

Insurance 'Rich' at Mueller

How many times have you heard people lament: "I'm getting insurance poor," as they refer to the high cost of providing adequate protection for themselves and their families.

As employees of Mueller Co., we might well rephrase this statement to: "We're insurance rich."

When you stop to fully consider the complete coverage of the Mueller group insurance program and remember that it is ours without cost, it is obvious that Mueller employees, dependents and retirees are richly endowed, indeed.

If such an all-inclusive program were available for individuals, covering life, accidental death and dismemberment, accident and sickness benefits, hospital, surgical, hospital medical expense, dread disease benefits and major medical coverage, it could cost a family from \$75 to \$100 a month.

The cost to Mueller for its plan of insurance is high, too, but through the advantages of a group program, the premium is reduced to about \$25 a month for each employee.

This \$300 a year for each of the more than 2,200 employees and retirees, a total of about \$660,000 annually, constitutes an operating cost to the company just as real as the money that goes to paying wages. These insurance benefits are not found on your paycheck, but their value is a part of hidden income that goes under the heading of "fringes."

When you review figures of claims and amounts, it is obvious that the insurance coverage is important to the financial security of every employee.

Costs of hospital care, doctors' charges and drug prices have been increasing rapidly during the past few years. Added to these is an increase in the cost of processing an insurance claim. Combined, these have made for higher and higher costs for insurance coverage, since the amount of the claims directly determines the premium charges.

Coordination of benefits is an attempt to cope with rising costs. It is expected that every major insurance carrier in the country will subscribe to this program within two years.

The purpose of coordination is to eliminate duplication of insurance coverage, or over-insurance, and thereby reduce the rising costs of health care. It is designed to eliminate payments of benefits twice for a single medical expense. Simply put, it is intended to eliminate an individual's chances of "making money" on a claim. At the same time, in no way does it reduce any of the hospital and medical insurance benefits which the claimant enjoys.

Coordination applies only to group programs and government plans and generally *not* to those paid for directly by an individual.

The value of peace of mind cannot be measured, but the hundreds of thousands of dollars Mueller Co. spent last year for an insurance program goes a long way toward providing the security that all of us, our dependents and retirees need.



Claude Beckham, Machine Operator in Dept. 30 in Brea, deposits one of the first suggestions which was submitted as the Brea plant's Suggestion Program got underway.

Four Promotions Announced In Manufacturing Division

Four major changes and promotions involving men in Decatur, Chattanooga and Brea occurred recently.

Earl E. Bright, who had been with Mueller Co. at its West Coast plant since 1935, was named Assistant Manager of the plant in Chattanooga with responsibility for all manufacturing functions.

Eli A. Lockard, who had been Chief Engineer at Brea, was named Manager of that plant, succeeding Bright.

Lloyd W. Darnell, who has been Assistant to the Vice President—Manufacturing in Decatur, was promoted to the newly-created position of Assistant Plant Manager in Brea.

Charles W. Moore, who had been Assistant Plant Manager for Machining, Assembly and Shipping, Chattanooga, was named to succeed Darnell as Assistant to the Vice President—Manufacturing.

Regarding the changes, Paul Hickman, Vice President—Manufacturing, said:

"Each of these moves was a carefully considered step to assign increased responsibility and provide broader experience for key men. These promotions from within the company will assure our ability to maintain our level of skilled production management as some of our long service plant managers begin to think about retirement."



Bright

Lockard

Bright has worked in many plant, supervisory and management positions during his 32 years with the company. He started at 18, running a small drill press in the Brass Machine Shop at the old Los Angeles plant. After working on various machines he moved into the Tool and Pattern Dept., and from there became a set-up man in the Machine Shop. In 1942 he was promoted to the position of assistant foreman. Since then he has advanced successively through the positions of foreman, production superintendent and factory superintendent. In 1954 he was named plant manager. Included in these

years of experience are the move and start-up of the new plant in Brea.

Lockard started with Mueller Co. at its Los Angeles Plant in 1950, as a machine operator. A few months later he was promoted to clerk in the Brass Machine Shop, and in 1951 he was transferred to the Engineering Department as an apprentice draftsman. In 1954 he was named standards assistant in the Methods Department, and a year later he was made a tool engineer. He was plant engineer from 1960 until 1963 and was the Mueller Co. engineer supervising construction of the company's new plant in Brea.



Darnell

Moore

Moore joined Mueller Co. in 1948 as a time study engineer, following his graduation from Millikin University with a B.S. degree in business administration. He was promoted to plant industrial engineer in 1956, named assistant factory manager in Decatur in 1959, and in 1961 he was made manager of quality control for all of the company's U.S. plants. In May of 1964, he was promoted to the assistant manager's position in Chattanooga.

Darnell started with Mueller Co. in the Shipping Room in 1950. He worked in the Traffic Department for a brief time, and in 1958 he was made a time study engineer. In 1961 he was promoted to standards engineer, and in 1965 he was named Assistant to the Vice President—Manufacturing.

Taxes and Budgets

Taxes cost more than any other item in the household budget, says Tax Foundation, Inc. Americans work 2 hours and 25 minutes of every eight-hour working day to meet Federal, state and local taxes. (It makes you stop and think—if you clock in at 7:00 A.M., you don't start working for yourself until about 9:30 A.M.) Housing and household operations require the next largest amount of working time, nearly 1½ hours a day.

Suggestion Program Broadens Its Scope

New interest is being generated in the Decatur Suggestion Program which is now about 18 months old, while in Brea many are subscribing to the truism that "Ideas Pay Off."

The Suggestion Program in Brea, which was started the first of the year, has been enthusiastically received and a number of suggestions have paid off for alert employees.

