

**NEWSLETTER**

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Joe Penne, Editor

**HARLAN WHITE NAMED  
VICE PRESIDENT—OPERATIONS**

On May 26, the Board of Directors of Mueller Co. elected Harlan A. White to the newly created position of vice president-operations, responsible for the day-to-day operations of Mueller Co. plants at Decatur, Chattanooga and Brea. In this position, he will coordinate the company's activities in research, development, manufacturing and finance with the requirements of the Marketing Division.

Mr. White will move his family to Decatur as soon as his previous responsibilities as vice president and general manager-Chattanooga operations can be turned over to Earl E. Bright, who will continue as plant manager in Chattanooga.

Mr. White and William E. Murphy, vice president-marketing, were both elected to the company's Board of Directors at the company's annual meeting in February.

Mr. White is a graduate of the University of Illinois and joined Mueller Co. in 1955.

**IRON FOUNDRY WORK  
FOLLOWING SCHEDULE**

Preliminary work necessary for the installation of two electric coreless induction furnaces and related equipment for the Decatur Iron Foundry is following the established timetable.

The evaporative cooler for the furnaces is in, the line for natural gas for the preheater is installed as far as possible at this point, and the transformers and the substation for the electric power should be in place about the end of May.

The furnaces are in Decatur and delivery for most of the equipment related to the installation is still on schedule.

There won't be much visible progress made during June because most remaining work must occur after regular iron production has been stopped. This work will begin when the plant shuts down for vacations the week of July 12.

**FAMILIAR FACES  
IN NEW PLACES**

Effective June 1, **Larry E. Warfield**, formerly industrial technician, is promoted to the position of industrial engineer in Decatur.

**HOUSING STARTS  
STRONG IN 1971**

Housing starts in April were down slightly from the March level but still showing considerable strength for the first four months of the year.

April starts ran at a seasonally adjusted annual rate of 1,903,000 units, down 2.4% from March's adjusted pace of 1,950,000, but far above the 1,223,000 of a year ago, the Commerce Department reported in the **Wall Street Journal**.

Since last fall the housing industry has shown a trend toward improved activity, climaxed by a 20-year high reached in December when the seasonally adjusted rate climbed to 2,000,000 units. As expected, this dropped considerably in January, made a slight improvement in February and then registered an 11% increase in March.

Michael Sumichrast, chief economist for the National Association of Home Builders, said in the **Wall Street Journal** that he anticipates starts will total about 1.9 million this year, up from fewer than 1.5 million last year.

A spokesman for the Commerce Department said that strong demand plus availability of funds "suggest" that the administration's goal of two million housing starts in 1971 will be attained.

The slim April drop was centered in starts of two-to-four unit structures and dwellings with five units or more, both of which registered modest declines from the March level. Starts of single-unit dwellings rose slightly.

In Canada, preliminary figures indicated an improvement there also with seasonally adjusted housing starts in April reaching 254,000 units compared with 209,000 in March.

Mobile home shipments are also up for the first quarter of the year in the U.S., so collectively it appears that the housing market is strengthening for 1971.

The disparity between the nation's population growth and production of housing has been obvious for a long time. For 20 years, output of new housing units has plugged along a little above or below--mostly below--1.5 million a year. The population, meanwhile, hasn't stood still, and it is now some 40 million larger than two decades ago. Marriages, which mean

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new housing needs, have been rising too. It is agreed there is a growing need for housing.

Wanting a home is not buying or building a home, however. To offset all of the plus signs, are the economic facts that construction costs are removing a lot of people from the home-owner market.

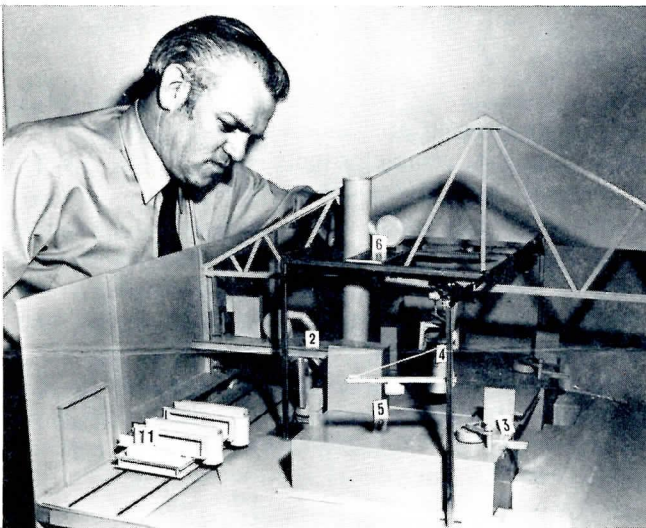
The median price of new homes has jumped 50% since 1965, while the cost of living has gone up 25%. The runaway rise in the cost of housing stems from three main forces, according to the **Wall Street Journal**. One is the much publicized climb in the cost of interest on mortgages. The second is the soaring cost of construction labor. The third is the great leap in the cost of land.

