

THE Pipeline REPORTER

NEWS ABOUT MUELLER MARKETS PLANTS PRODUCTS PERFORMANCE AND PEOPLE

MARCH 1985

NAMES IN THE NEWS

Mr. William (Bill) T. Riner has been named Decatur Plant Manager for the Mueller Water & Gas Products Division.

Mr. Riner came to Mueller from the Crane Co. in Indian Orchard, Mass. where he was the Plant Manager for 5 years. Prior to his position with Crane, he was with the Flow Control Division of Rockwell for 17 years, holding positions in engineering and manufacturing.

In addition to an extensive background in machinery and foundry, Mr. Riner holds a B.S. in Industrial Management and a Masters degree from the University of Akron.



Bill Riner
Decatur Plant Manager

Names in the News Continued on Page 2

Decatur and Clinton Win Safety Awards

The Mueller Co. President's Safety Trophies will go this year to the Decatur and Clinton plants. These facilities achieved the highest level of safety improvements in 1984, Decatur in the large plant division and Clinton in the smaller plant division.

Each winner will display a travelling trophy during 1985 with the following inscription:

"Awarded annually to the employees of the plant location contributing most to improved productivity through safety awareness and the lowest lost time injury rate."



MUELLER PURCHASES AIRPLANE

Mueller Company announced March 1 the acquisition of Executive Air Association, owner-operator of the Beechcraft Kingair Turboprop aircraft formerly leased by Mueller from Citizens National Bank in Decatur.

By purchasing rather than leasing the airplane, Mueller achieves a significant cost reduction and improved availability of the plane. The plane has been and will continue to be used by executives and middle management for travel to southern plants and subsidiary locations.



Pilots Mike Heideman and Don Levandoski are now a part of the Mueller team linking the company's growing operations nationwide.

What It Helps To Know About How A Computer Works

How Can A Machine Take Information?

NAMES IN THE NEWS

(Continued from Page 1)

Mr. Robert (Rob) Wallace has joined Mueller Co. as the Manager-General Accounting and Financial Analysis for the Corporate Office.

Mr. Wallace was formerly with the Ohmeda Division of the BOC group in Madison, Wisconsin, where he has served in the capacities of Senior Financial Analyst, Division Financial Analyst, and Division Cost Analyst.

Prior to his work with Ohmeda, he was with the CPA firm of Price Waterhouse in Minneapolis. He is a graduate of the U. of Wisconsin-Madison and is a CPA.

Former Corporate Manager of Accounting and Financial Analysis Steven D. Kirkpatrick has been named Controller for Superior Stainless, Mueller Co. subsidiary in Delavan, Wisconsin.

Mr. Kirkpatrick joined Mueller Co. in 1981 as the Manager of Cost Accounting for Decatur Manufacturing Operations. Prior to Mueller Co., he was with Baxter Travenel in Chicago for 3 years as Cost Accounting Supervisor and with UNARCO in Chicago in a variety of accounting and financial positions for 5 years.

He holds his B.S. degree in accounting from Bemidji State University in Bemidji, Minnesota.

Mr. David E. Gable has joined the Corporate Finance Department as Staff Accountant-Taxes.

Mr. Gable received his B.S. Degree in Accounting/Mathematics from Anderson College in Indiana. Over the past three years he has held the position of Staff Accountant with May, Lambert and King, P.C., a Certified Public Accounting Firm here in Decatur. His recent experience concentrated in the areas of federal and state tax compliance and planning for various business clients.

Mr. Pat Cronin has been named Controller for Mueller Pump Subsidiary at Conway, Arkansas.

Mr. Cronin held the position of Corporate Manager-Cost and Budgets for the past eighteen months at Headquarters in Decatur. Prior to this, he was Division Cost Manager for F.E. Myers, Ashland, Ohio. He has a B.B.A. from the University of Michigan, and an M.B.A., Executive Management, from Ashland College.

The following is part of an informative series prepared as a service by IBM originally published in the Readers' Digest. It is reprinted here so that Pipeline readers can become more familiar with the computer technology that is so important to our business.

Imagine information coming in pieces far, far smaller than those with which we normally work. Then, recall that Morse Code uses only dots and dashes to make any letter or numeral. And you're on the way to understanding how a computer "takes information."