Heading up the program in Brea is Chairman Vince Ermovick, Supervisor of Standards and Methods. Other members of the committee are: Eli Lockard, Matt Lynch, Eric Peterson and Bob Ward.

During a three week period in April, more than 100 suggestions were received in Decatur, as part of a special award which offered a pen and pencil set for each acceptable suggestion that was submitted. Some of these suggestions now have paid off and many others are still being studied and checked by the departments involved.

Beginning in July, another important project—the Safety Program—will be working closely with the Suggestion Committee. As a result of this combined effort, a valid suggestion which deals with a safety matter could have double dividends for the man with the idea.

In return for an eligible suggestion that deals with safety, a tie tac will be given. For any safety suggestion that is adopted, a ciga-

rette lighter or a pen and pencil set will be given, in addition to any regular money dividend that would normally be paid through the Suggestion Program.

Safety suggestions may be submitted on the regular forms that have been provided, and an award-winning idea dealing with safety can be found just like any other suggestion.

Just follow these five rules:

1. Think it out.
2. Talk it out.
3. Write it out.
4. Sketch it out.
5. Turn it in.

In order to *think it out*, you need only to reexamine your job. "What about my job seems to be most difficult? Is there a hazard, or a method or procedure that is difficult?" Figure out why it is complicated, and then try to work out your solution.

It is a good idea to *talk it out* with your foreman or supervisor. He may be able to give you some direction and help with your idea.

In order to *write it out* and *sketch it out*, pick up a form that is handy, fill in the blanks and put down your thoughts on paper. Your idea doesn't have to be submitted in sterling prose—just explain it as you would to the fellows with whom you eat lunch, and then *turn it in* at one of the suggestion boxes near your work area.



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JOE PENNE, Editor

People Ask — —

Management Answers!

(Editor's Note: Questions are raised throughout the company regarding our operations and many times the persons asked for replies don't have the information or background necessary to make a complete answer. As a result the question goes unanswered and doubts or speculation follow. In the future, questions of general interest will be asked of top management people so that complete answers are available. In this issue we asked President John Thurston to reply to the question about acquisitions, and Paul Hickman, Vice President—Manufacturing, to discuss the reasons for the move in Chattanooga.)

WHY DID WE MOVE THE CHATTANOOGA OPERATIONS OUT OF THE CHESTNUT STREET PLANT?

That's a good question when you consider the cost in money alone—about seven million dollars (\$7,000,000) in all—to buy, renovate, expand and equip the new Chattanooga plant on Mueller Avenue, not to mention the disruption in operations, the endless problems in putting the plant on line and the customers disappointed by production delays.

To go back a long way, when Mueller Co. purchased the old Columbian Iron Works in 1933, we employed less than 300 people in Chattanooga. The land area was more than adequate for needs at that time and there appeared to be plenty of room for expansion. Over the years, however, our business grew steadily to the point where

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WHY DON'T WE EXPAND OUR BUSINESS BY PURCHASING OTHER COMPANIES?

As long ago as 1933, Mueller Co. did expand its business by purchasing the Columbian Iron Works in Chattanooga. This acquisition added gate valves and fire hydrants to our product line. Only a few years ago we further expanded our business by purchasing the Adams Pipe Repair Products Company of South El Monte, California. Thus, the correct answer to this question is, "We have expanded our business by purchasing other companies—we are always on the lookout for other companies we can legally acquire—and we unquestionably will acquire other companies in the future."

However, in 1966 and 1967 it has been necessary for us to devote almost our entire attention to the moving of our Chattanooga plant into new quarters, and to providing

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Some of Mueller Co.'s "Brothers of the Brush" who have a long way to grow before they have full beards for Brea's Golden Anniversary.

50th Anniversary

Brea Celebrates

Although Brea actually marked its 50th birthday as a city in February, full celebration of the anniversary of incorporation took place in the form of a Golden Jubilee, July 10 through 15. The salute to progress emphasized the transformation of a sleepy little hamlet of unpaved streets and a few scattered homes in 1917 into the present industrially and culturally strong city of over 15,000, with its modern improvements, progressive outlook and anticipation of a continued surge in population and growth.

Mueller Co., whose modern plant was completed in Brea in 1964 (and was named one of the "Top Ten" United States manufacturing plants in 1965), is proud to be a part of the rapidly forward-moving pattern. Such growth confirms the wisdom of the company's choice of a site for relocating its California plant, moving from Los Angeles, where it had opened in 1933.

Described as being "close to everything," Brea is less than 25 miles southeast of Los Angeles; 20 miles from the Pacific Ocean, and the beaches; 35 miles from the mountains, with skiing in the winter; and 40 miles approximately to both the high and the low desert. World famous Disneyland and intriguing Knott's Berry Farm and Ghost Town are within 15 minutes drive of Brea.

All progress, of course, takes "fuel," and Brea had that, from the start, even in the meaning of the word itself. Of Spanish derivation and meaning "tar" or "asphalt," the name "Brea" represents a kind of fuel which once heated the homes of settlers from the Pomona and Santa Ana Valleys, who used to cut and burn chunks of the oil-soaked earth from the walls of Brea Canyon. At the mouth of this canyon, the Orange County community has grown, partly because the evidence of "black gold" led oil men of the 1890s to attempt development of an oil field in the Puente Hills at the present northern boundaries of Brea. Due to the inadequacies of the era's drilling equipment, however, early development was slow.