The Journal says: "If it (a housing boom) comes, as, by necessity, it no doubt will, it may bring some surprises for anyone expecting a carbon copy of booms gone by.

"It would seem that somehow, one way or another, the economies of mass factory production are going to have to be brought forcefully into the field of providing residential shelter."

The newspaper also predicted that the "great day of the single family home in America seems to be past, at least as far ahead as the mind's eye can see."

(If the mind's eye could see only a year ahead, it sure would be easier to run a company or plan an inventory.)



Dick Johnson, junior construction engineer, checks the scale model he built of Decatur's new Iron Foundry to be completed this year. Work is currently underway to replace the cupolas with new electric melting furnaces. No. 1 (lower, left) is the charge car which moves on tracks from station to station, picking up the raw materials for the charge. The operator rides on the car and conveyors eliminate lifting and heavy work. The prepared charge then goes to the pre-heater which is just below No. 2. No. 4 identifies the charge bucket which carries the preheated charge by overhead crane to one of the two electric furnaces (No. 3). The furnaces are to be installed in about the same area now occupied by the cupolas. No. 5 is one of the control panels and No. 6 is a venturi blower. In the preheating operation, dirt, and dust are removed from the charge and the blower forms a draft, spinning in a cyclonic manner and causing the particulate matter to drop out of any discharge that goes into the air. One 39-inch diameter stack will replace all of those now functioning with the cupolas.

## G.E. IS BIG, BUT READ ON

When we think of "Big Business" in this country a couple of names pop into our minds almost automatically. General Motors, the biggest by most standards, is probably most mentioned when we think of investment, employees, profits, taxes and facilities. General Electric is perhaps the next most well-known because of its size, broad line of consumer products that finds its way into our homes, and its advertising.

Some criteria for size are sales and profits. General Electric's profit in 1970 was \$328 million. Agreed, that's big. But in relation to sales of \$8.7 billion, it's less than 4¢ on each sales dollar--or 3.8¢ to be exact. That's not so big.

This 3.8¢ figure is broken down further with 2.7¢ going as dividends to thousands of shareholders and 1.1¢ being reinvested to cover costs of expansion, new equipment and research.

What happened to the rest of each sales dollar? Taxes claimed 3.5¢ and almost half (49.4¢) went for supplies and other expenses. The remainder, 43.3¢ of each dollar or a 1970 total of \$3.8 billion, went to employees for wages and benefits. This figure is almost double what it was 10 years ago.

What about profits 10 years ago? The 1970 total is about \$90 million ahead of 1960, but the cents-per-dollar profit of 3.8¢ this year has slipped from 5.1¢ a decade ago.

Big business doesn't always mean big profits.

## THE SUPERVISOR'S DILEMMA

If he's late for work in the morning, he's taking advantage of his position.

If he gets in early, he's an eager beaver.

If the Department is running smoothly, he's a Dictator.

If it's not, he's a poor Administrator.

If he spends a lot of time with the Boss, he's a back-slapper.

If he doesn't, he's on his way out.

If he tries to get more Personnel, he's an empire builder.

If he doesn't, he's a slave driver.

If he's friendly with the workers, he's a politician.

If he keeps to himself, he's a snob.

If he makes decisions quickly, he's arbitrary.

If he doesn't, he just can't make up his mind.

If he works on a day-to-day basis, he lacks foresight.

If he plans ahead, he's a dreamer.