We think of the smallest pieces of information as:

- A single fact. (The house is white.)
- A simple series of numbers (1-800-447-4700).
- Or a plain graphic. (For example, a chart.)

But, as the first step toward understanding how a computer takes information, we must break our concept of "information" into pieces smaller than those. In fact, even smaller than a *single letter* or *single numeral*. And we must reduce our concept of graphics to pieces small as *dots*.

Why? Because a computer "takes information" in the form of electronic "signals"; and it must have a *distinctly different signal* for each piece of information. But from electronics, we can get only two signals, which we describe as "on" and "off."

Such a problem, however, doesn't stymie the human mind. Morse Code, for example, uses only two signals: dots and dashes. But, by arranging them in different sequences of *two or more places* (. — for "A", — . . . for "B", etc.), we create enough *unique combinations* of signals for every letter, every numeral, enough even for punctuation marks.

For a computer, we string together combinations of the two signals "on" and "off" to create an *electronic code*. We call it a *binary* (for "two-part") code. It uses the numerical *digits* "1" and "0" to

express "on" and "off" — hence the name *digital* computer. (And from binary digits, we get the word "bit.")

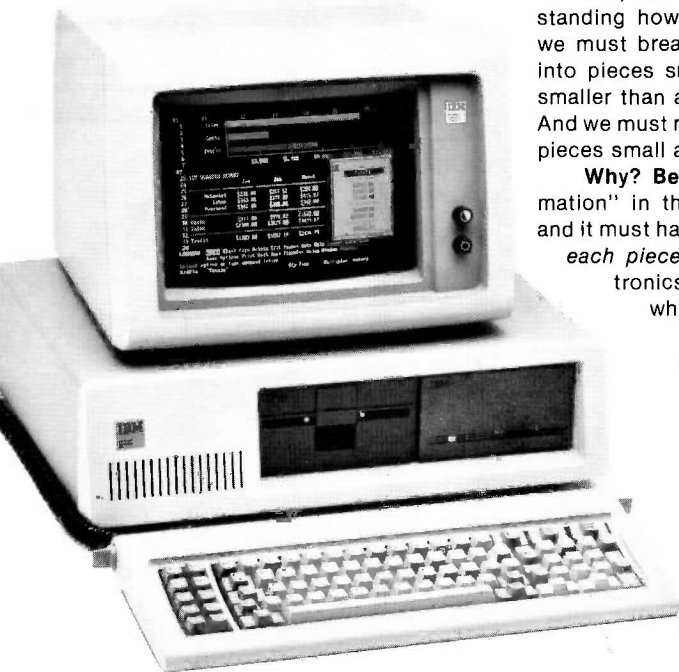
Thus, it's both technically and literally correct to say that a computer "takes information" in "bits" smaller than a single character. Each "bit" represents an "on" or "off" signal (1 or 0); and most computers use combinations of *eight* bits (called a "byte") to make one *character* — one letter, one numeral, one symbol or one or more of the many lighted dots that form a graphic.

When you tap the letter "a" on the keyboard, it goes into a computer as a pattern of "on-off" signals represented this way: 01100001. The numeral "3" goes in as 10110011. Other combinations make different dots light on the screen to form graphics.

Although computers take information in such tiny bits, they can take it *faster than we can give it*. (Imagine dropping a tennis ball from shoulder height. A personal computer can take in *every* letter, number and punctuation mark — *every character* — on *every* page of this magazine *before the ball hits the floor!*)

And the newest IBM personal computer can be configured to hold so many characters that if you recited them one per second, 24 hours a day, it would take you nearly *eighteen months*.

In receiving information, the almost incredible speed and capacity of a personal computer is astonishing. But remember, the information that goes in is as *tangible* as the magnetic patterns on a tape recording. Nothing in "thin air." Nothing mysterious.



Strictly Personal

NEWS ABOUT MUELLER CO. EMPLOYEES AND THEIR FAMILIES

DECATUR

MARCH 1985

The Need For Change

In everyone's life there occasionally develops a need to change things. It might be something as simple as acquiring a new circle of friends, buying a car, reducing one's weight, --whatever. Sometimes the changes are so small as to go almost unnoticed. Other times they are very significant and have a profound impact upon our lives. Most of the time the need to change is somewhat carefully thought through ahead of time, so as to maximize the favorable results generated by the outcome. Sometimes it isn't. Sometimes it's simply a "gut reaction", i.e. a response to do SOMETHING, fast to effect results. Factories are like that too, and none of the personal change in our very recent past can compare with the initiation of new movement within both Decatur plants of the Mueller Company.