In 1894, the Union Oil Company of California purchased about 200 acres from the Stearns Ranch Co. and began its oil development in

1895-96. Wells were drilled and oil was produced in ever-increasing quantities. The Stearns property became very valuable to Union Oil Co., in both oil and gas production. Other oil companies, following Union's success, purchased acreage in the area, and the Brea and Olinda oil fields were major factors in the California oil boom of the early 1900s.

Building began in 1911, both for homes and for small industries serving the oil fields. Brea became a growing community under the government of the County Board of Supervisors. Retail stores, hotels, barber shops, building and oil field supply firms began establishing their businesses.

Agriculture, too, played its part in the city's economy, especially citrus growing. There are still many operating oil wells in the Brea area, but the citrus groves are yielding to new housing developments and industry. Even Mueller Co.'s plant was built in an area that once had been a citrus grove.

A truly significant day in Brea's history was February 19, 1917, when it was incorporated with a

Beards In Brea

Whiskers are a sign of civic-mindedness in Brea, these days, and Mueller expects to see a lot of bearded employees at its plant there in promotion of an important observance of the city's Golden Jubilee. The celebration took place July 10 to 15, commemorating Brea's Fiftieth Anniversary (1917-1967).

Fun-filled and Brea-boasting activities include the founding of a "Brothers of the Brush" society with a platform of Beards in Brea. If full beards are not obtainable, mustaches, goatees or sideburns will do, and a page of modern hair and beard styles has been handed out to members to encourage the society's objective.

The purpose of organizing? "To reach individuals," says the group's fact sheet. It explains that group plans were already certain, with the expectation that every religious, youth, civic, fraternal, veterans, agricultural, patriotic, educational, racial, business and industrial group

Specialty Div. Wins Decatur Bowling Title

After a season-long battle with the Industrial Engineering team, the Specialty Division bowlers won first place in the Mueller Bowling League in Decatur.

The two teams were tied often during the year and the Industrial Engineers led a number of times, but as the season came to a close the Specialty team had opened up a comfortable lead.

Hank Stratman, with a 171 average, led the Specialty team, but he was followed closely by Joe Chladny and Al Degand who carried averages of 170.

The top league average was carried by Dale Reidelberger of the Industrial Engineers, who had a solid 180. Averages of 179 by Bob Leipski and George Madding were next high in the 12-team league. Madding had the high series for the season with a 628, while Paul Nisbet had the year's high single game with a 256.

Gene Latch carried off top money in the Sweepstakes tournament by rolling a 686, beating the next closest bowler by 27 pins.

The most improved bowler award went to George Kopp, who improved his average this year over last year by 21 pins.

FINAL TEAM STANDINGS

Team	Won	Lost
Specialty	63	36
Industrial Engineers	57	42
Iron Shop	56	43
Iron Foundry	54½	44½
Tool Engineers	53	46
Adams' Clamp	52	47
Assemblers	51½	47½
Brass Finishers	50	49
Works Mgrs.	47½	51½
Standards	39½	59½
Product Engineers	37	62
Ground Key	33	66

population of 732. A mayor, councilmen and other city officials were elected.

Half a century has brought expansion and change to Brea, with the addition of both large and small industries, more housing developments, enlarged commercial areas, and enlarged school systems. Change and challenge are Brea's image today. Industrially, the community boasts of 50 companies. From a small beginning in 1913, industry has become a big operation. Brea-made equipment, machinery and products—Mueller's among them—are used throughout the world.

would take an active part in the celebration.

Whiskers merely serve to identify the members of the new community "Brothers of the Brush" organization. \$1.00 purchases a membership and a badge, and all monies collected will go to defray the over-all expense of the celebration. Members will also wear derbys or top hats to help them resemble their forefathers, and will be invited to participate in motorcades to other cities, local parades, have parts in the mammoth spectacle, "The Brea Story" (the feature attraction of the Jubilee), make personal appearances, and enter into other special events and activities.

Certificates, charters, instruction sheets and kits were distributed at a special "Kick-Off" meeting early in April. An added incentive to membership was the fact sheet's dire closing statement: "What to do with men who do not join the 'Brothers of the Brush' will be decided later."



Members of the Specialty Division bowling team that took first place in the Mueller Co. league in Decatur are, from left: Wendell McRoberts, Hank Stratman, Joe Chladny, Martin Trolia, Hap Thompson and Al Degand. Gene Latch (below) checks over his winning Sweepstakes score with Dale Wilkins, league secretary (left).



How Secure Is Social Security?

As payroll costs to both employee and employer continue to rise, you may want to ask: "How secure is Social Security?"

We are not questioning its stability as an institution, but rather, asking about the system's soundness as to reaching its goals.

On Jan. 1, 1967, the payroll deduction for Social Security rose .2 of a per cent, increasing the total deduction to 4.4 per cent of all earnings up to \$6,600. This means that if you make \$6,600 this year, you will pay \$290.40 into the fund. In addition, your employer will also contribute \$290.40, making a total of \$580.80 for each person in this income bracket.

Let's explore this payment a little further. Suppose you started work here at age 21 and worked until you reached 65. If there were no increases (highly unlikely) in Social Security rates and you paid today's rate for those 44 years, you and Mueller Co. would have contributed \$25,555.20 to your Social Security account.

If the contributions were placed in a trust fund accruing 4 per cent interest per year, the interest over this period would amount to about \$22,500. That means that at age 65 you would have about \$48,055 in your account. With that amount of money drawing 4 per cent interest, you could withdraw \$160 per month indefinitely and never touch the principal.

If you chose to spend all you had accumulated in your account, you could draw about \$560 a month for 10 years before you ran out of funds, and in addition you could work and earn as much as you pleased without losing any income.

As a recipient of Social Security payments, the maximum amount the individual can collect is between \$124 and \$135 a month.

