur recently received a certificate of recognition "For Valuable Contributions to the Cause of International Understanding" from the People-to-People organization.

People-to-People is an international group promoting good will and understanding between the United States and other countries through the exchange of material and information. This is accomplished by a U.S. city selecting a foreign city of similar makeup to be its "Sister City." The two cities then introduce themselves and their countries to each other through the exchange of personal visits, photos, correspondence, displays and samples of products made in their respective communities.

Decatur's sister city is Tokorozawa, Japan, and recently Mueller Co. and a number of other local industries and organizations sent material for displays to Tokorozawa to acquaint the Japanese with Decatur.

Miss Opal Jackson of the Stationery Department is a secretary of the local chapter of People-to-People.

BOYD RETIRES

Robert Boyd, who has been in poor health for some time, recently retired due to a disability. He worked for the company more than 16 years, and at the time of his retirement he worked as a Bell Hop in Dept. 80.

ALDRIDGE RETIRES

Gerald Aldridge, who has worked for Mueller nearly 20 years, retired recently due to poor health. At the time of his retirement, he was a warehouseman in the Shipping Dept.

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CUT federal gov't spending!

* 7 out of 10 Americans Want Spending Cut
(Latest National Survey by Opinion Research Corporation of Princeton, N. J.—Oct. '66)

HAVE YOU COMMUNICATED YOUR VIEWS?