Depending on your closeness with the situation, it may or may not come as a great surprise to you to hear that neither plant is running well at all. Costs are skyrocketing, shop performance has deteriorated in several major areas and, as a result, we are simply not nearly as competitive as we were several years ago. Now, I want to say right here and now that this is no "play on words", half truth, or "smoke" designed to get us all feeling sorry for ourselves, so that we'll report to work tomorrow demonstrating a new sense of dedicated optimism for a few hours. It's much more serious than that. We seem to be in an operational "valley" that's going to take quite a bit of heavy thought, coupled with a renewed sense of true commitment over the longer term, for us to pull out of it. Therefore, CHANGE is not just "in the wind"--it's happening all around us. Because it's necessary.

Now, you say, "gee-sounds like a management problem." And you're right. Or rather, you're certainly partially right. Management has a responsibility to react and direct the work force in such a manner as to maximize the way that we use our men, money, and materials --and I'm not just saying that because I read it in a book somewhere and it sounded good. I'm saying it because I truly believe it. MANAGEMENT MUST MANAGE. Their decisions must be both smart and timely. No doubt about it. And no one appreciates the need to clean up his own house first before he goes looking at others than himself, believe me.

The hourly employee has a piece of this action, too. He's got some responsibilities that need to be exercised as well as he can execute them to make sure that the right things happen as far as him maximizing his input to this effort as well. Responsibilities like:

1. Reporting to work every day on time, and scheduling his vacation with his

supervisor WELL AHEAD of time.

2. Not abusing the breaks and personal relief privileges awarded him under the contract.
3. Working as well as he can, as SMART as he can, EVERY DAY, so that he EARNS the wage he's paid.
4. Communicating with his supervisor on all the necessary elements of the job requiring that kind of closeness, regardless if it concerns scrap, equipment problems or (like I said before) --whatever.
5. Correct reporting of down time.

There are some serious difficulties here that require fixing--and they need to be fixed quickly. Both TIME and the COMPETITION are passing us by, and without new orders we won't retain existing jobs. The Decatur employees of the Mueller Company are being paid a wage that, while it's somewhat competitive with the AREA is, in fact, incredibly high for the BUSINESS SECTOR that we're in. This fact, coupled with an aging facility and some technological restraints present in current work process, all serve to place the very long term future of this operation under close scrutiny. And during the coming weeks and months it will be my intention to convey to you, not only the status of what's changing, how it's changing, and who is being impacted by the change--but the things you and I can do together right here, right now, to return to the basics of excellent labor management cooperation, so we can improve and get better.

It's important, and it's necessary.

This time we're talking about a whole lot more than a few pieces or a few dollars.

We're talking MANY futures.

Thomas W. Jacobs

Mueller Golf League

Time is rolling around again for sign up in the Mueller Golf League. Bulletins should be going up around the first part of April, both men and women are welcome to join.

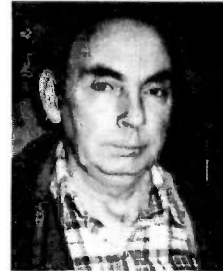
Officers for the league this year are Ron Clark - President, Steve Dunn and Noel Penk. They are planning a mid-season golf outing at Taylorville and the annual play-day held in August for the end of the season.

Retirements

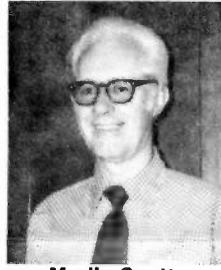
December, January, and February



Dale Streight
42 years



Nelson Hoffman
38 + years



Merlin Scott
38 + years



Bill Leake
35 + years



Harold Peer
35 + years



John Niederbrach
30 + years



Christopher Suits
30 + years



George Deffenbaugh
23½ years



Harold McLaughlin
23 + years

Employee Assistance Program

Educational Monographs

With the philosophy that education can affect prevention and early identification of personal problems, Mueller's Employee Assistance Program staff, Kevin and Linda, are pleased to announce an additional educational service which is provided free of charge to employees and their families. The counselors have developed a series of educational monographs which can be mailed on a CONFIDENTIAL basis upon telephone or written request. Here are a list of the articles which are currently available:

*** Adjustments of the Family to Alcoholism**

This paper explores the obvious and subtle adjustments by family members that develop to compensate for the unpredictable behavior of the alcoholic. 12 pages.