There must be a better way!



Looking over a year-end report for Mueller Co.'s Junior Achievement firm are advisors, from left: Del Bagenski, Dick Tish and Harold Peer. These Mueller men spent every Monday night for months, plus many other evenings, working with high school students who formed their own company to gain first-hand knowledge of business and economics through the Junior Achievement program.



Edward Ellis (left center) receives a tackle box and fishing pole from Brass Foundry Foreman Leland Hartwig. At the time of his retirement, Ed was a brass castings sorter and had been with the company about 25 years in Decatur.



Walter Ash (left) receives a transistor radio from Foreman Les Crooks, who made the presentation in observance of Walter's retirement. The retirement ended a work span of almost 25 years at Mueller, Limited.



At a coffee marking his retirement, Herman Jackson (right) looks over a memento which was presented by Hugh L. Baker. Herman, who is well-known for his steady hand and creativity at art work, as well as for his talents in poetry, editing, public speaking and story telling, was one of the most popular men at Mueller Co., Decatur. A catalog compiler at his retirement, Herman had spent 25 years of service in talent-related fields, and was also an inspiration to those who knew him, because of his desire to spread the "Mueller Spirit."



Graydon Brock (left) receives best wishes from his Mueller, Limited Foreman, Wilfred (Mike) Scott. The retirement ended a 25-year work span at Mueller.



Gerald R. St. Pierre (center) prepares to open a gift presented to him by his co-workers in the Decatur Specialties Division. At the time he retired, he was an assembler and had been with the company more than 39 years.



George Lee (left) retired recently from Mueller, Limited with 37½ years of service. Eric Wood offers George "the very best" from all his friends in Sarnia.



The retirement of Athie H. (Hap) Thompson was highlighted by the return of four Mueller retirees who came back to offer their good wishes to Hap. From left are: Foreman Ed Hartwig, Hap, Al May, Herman Ammann, Al Spitzer and Harold Linton. Hap was a lathe operator in Dept. 70 at the time of his retirement, which ended a total of more than 35 years of service in Decatur.



This gathering in Dept. 80 in Decatur was brought about by the retirement of Glenn Dial (right). Glenn looks over a gift presented by many of the friends he has known during his 36 years with Mueller Co. At the time of his retirement he was an assembler set-up man.

CHATTANOOGA



Becky Ratchford
East Ridge
Bettie S. Ratchford
Sales Dept.



Stephen Clark McCary
Tyner
Wanda S. McCary
Acct. Dept.



Gary Wayne Reed
Hixson
Curtis A. Reed
Machine Shop



Harold Roberts, Jr.
Dade
Harold Roberts, Sr.
Foundry



David E. Rutledge
Tenn. State A. & I.
David Rutledge
Foundry



Geraldine Adams
Riverside
Monroe Adams
Foundry



Donald K. Winston
Howard
Paul M. Winston, Sr.
Foundry



Belinda Culberson
Riverside
James Culberson
Foundry



Wanda L. Davis
Howard
Marvin Davis
Foundry



Queen Elizabeth McGhee
Booker T. Washington
Edward McGhee
Foundry



David Kennedy McGhee
Booker T. Washington
Edward McGhee
Foundry



Sandra A. Johnson
Riverside
W. C. Johnson
Assembly



Brenda Lee Hope
Rossville
Mickey N. Hope
Assembly



Craig Paul Drew
Brainerd
Berdena Drew
Eng. Dept.



Michael B. Kuhne
Tyner
Stanley B. Kuhne
Mgr. Prod. Control



Carolyn F. Fletcher
Riverside
Edward Fletcher
Foundry



Mary L. Salmon
Clovis, N. M.
Claude H. Salmon
Foundry



Brenda Fay Mason
Dade
Paul C. Mason
Foundry



Ronald D. O'Neal
Riverside
Paul L. O'Neal
Machine Shop



Janice Elaine Hinkle
Red Bank
Paul W. Hinkle
Assembly



Larry Watson, Jr.
Riverside
Larry Watson, Sr.
Foundry

DECATUR



Judy L. Getz
MacArthur
Laverne Getz
Dept. 60



Timothy Neal Halbrook
Tower Hill
Paul Halbrook
Dept. 38



Diane Dworak
Eisenhower
August Dworak
Dept. 80



Galen Stanley
MacArthur
Gerald Stanley
Dept. 70



Lana Rae Bafford
Blue Mound
Charles O. Bafford
Decatur Sales



Raymond Edward Nolen
Blue Mound
Mary Nolen
Dept. 103



Laird (Larry) Parks
Stephen Decatur
Del Parks
Hdqs. Sales

DECATUR



Stephen Hartwig
St. Teresa
Darrel Hartwig
Dept. 70



David R. Spitzer
Stephen Decatur
Marvin G. Spitzer
Dept. 38



Alan Buckta
Greenville College
Maynard Buckta
Dept. 70



William E. Stark
Stephen Decatur
Edgar Stark
Dept. 70



David H. Morgan
Mt. Zion
Everett E. Morgan
Dept. 80



Donna K. Reidelberger
Lutheran Sch. of Nursing
St. Louis
Dale Reidelberger
Dept. 36



Gary Ruthrauff
Stephen Decatur
Pres. Ruthrauff
Dept. 70



Carolyn L. Gowan
Eisenhower
Isaac L. Gowan
Dept. 36



Ellen Wood
Eisenhower
John R. Wood
Dept. 42



Lee Endsley
Univ. of Iowa
Thelma Endsley
Credit Dept.



