

THE Pipeline REPORTER

NEWS ABOUT MUELLER MARKETS PLANTS PRODUCTS PERFORMANCE AND PEOPLE

DECEMBER 1985

Executive Reorganization

Mueller Co. President E.D. Powers announced on December 2nd a Corporate reorganization to strengthen Mueller Co. and improve the company's ability to manage the Mueller Water and Gas Products Division and the Subsidiary Operations.

Fred C. Ausnehmer was named Executive Vice President and Chief Operating Officer. In this newly created position, Mr. Ausnehmer assumes full responsibility for all Mueller Co. business units. He was formerly President-Mueller Water and Gas Products Division (MWGPD). Prior to the formation of MWGPD, he served as Vice President-Operations and Vice President-Finance on the corporate staff. Before joining Mueller Co., Mr. Ausnehmer held positions of increasing responsibility with General Electric Corporation in the financial area. Fred holds a B.A. in Economics from Colgate University.

Several changes in executive responsibility were also announced which will strengthen the new organization. Each of these executives will report directly to Fred Ausnehmer:

- Robert W. (Bob) Lyons was named President-Mueller Water and Gas Products Division. Mr. Lyons replaces Fred Ausnehmer and assumes full responsibility for the operation of the Division, which includes our Decatur, Chattanooga, Albertville, and Clinton Plants.

(continued on page 3)

Season's Greetings

One of the great pleasures of the holiday season is to provide the opportunity to wish our employees, their relatives and friends a safe and happy holiday season and at the same time extend our best wishes for the coming year. Our employees are our strength and the management and owners would like to express their sincere appreciation for the efforts put forth during the past year. We hope that the forthcoming season will provide a time of merriment and spiritual peace as we renew our relationships with friends and loved ones.

So again, our best wishes to all during the holiday season.

Sincerely,
E.D. Powers
President



Mueller Co. Vice President Wilbur Leopold Dies

Nationally Known Engineer & Prominent Decatur Citizen

Wilbur R. "Bill" Leopold, Jr., 63, Senior Vice President & Chief Technical Officer for Mueller Co. (Decatur, IL), died November 15 at Decatur Memorial Hospital. Leopold was an eminent and much-honored member of the engineering profession, as well as an active participant in Decatur community affairs.

Leopold began his nearly 30-year tenure at Mueller Co. in 1956, as Manager of Engineering. His career saw numerous promotions, an honorary degree, and a number of honors and awards, all based on his dedication to advancements in the engineering field. In July 1985, the Mueller Board of Directors passed a

resolution commending Leopold for his "significant contributions... in the fields of technology and management" and his "overall dedication to the principles of quality and excellence."

In addition to his full-time duties as Chief Technical Officer, Leopold served on the Board of Directors of Mueller's Sarnia, Ontario subsidiary. He was a member of the Manufacturers Standardization Society; American Water Works Association; American Gas Society; American Society Metals; ASTM; National Fire Protection Association; Society Plastics Industry; and the American Manufacturers Association.

Leopold's engineering career began in 1943 with the Wright Aeronautical Corporation of Woodridge, New Jersey, where, as an Assistant Project Engineer, he helped pioneer work on aircraft gas turbines.

In the early 1950's, Leopold became the Chief Design Engineer for Bendix Aviation's

(continued on page 2)

Milton is Canada Headquarters

Milton, Ontario is now the location for the headquarters of all Mueller operations in Canada. The Mueller Canada Inc. offices in Milton coordinate the efforts of the Canada Valve plants in Brantford, Ontario and Drummondville, Quebec, and Mueller Limited in Sarnia, Ontario and St. Jerome, Quebec.

Here's a look at Milton:

Milton's Population 32,000; 35 Miles From Toronto

Milton, Ontario, is a thriving city with a small town atmosphere and large community amenities, located on the McDonald-Cartier Freeway southwest of Toronto.

(continued on page 2)

Wilbur Leopold

(continued from page 1)



Wilbur R. Leopold

Special Products Division. By 1953 he was the manager of all facets of the company's mechanical and electro-mechanical line.

In 1955, as Group Project Engineer for the Lycoming Division of Avco, a manufacturer of aircraft engines, Leopold supervised product development and research for over half the company's engineering effort.

During his lifetime, Leopold published 14 technical articles in the United States and abroad, and held 43 U.S. patents. His biography appeared in *Who's Who in Engineering*, *Who's Who in the Midwest*, *Who's Who in Finance and Industry*, *Directory of International Biography*, *Men of Achievement*, and *Poor's Register*.

Leopold received his Bachelor's Degree in Mechanical Engineering from the Illinois Institute of Technology in 1943. Two years later he earned his Master of Science Degree from the Stevens Institute of Technology in Hoboken, New Jersey. In 1981, Leopold received an honorary doctorate from the Rose-Hulman Institute of Technology, Terre Haute, Indiana.