*** Child Abuse: An Overview**

This article provides information regarding the definition and prevalence of child abuse, the common characteristics of abusive parents and their children, and a review of the help that is available to them. 9 pages.

*** Children of Divorce**

With foresight and a focus on the child's well-being, divorcing parents can develop plans and carry out agreements that best insure the child's adjustment to the divorce. 6 pages.

*** The Female Dilemma: Dependence Versus Autonomy**

Society's changing definition of the female role creates a quiet revolution of woman within herself, a journey through identity crisis and disorganization to overcome dependence and achieve autonomy. 8 pages.

*** Detection and Prevention of Teenage Alcoholism**

This article will enable parents to look for specific behavior patterns, attitude shifts, and physical evidence of alcohol problems, and to create an alcohol/drug-preventative home environment. 7 pages.

*** How Do You Give A Child Self-Esteem?**

Self-esteem is not something a parent can give a child; it is something the child develops by successfully mastering developmental tasks. 5 pages.

*** Improving Your Parenting Skills**

Parenting effectiveness can be improved through a special focus on the parent-child relationship balanced with appropriate limits and positive discipline. 15 pages.

*** Improving Your Self-Concept**

This workbook explains the formation of self-concept, the factors which effect its involvement, and self-awareness exercises which will promote improvement. 18 pages.

*** A Marital Enrichment Program**

This program provides relationship-building exercises to be completed by husband and wife together to enhance the intimacy of the marriage. 32 pages.

*** Premenstrual Syndrome**

Premenstrual Syndrome, an old problem with a new name, has in recent years become recognized as a valid disorder, diagnosable by charting symptoms over a few months' time, and treatable by natural methods. 7 pages.

*** Stress Management**

Effectively coping with stress is a product of understanding what stress means, assessing your individual vulnerabilities, identifying your personal indicators of stress exhaustion, and developing a personalized strategy for stress management. 17 pages.

*** The Vietnam Vet and Post Traumatic Stress Disorder**

The readjustment problems experienced by thousands of vets, were long unrecognized by the government, until symptoms and contributing factors were finally brought to light by treatment-providers, authors, and researchers, resulting in the gradual emergence of a new American consciousness of the past and present sufferings of our service men and women. 11 pages.

*** Women: Making it to Top**

This article examines factors which affect female upward mobility and provides a Decision Style Inventory for self-assessment of management capabilities. 12 pages.

Articles pertaining to Spouse Battering, Grief, Surviving Divorce, Adjustment to Retirement, and other issues are being developed.

To order one of these articles, call 429-2339 or write to the Employee Service Center, 1900 E. Lake Shore Drive, Decatur, IL., 62521. Copies will be mailed on an immediate, confidential basis. Please limit orders to two per request.

Employee Service Center

Due to the expansion of the Employee Service Center services, Linda Stennett-Brewer joined the staff on September 4. Kevin McAvoy continues as Coordinator of the center.

Linda has been serving as Clinical Supervisor of the outpatient staff of the Human Resources Center of Clark and Edgar Counties, where she had been employed for the past 5½ years.

She completed her M.A. in the Clinical Psychology program at Eastern Illinois University in May of 1979, and subsequently completed some post-master's training in Counseling Psychology at Indiana State University. Her B.A., also in Psychology, was completed at Eastern, and her A.S. was earned in Mental Health Technology at Vincennes University in 1976.

Linda and her husband David, reside in the Decatur area with their sons.

Employees who need assistance with personal problems are invited to make appointments with either Kevin or Linda by calling 429-2339.

Service Awards

December, January and February



Lloyd Bruns
30 Years



Ben Jones
30 Years



Chris Suits
30 Years



Homer Rambo
25 Years



Elsie Tapp
25 Years



Haldon Waite
25 Years

10 year Service
Donald R. Wilson
Richard Wood
Dale Workman

20 year Service
Robert McIntyre
Gerald Hawkins



Steve Holsapple, Bob Febus; \$500 for AIW Christmas food basket drive.