Brenda Deibert
MacArthur
Herbert Deibert
Dept. 70



Diana Smith
Stephen Decatur
Rex Smith
Supr. Plant Eng.



Carolyn Fears
D & M. C. Hosp.
School of Nursing
Otis Fears Dept. 35



Linda J. Ridgeway
Lakeview
Robert W. Ridgeway
Dept. 38



Glenn Elvin Tolbert
MacArthur
Paul G. Tolbert
Dept. 50



Dwaine Mescher
Bethany
Omer Mescher
Dept. 80



Annamarie Ross
Shelbyville
Robert O. Ross
Dept. 10



Charles Epperson
Niantic
Onal Epperson
Dept. 70



Sandra Ashby Nott
Peoria Methodist Hosp.
School of Nursing
LeRoy Ashby
Dept. 80



Daniel W. Sexson
Blue Mound
Warren Sexson
Dept. 80

BREA



Ned James Stotler
Arcadia High
Bruce E. Stotler
Production Supt.



Joseph Flaco
Sierra Vista High
Baldwin Park
Tony Flaco
Steel Mach. Shop



Patricia Ann Ortiz
Pioneer High
Sante Fe Springs
Jose Ortiz
Brass Mach. Shop

Decatur News Briefs

The name of Lana Rae Bafford has been a popular one this year at Blue Mound High School. Lana, the daughter of Charlie Bafford of Decatur Sales, was named Homecoming Queen, received a Good Citizenship Award presented by the Stephen Decatur Chapter of DAR and has been selected to participate in an eight-country tour of Europe with the School Band of America.

Fred Binkley, 16, son of George Binkley, Manager of Engineering Services, recently received an Eagle Scout award—the highest rank in scouting.

Sergeant B. J. Beavers, son of Sam Beavers, Plant 4, recently was awarded the Purple Heart Medal for wounds received while serving with the Marine Corps in Vietnam. Sergeant Beavers served in Vietnam for a year and is now back in the United States.

Philip Dannewitz, son of Decatur Mueller retiree "Bill" Dannewitz, has returned from Vietnam. He is now discharged, after four years in the Air Force. He had spent the past year in Vietnam, where he served as an airplane mechanic.

An interesting story is being told about one of Pvt. Leon Bryant's jackets which has been making the rounds—and the news. It had already been to Vietnam and back, ahead of its former owner, worn by

singer-actress Anita Bryant. Pvt. Bryant was in training at Fort Leonard Wood, Mo., when the singer entertained the boys in camp. Because of his name being Bryant, she took his jacket and wore it in remembrance of the boys at Fort Leonard Wood when she accompanied the Bob Hope Show to Vietnam last Christmas. In a letter to Pvt. Bryant's wife, Yvonne, Anita Bryant's husband, Bob Green, explained the jacket's extra rank. It is now wearing the battle jump pin and stars of Gen. William Westmoreland as well as the insignia of another general. Pvt. Bryant, who worked in the Decatur Brass Foundry before going into service, is now in Vietnam. He is Brother-in-Law of Bill Kaigley, electrician at Mueller Co.

Brea News Briefs

An idea was recently introduced in Brea which has broadened the circulation of many trade journals and technical magazines which come into the company. The magazines carry many articles which are of interest and helpful to employees other than engineers and industrial engineers who subscribe, so in order to make this material available to others, a lending library was set up on the main aisle near the Tool Grinding Dept. The magazines which deal with tools, machines, methods and products on the market can be taken home by employees to be read at their convenience and returned for someone else to use.

Seven-year olds today are members of the space age generation, and many will be the space age experts in coming decades. Luis Valadez, son of Manuel Valadez of the Iron Machine Shop, already has been recognized in the Congressional Record for his vision and work as a winner in a space art exhibit. Luis' drawing "Spaceman on the Moon," along with others, has been selected for display in the Smithsonian Institution's Aeronautics Museum and then later for exhibitions around the world. Under the auspices of the Douglas Aircraft's Missile and Space Systems Division cooperating with Orange County School districts, thousands of kindergartners were asked to use crayons, paint and imagination to give the adult world an uninhibited view of the age of space. The

Mueller Gives Machine to Bradley U.

Mueller Co. recently presented an Atlas-Clausing lathe to the College of Engineering at Bradley University, Peoria, Ill. The machine tool will be used in the mechanical engineering laboratory by junior and senior engineering students who may be required to complete an experimental project which entails machine work. Through these projects, the students are expected to use the lathe to produce some of the parts in their particular experiments.

W. R. (Bill) Leopold, Director of Engineering at Mueller Co., formally presented the lathe to Professor Harold B. Ratcliff of the Mechanical Engineering Department, who accepted it on behalf of the University.

drawings of Luis and 32 other children were selected for the display, and Richard T. Hanna, House representative from the Orange County area, had the names of the winners listed in the Congressional Record as recognition for their achievements. His remarks are found under the heading: "Lollipops and Launchingpads."

For the second consecutive year, the Brass Machine Shop team won the bowling championship of the plant. Members of the team were: Ethel Roundy, Jimmy Musso and Cliff Hamilton.



A total of more than 250 years of experience with Mueller Co. is represented by this group from Chattanooga. They are, from left to right, seated: Theodore McGinnis, Joseph Bartlett, Coy Jones, and Hood Longley. Standing

are: Marvin L. Davis, William J. Farrow, Clyde L. Slater, L. D. Satterwhite, Kyle Hardy, and Alfred Logan. All are 25-year men, except L. D. Satterwhite who is senior man with 30 years.