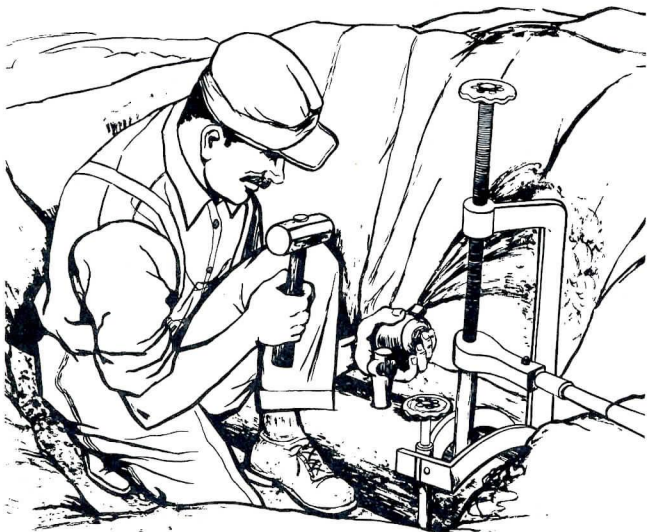
If he tries to cut red tape, he has no regard for system.

If he insists on going through channels, he's a bureaucrat.

## EXPENSIVE DIRT

Johnson Wax Co. claims it has come up with the cost of removing dirt from an office building: \$600 a pound.





Artist's conception of a water service connection being made to a water main under pressure using the old crow and ratchet device to drill the hole (right) and a drive type corporation stop.

## 1971 MARKS 100 YEARS OF SERVING WATER INDUSTRY

Although Mueller Co. dates back to 1857, it didn't really get into the water industry until 100 years ago this year.

Our centennial in this field could be placed on Oct. 23, 1971. On that date 100 years ago, Decatur's Mayor Martin Forstmeyer presented a resolution to the town's governing body for the appointment of Hieronymus Mueller as city plumber.

Two months earlier, the town board of trustees authorized a bond issue of \$35,000 for the building of a municipal water works. The water works was built primarily to supply water for a manufacturing plant and only incidentally for fire protection and domestic uses.

Mr. Mueller had been in business as a gunsmith and had gained a fine reputation as a machinist and a mechanical wizard. He had shown an interest in the plumbing field also, so his appointment as city plumber was logical.

His work consisted primarily of making all new home service connections to the city water mains, but the method then in use was uncertain and unsatisfactory. A simple drilling frame called a "crow" was attached to the main and used to support an exposed drill. The main was drilled until the point of the drill penetrated the inside of the main. The corporation stop was located in the partially drilled hole and struck a sharp blow with the intention of breaking away the remaining web of metal and wedging the tapered inlet of the stop securely into the hole.

Obviously, this was a tricky procedure at best and resulted in many failures. The permanence of the installation was uncertain, and as far as the workmen were concerned there was always the threat of a good soaking and then a water-filled ditch to work in when the first attempt at a connection missed its mark.

The disadvantages of the method started Mr. Mueller

in search of a better way to do the job, and on July 23, 1872, he patented the first tapping machine. The Mueller machine eliminated the uncertainties of the earlier method by providing for drilling, tapping and inserting a threaded corporation stop in the main under pressure and while under control of the operator.

It was the invention of the tapping machine, followed by the invention in 1878 of a water pressure regulator, that led Mr. Mueller to believe there were possibilities in the manufacture of water works goods. In 1885 he opened a small brass foundry and Mueller corporation stops were placed on the market.

A number of changes have been made in the machine through the years, but they have come in the form of mechanical refinements or through the availability of new materials. The original concept and basic design have remained virtually unchanged for almost 100 years and is still copied by our competitors.

## Service Awards

The following Mueller employees received service awards during April.

### Mueller, Limited

30 Years: Elmer O'Dell, Norman Harrison, Frank Vidler, Ward Boyle, Wilbur Duggan, John Cain

### Chattanooga

10 Years: Earl E. McNabb  
 20 Years: Dewey Lee Careathers, Gabriel Toney, Ora Hollingsworth, Willie E. McField, Charlie L. Jackson, Booker Tea Tony, Jimmie Walls  
 30 Years: Leroy Snow

### Decatur

10 Years: George E. Madding  
 20 Years: Walter B. Jones  
 30 Years: Isaac L. Gowan

The following Mueller employees received service awards during May.

### Chattanooga

20 Years: Eddie L. Calhoun, J.D. Readus  
 30 Years: R.B. McKibben

### Mueller, Limited

10 Years: Charles LaBelle, Louise Sanders  
 30 Years: Bernard Brady, Maxwell Fletcher, Charles Browett

### Decatur

10 Years: Vivian N. Doolen  
 30 Years: Harland H. Rhodes

## News Briefs

The Industrial Engineers bowling team hung on to a slim lead the last few weeks of the season to edge out the Assemblers and take first place in the Decatur Mueller League.