SOME THINGS NEVER CHANGE

The American Water Works Association began publication of the **Journal AWWA** seventy years ago, in 1914. Mueller appeared in the original issue, March 1914, with the ad shown here.

In a recent newsletter, the **Water Market News**, the AWWA re-ran the ad with this commentary:

H. MUELLER MFG. CO.

The Mueller Company, or H. Mueller Mfg. Co. as it was known then, ran this advertisement in the first issue of **JOURNAL AWWA** back in 1914.

Heironymous Mueller, entrepreneur, city plumber, inventor and founder of the H. Mueller Mfg. Co., will be remembered in waterworks history for saving many a plumber from a thorough soaking as a result of an improperly tapped water main.

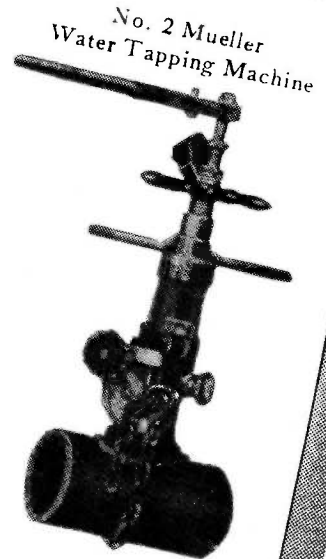
The exuberant, mustachioed and mutton-chopped German immigrant invented the water tapping machine in 1872, after spending a great deal of time perfecting it. The basic design is still used today around the world.

Heironymous Mueller, not distracted by the international publicity he was receiving as a result of his tapping machine, continued to invent more and more products for the control of water—products that were to become classics. His inventions included the corporation stop (with a unique thread that was adopted as the standard by AWWA), the water pressure regulator and the water hydrant.

Mr. Mueller also perfected a variety of valves and in 1913 filled a U.S. government order for 95 custom-made valves to protect the lock gates in the Panama Canal. In all, Heironymous Mueller contributed scores of products for the control of water and gas before he died in 1900.

His water tapping machine, however, will always symbolize his ingenuity among the waterworks industry. "You know what the Mueller Tapping Machine is—All water men do," is still a truism that hasn't changed in 70 years.

Get the Machine that Gives You the Greatest Results— THE MUELLER



No. 2 Mueller
Water Tapping Machine

You know what the Mueller Tapping Machine is—All Water men do. It's the one tapping machine you can't pick flaws in. From the time of its invention to the present it has been improved and bettered until every point about the successful tapping of a main under pressure has been covered.

You can't wear it out—it's good for a life time when properly cared for. Many of these machines have been in use for 30 years, are still on the job and giving satisfactory service.

Get a Mueller machine—it will give you the greatest results. The No. 2 Machine makes taps and inserts corporation cocks $\frac{3}{8}$ to 1 in mains under pressure.

If you have a machine you want to trade in, write us.

H. MUELLER MFG. CO.

New York

Decatur, Ill.

San Francisco

Sarnia, Ont.

R YOU GETTING THE MOST OUT OF YOUR MEDICAL PLAN?

This compelling question has caught the attention of employees and insurance providers all over the country in the past few years. The result of all this attention is that increases in annual health care costs declined 80% from 1982 to 1984.

The most dramatic change in medical care is the use of hospital services, where cost increases have dropped from 12.6% to 7.6% in the last two years. Hospital bills have historically accounted for half of all medical expenses, thus efforts to minimize these costs have a major impact.

What are people doing to contain rising medical costs?

- Using alternative health care delivery methods, including:
 - Outpatient X-Ray and Labs
 - Outpatient Surgery
 - Pre-admission Testing
 - Home Health Care
 - Second Surgical Opinions
- Spending less time in the hospital, when services are really needed.
- Examining hospital costs before admission and thoroughly checking final bills.

Government is taking steps to help. One major area of support has been Medicare, where fixed schedules of benefits have been implemented that can provide rewards for competitive and efficient hospitals.

Employers are doing their part, too. Most employers, like Mueller Co., are redesigning medical plans to provide benefits that encourage cost-effectiveness, while retaining service quality.

If you would like to know more about how to contain your medical costs, contact your personnel department.

Mueller Co.

DECATUR, ILL 62525

Bulk Rate
U.S. Postage
PAID
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Springfield, IL