SERVICE AWARDS

(*Denotes Outside Salesmen)

DECATUR

5 YEARS: Raymond V. Walton, Raymond N. Gentry, Jr.,* Don Weaver, Vivian E. Swift, Mildred H. Pape, Maude C. Hill, Betty Ann Roe, Mary L. Easterling, DiAnne O. Howie, John Whitehurst, Larry Lee Lourash, John Wm. Morrison, Barbara Baldock, Pauline E. Hickman, Lila Fornwalt.

10 YEARS: Mervin D. Stanley, Howard E. Halbrook, Ervin D. Atteberry, William V. Foster, Vernon H. Brunner, Jr., Jane F. McDonald, Harold T. Small, Harold B. McLaughlin, Arthur A. Hoehn.

15 YEARS: Michael E. O'Neill, William E. Baney, Fred E. Dean.

20 YEARS: James L. McDowell, Paul Jones, Robert C. Wiley, Richard E. Westerfield, Donald D. Curry, George Lebo, Randall R. Rawlings, James B. Fristoe, Daniel J. Ryan, Joseph M. Parkison, Harold E. Friend, Charles H. Taylor, Carl C. Wilhelm, Frank Kellett, Jesse C. White, Carl M. Stone, John Cubola, Ray M. Littrell, Floyd P. Howard.

25 YEARS: Harold W. Rentfro, Pearl L. Kemper, Thomas J. Adams, Jr., Carl O. Smith, Eugene E. Gibbs, Leslie L. Epperson.

30 YEARS: William C. Rohman, Glenn H. Curry, Lorin E. Grosboll*, Fedora R. Tish.

35 YEARS: Helen E. O'Dell.

40 YEARS: Ira L. Walley, Frank H. Mueller, Charles Frank Walker, George W. Knipe, Coy M. Butler, Carl Hill.

CHATTANOOGA

5 YEARS: Robert L. Cookston, King David Glass, Ronald E. Little, Nathaniel Pearson, W. Edward Pierce, James E. Smith, Charles Thomas, Charles C. Thompson, Eugene Wheelous.

10 YEARS: George D. Broick, James A. Carter, Willie W. Carter, Raymond V. Crutcher, James B. Davis, Charles W. Hassler, Jr., John G. Neal, Wilson H. Nunn, Raymond H. Phillips, Cleveland I. Rogers, Shirley L. Sawyer, Amos Sparks, Clint L. Thomas, Herman L. Walden, William Wilson.

15 YEARS: Jesse J. Holloway, William H. Holloway, Robert L. Newby, Willard C. Selvage.

20 YEARS: John T. Harp, Junior A. Hicks, Robert F. Jones.

25 YEARS: Melvin Conner, Marvin L. Davis, Otto Glass, Jr., Charles W. Moore, Sidney Porter, Jr., John L. Rice, Willard F. Riddle, Clifford Thornton.

30 YEARS: Lawrence Neal, Lois D. Trotter, Gladys J. Weaver.

SARNIA

5 YEARS: Laurine Douglas, Pauline Davidson, Donald Chalmers, Martin Hardy.

10 YEARS: Francois Ysebaert.

15 YEARS: Tadeusz Grad, Clayton Meredith.

20 YEARS: Matthew Barker, Doris Prosie, J. Claude Furlotte, Morris Lester, Oldrich Junek, George Guss.

25 YEARS: Donald Cuthbertson, Dorothy Kay, Cyril Matthews, Walter Edwards, Clarence Walsh, Ivan Hunter, Alvin Smith, John Mullen, Frank Evans.

BREA

5 YEARS: Pedro Quintana, Bobby Hawkins, Alfred Fondren, Gary Caviness.

10 YEARS: William Kaufman, John Laubach.

15 YEARS: Eusebio Gomez, William Fletcher, Fred Discher, Jim Hamblton, John Yanez.

20 YEARS: Glenn Huff, Raymond Santos, Floyd Marple, Ralph Hall, Bernell Larson, David Garcia.

30 YEARS: Bruce Stotler.

LOCKARD IS CHAIRMAN

Eli Lockard, Plant Manager, recently served as General Program Chairman for the two-day California Regional Foundry Conference in Pasadena. The meeting entitled "Castings West" was sponsored by the local chapters of the American Foundrymen's Society. Eli also put his wife to work by having her serve as ladies' entertainment chairmen. He also called upon Decatur Pattern Shop Foreman Ollie Fortschneider's experience and had him on the program discussing "Pattern Making Obligation and Value." Serving as chairman of the session that featured Ollie's talk was Vince Ermovick, Mueller Co.'s Supervisor of Standards and Methods at Brea.



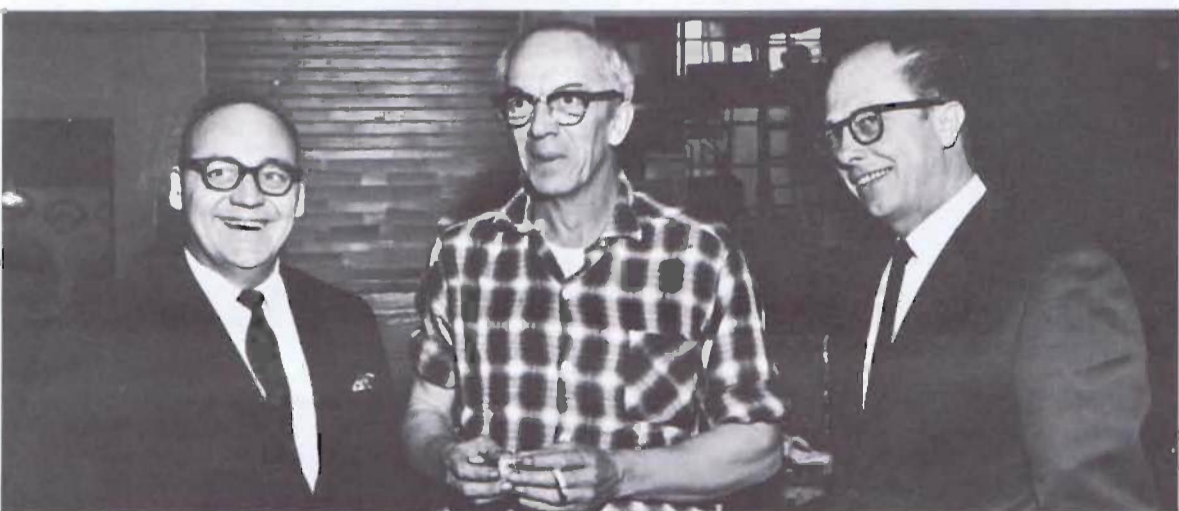
Willie C. Rohman (left) recently completed 30 years of service and as a result receives good wishes for the future from Charles O. Bafford, Decatur Sales Office Manager. Looking on is Del Parks, General Sales Manager. Willie is Sales Service Manager, Gas.