Members of the winning team are: Dale Reidelberger, Howard Mayberry, Martin Trolia, Dick Ferrill, Jim Fleckenstein, Al Seitz and Morey Sefton. The runner-up team members are: Charley Ater, Ed Nalefski, Fred Erlenbusch, Galen Jenkins, and Charley Monroe.

Three bowlers ended the season with averages of 180 to top the 12-Team league. The top averages were held by Dale Flaughter, Charley Ater and Harold Whitacre. The most improved bowler award went to Harlow Oyler who upped his average 16 pins over that of last year.

Joe Keck rolled a 267 for the best single game of the 99-game season and Ron Clutter's 661 was the top three-game series. George Madding was right behind with a 660 series.

Dean Bafford, son of Decatur Sales Office Manager Charles O. Bafford, will spend this summer in Ireland as part of an international student exchange program. He will live with a family in Carlow, Ireland, and work for a governmental agency involved in building housing, bridges, highways, and water systems. The work is closely related to his college studies in civil and mining engineering at the University of Missouri at Rolla. He is one of three students from the United States to go to another country this summer under the International Association for Exchange of Students for Technical Experience program.

Representatives from the company's U.S. plants will attend a one-day tele-conference on June 10 covering the new Federal Occupational Safety and Health Act. The new legislation involves the Federal Government in the Enforcement of safety practices and accident prevention in industry. Those from Mueller attending the conference sponsored jointly by the National Association of Manufacturers and the U.S. Department of Labor include plant managers, and key personnel involved in employee relations, and plant engineering. The program will be held in 27 major cities around the nation. Mueller men from Chattanooga will go to Atlanta, those from Brea will go to Los Angeles and those in Decatur will attend in St. Louis. Former safety standards were usually established by the respective states, but the new act involves the U.S. Department of Labor in setting and enforcing minimum standards.

Mueller products and Mueller advertising are found

in all parts of the world--even as far away as Kevin, Montana. General Sales Manager Del Parks recently received a phone call in response to an ad on our Innerlock Luboseal from Robert McPhillips, president of Kevin Gas Distribution Co., Kevin, Montana. Neither the town nor the gas system name "rang a bell" so Del did some checking and found that Kevin is north of Great Falls and about 25 miles from the Canadian border. The town had a 1970 population of 250, the gas system has 126 on-line customers and the board of directors and gas company officers are all named McPhillips. It is apparently a gas system designed to serve local ranchers, as well as the town, and it recently bought Mueller products. Customers are important to us no matter where they are or how big they might be. It is possible that Kevin's neighboring villages of Sunburst, Oilmont and Sweetgrass are customers, too. Just across the Canadian border into Alberta we have Milk River and Whiskey Gap. More potential buyers?

Engineering students at California State Polytechnic College, Pomona, are currently sawing away on 20-foot long sections of bar stock metals, thanks to a gift from Mueller Co. A horizontal band saw, a piece of equipment vital to a large number of student projects in Cal Poly's engineering departments, was presented by the company's Brea Plant. The saw is one of several gifts of equipment and scholarships made by Mueller to Cal Poly's School of Engineering.

New officers for the 1971-72 year were elected recently by organizations made up of Mueller Co. salaried people.

Elected by the Foremen's Club at Chattanooga were: Manager of Employee Relations R.N. Wilhoite, president; Chief Products Inspector Ruben G. Skipper, vice-president; Senior Tool Methods Engineer Rufus L. Yates, secretary; and Methods and Cost Estimator Raymond V. Cutcher, treasurer.

Decatur's 4-X Club officers are: Senior Industrial Engineer Albert L. Seitz, president; Systems and Programming Manager John R. Buzan, vice president; Head Records Clerk John A. Moma, treasurer; Products Inspector Harold Whitacre, secretary; and Project Engineer Dennis W. Humes, program chairman.

Business is like riding a bicycle--either you keep moving or you fall down.

## Retirements

The following list gives the retirees job at time of retirement, years of service and date of retirement.

### Decatur

**Maude Hill**, Receptionist, 9 years, 3 months and 10 days, May 29.