Frank H. Mueller (right) has his 40-year service pin put on by Mueller President John F. Thurston. Mr. Mueller, Vice President—Engineering, is recognized by the water and gas industries as one of the leaders in product knowledge and development.



John Mullen receives congratulations and a 25-year service pin from Mueller, Limited Foreman Ed Ellenor (right-center). Looking on are Plant Superintendent Don Thain (left) and Works Manager Harry Dowding.



Ivan Hunter (center) holds his 25-year service pin which was just presented to him by Mueller, Limited Works Manager Harry Dowding (right) and Plant Superintendent Don Thain.



A work record spanning 25 years was recently completed by Mueller, Limited employee Clarence Walsh (center). Foreman Ed Ellenor (right) makes the service award while Don Thain looks on.



THOMAS J. ADAMS
Decatur
25 Years



CARL H. HILL
Decatur
40 Years



EMILIE J. WALTENS
Decatur
35 Years



Cyril Matthews (left) receives congratulations from Polishing and Plating Foreman Les Crooks. The occasion was Cyril's 25th anniversary with Mueller, Limited.



Glenn H. Curry (right) recently completed 30 years of service with Mueller in Decatur. Seated beside him is Leslie L. Epperson who has been with the company 25 years.



DOROTHY KAY
Sarnia
25 Years



CHESTER M. MERCER
Decatur
40 Years



CAL L. McQUALITY
Decatur
45 Years



FEDORA R. TISH
Decatur
30 Years



LEO SILOSKI
Decatur
35 Years



IRA L. WALLEY
Decatur
40 Years



DONALD CUTHBERTSON
Sarnia
25 Years



C. FRANK WALKER
Decatur
40 Years



COY M. BUTLER
Decatur
40 Years



These two ladies have seen a lot of changes during their 30 years with Mueller Co. in Chattanooga. They are, Lois D. Trotter (left) and Gladys J. Weaver.



These Chattanooga employees can chat about things that happened at Mueller Co. 25 years ago. They are, from left, seated: John L. Rice and Sidney Porter, Jr. Standing are: Otto Glass, Jr., Lawrence Neal and Melvin Conner. Lawrence is a 30-year man, while the rest are 25-year employees.

If you were forced to read by Braille, this representation would say--

W E A R Y O U R S A F E T Y G L A S S E S

No Invisible Shield

Accidents Can Happen To Anyone

Remember the toothpaste commercial that used the term "Invisible Shield" to describe the protection the product offered? This feeling that "something" will protect us from accidents and that mishaps only happen to the "other guy" prevails among many workers and drivers. They don't look upon that narrow escape or minor injury as a warning but view it as being part of the hazards of daily life and feel that their luck is with them. Those minor injuries are caused by accidents and, no matter how slight, they should be a cause for concern. The degree of severity of an accident is just a matter of luck. The term "Boy, that was close!" is sometimes used to describe a gamble that paid off rather than a warning that the near miss could have been a direct hit. A cut finger could have been a severed hand, or a stubbed toe could have been a smashed foot.

These so-called minor accidents should all be reported so that any necessary treatment can be given to prevent them from becoming more serious. Untreated nicks or bumps may become infected and can cause further pain and discomfort, with some even developing into severe cases that lead to lost time and a threat to your health. In addition, by reporting minor accidents an unsafe condition or method can be eliminated, once it makes itself known through a report. The results of the safety program and a growing awareness of the importance of acting in a safe manner were apparent in the safety reports for the first quarter of 1967. According to reports from Chattanooga, Decatur and Brea, the number of lost time accidents was down about 40 per cent compared with January, February and March of last year. The number of days lost due to accidents was down about 50 per cent during this period, also. Mueller Co.'s frequency rate for accidents per million man hours

worked is still above that of the national average for our industry, but our totals are dropping steadily. The severity of the accidents (the number of days lost or charged per million man hours worked) is just barely below the national average in Brea and Chattanooga, while Decatur is well below the national figure for our type of industry. It is difficult to compare one Mueller plant operation with another, due to the type of product, number of employees, and changes in personnel and jobs. Chattanooga, however, seems to have shown the greatest improvement in its safety record, even though it has been through a period of transition and heavy work loads. A move into a new plant often means greater hazards, temporarily, since the employees must become familiar with surroundings and new equipment. In spite of this, Chattanooga's safety record has improved, hopefully because of a growing awareness of the importance of safe practices, and partly because the plant was designed so that work could be done more safely.

CHESTNUT STREET

(Continued from Page 1)

we became the largest producers in the gate valve and hydrant business. Our payroll increased to a level of just under a thousand employees. As more and more of our people began to own automobiles and drive them to work, we saw our land being consumed by the need for parking and protection of their cars. The purchase of a plot on the opposite side of Chestnut Street provided room for some of these but many still had to be parked on the street. Parking use of the original property was also seriously crowding our needed space for castings storage. Construction of a new freeway then not only took a part of our badly needed land but completely blocked any possibility of expansion. In the meantime, our production requirements had long since exceeded the capacity of the facilities to operate efficiently. Good house-keeping became almost impossible, overcrowding made many plant areas dangerous and the poor plant layout prevented economical and efficient handling and storage of material. We had no room to grow but straight up. We actually planned at one time to erect a new office area above the machine shop, lease a building a few blocks away for finished product storage and use the old office space for manufacturing. This idea was abandoned because it would only have alleviated the problem temporarily and would still have left insufficient parking and storage space. In addition to space needs, much of our production equipment, particularly in the foundry, was growing obsolete. It was wearing out—beyond the point of economic repair. New and more efficient production methods and equipment,

not only in the foundry, but also in machining and assembly, were constantly being developed but it just wasn't practical to install these in the already crowded buildings. It would also have been an economic disaster, both for the company and our employees, to shut down the Chattanooga operation for a year or more while we tore out existing equipment, installed an entire new foundry, and replaced part, at least, of our machine shop. After careful inspection and evaluation of the buildings and land area located on what has now been renamed Mueller Avenue, the shareholders approved Management's recommendation to purchase 52 acres of the original Cramet property, including the existing buildings on that plot. The proposal also anticipated repair of some damaged areas, erection of additional new buildings and demolition of others, construction of new roads and parking space, protection of the property by fencing, installation of new water lines for fire control and sewage disposal, and new light and power lines. Most important, it also provided for a completely new foundry with its electric furnaces, automatic molding, and improved floor molding equipment. New and more efficient facilities were also added in the machining, assembly and shipping areas. Why did we do it? We had two choices. We could sit still and see our cost rise to a level where we could no longer compete successfully, thus hampering our growth at Chattanooga or even causing a shutdown of the Chattanooga plant. Or we could take the big step, make the necessary heavy investment and suffer the agonies of chaos and disruption in our production. The first choice was unthinkable.

Accountants Know How Much

What Is a Job Worth?—It Depends On Whom You Ask

What is your job worth? Most employees would answer, naturally enough, that it means X number of dollars each payday, most likely discounting the contributions they make toward producing a quality product. Accountants are able to determine the dollars and cents value of each job, too, but this is done in terms of the amount of money that is invested by the company's owners in each job. For every employee at Mueller Co., the owners have invested roughly an amount equal to what an employee would pay for a modest home today. The average investment for buildings, furnishings, fixtures, machinery, equipment, land, autos and trucks is more than \$14,000 per employee—or more simply stated, each job is backed up by an average expenditure of more than \$14,000. During the past decade this figure has increased greatly as owners have invested many millions of dollars for new plants and equipment in Decatur, Chattanooga and Brea, making these operations safer, more pleasant places to work, as well as making them more productive so that Mueller is in a better competitive position. We read regularly in the papers about the profits being made by large corporations, but large sums of money must be invested to make this return. In many cases, if the same funds were invested in U.S. Savings Bonds, the dividends would be higher for the investors. The petroleum industry, for example, is usually recognized as a good, stable investment which offers good returns, but its average investment in equipment and facilities per employee is almost \$111,000—the highest among those reported. This is a highly mechanized industry where, in many cases, one man at a console controls a million dollars' worth of equipment. Nevertheless, the outlay of money is real. The auto and truck industry, with

its big equipment and sophisticated assembly lines, invests about \$27,000 per employee. The gas industry, for which Mueller manufactures equipment, ranks as the nation's sixth largest in terms of plant investment, has an outlay of about \$150,000 a person. The water industry, the other major user of Mueller products, has about \$100,000 invested per employee. The investment is large in a big business. Sometimes the profit is good. Many times the risk is great. When you become the owner of a business you must not only be willing to risk money but you must have faith. Faith that you will produce a product that the public will buy. Faith that you have managers who are competent. And above all, faith that each employee will do his job.

ACQUISITIONS

(Continued from Page 1)

the necessary equipment and production methods to materially increase its capacity. In addition, we have had to find answers to the problem of many new, low cost, competitive products which today are threatening the sale of Mueller products made by all three of our plants. Traditionally we have been a producer of top quality material—making products which, in many cases, gave the customer extra features. However, many of our water and gas customers today are taking a long, hard look at their costs, and demanding lower prices on the corporation stops, valve tees, meter stops, gate valves or hydrants they purchase. Thus, in the last few years, we have found it necessary to invest millions of dollars in new plants, new machinery and new equipment. In addition, we are constantly studying ways and means of reducing costs, and improving both efficiency and production. This effort has diverted capital and management attention from the acquisition of other companies, at least for the time being. To put it another way, we have had to concentrate our capital and management time on protecting our present position, as well as the job security of our employees. As soon as we solve these current problems—and we are completely confident they will be solved—we will unquestionably again be looking for companies whose product line "fits" our own, and who might be willing to sell out to Mueller Co. Generally, it is our policy to seek companies whose products serve the water and gas industries, and thus could be marketed by our existing fine sales organization. We look for products which complement our present line, thus making us more of a "full line supplier" to our present customers. Conversely, Mueller Co. is not likely to become interested in "wild" diversification, i.e., acquiring companies whose products are used in entirely different industries.

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