Leopold's contributions to engineering were much-recognized by his profession. The American Society of Mechanical Engineers made him a Fellow of the Society in 1972, the Edwin Church Award, in 1973, and its Certificate of Appreciation in 1976. Rose-Hulman awarded Leopold its Distinguished Achievement Medal in 1976.

Leopold was an Eminent Member of Tau Beta Pi, and an Honorary Member of Pi Tau Sigma.

An active member of the Decatur community, Leopold served at various times on the Board of Directors of Decatur Family Service; Decatur Chamber of Commerce; Decatur Rehabilitation Facility; Decatur Chapter, American Red Cross; and St. Mary's Hospital.

In honor of Leopold's lifetime achievements, the Mueller Foundation has established an engineering scholarship in his name at Rose-Hulman.

Leopold is survived by his wife of 37 years, Uretta Virginia, and three sons, Dr. Wilbur Richard III, Charles Joseph, and John Maltby. He was a native of Newark, New Jersey.

Names in the News

David D. Messenger has been appointed to the position of President of Canada Valve Division of Mueller Canada Inc. Canada Valve Division is the distribution company purchased as part of the Canada Valve acquisition in May of 1985 and includes thirteen Canada Valve branch offices with its headquarters in Cambridge, Ontario. Reporting to Mr. Messenger will be Derwyn Gingrich, General Manager-Eastern Distribution, Bruce Collisson, General Manager-Western Distribution, and Nick Kors, Controller.

Overall, Mr. Messenger has seventeen years experience in distribution companies, and brings his proven leadership skills in the construction industry to the Canada Valve Division. He has spent the last three years as President of Capital Equipment Inc. in Hamilton, Ontario, a multi-branch distributor of construction, forestry and industrial equipment. Prior to that, he spent five years as General Manager of W.W. Williams Company in Toledo, Ohio, which is also a distributor of construction equipment.

Mr. Don Maclean has joined the Water & Gas Products Division staff as Division Director - Personnel and Industrial Relations. In this capacity, he has the responsibility for developing and guiding the Personnel Relations of the Water and Gas Division.

Mr. Maclean comes to Mueller from Consolidated Aluminum Corporation in Madison, Illinois, where he was the Industrial Relations Manager. He also had held industrial relations positions at Consolidated's Murphysboro, IL and Shelbina, MO locations. Prior to Consolidated, he held Personnel positions with Amerace Corporation and Amity Leather Products

Company. Mr. Maclean received his BS Degree from the University of California and his MBA from North Texas State University.

David A. Read, President of Mueller Canada Inc., has announced the appointment of Kathleen Cartwright to the position of Director of Industrial Relations.

In this newly created position, Ms. Cartwright is responsible for personnel and industrial relations for all three divisions of Mueller Canada, Canada Valve, and Tri-Canada Superior. Her office is located in the Mueller Canada Inc., Milton facility.

Ms. Cartwright was formerly with Frito-Lay Canada as Personnel Manager - Manufacturing and prior to that with Dornier Packaging in Toronto. She has a degree in Industrial Relations from McGill University and is fluently bilingual.

Mr. Michael Chmelik has joined the Corporate Personnel and Industrial Relations Department as Manager of Personnel Services.

In this assignment, he will be responsible for all benefit programs (corporate-wide) and other administrative functions in the area of personnel services.

Mr. Chmelik was with CR Industries in Elgin, Illinois as the Benefits Manager and Benefits Administrator. He has a BS in Personnel Management from Arizona State University.

Mr. Ben J. Lenk has joined the Corporate Financial Staff as Sr. Tax Accountant. He has primary responsibility for the U.S. Federal Tax Research and Compliance activities of the Company.

Mr. Rich Bloom has been named to the position of Auditor/Analyst. Mr. Craig Hayden has also been named Auditor/Analyst.

Canada Headquarters

(continued from page 1)

Nearly 1000 retail and light industry businesses have found Milton to be the perfect place to locate. Mueller Canada Inc. and a large autoparts manufacturer, Magna International, comprise most of the heavy industry in the city.

Milton has grown from 15,000 to 32,000 residents since 1974. Toronto is only 35 miles away and it is only 25 miles to Hamilton, Ontario. Many people live in Milton and commute to the metropolitan areas for work. The GO Transit system, short for Government of Ontario, provides excellent transportation service for commuters. Daily bus service is available all day long, and there are 3 morning and 3 evening commuter trains to Toronto. Pearson International Airport, only 25 miles from Milton, provides air service from several major airlines.

Recreation is abundant in the Milton area with the Glen Eden Ski Hill attracting tourists from all over. Hiking is a favorite sporting activity particularly in the Bruce Trail area, part of the Niagara Escarpment mountain chain beginning

at Niagara Falls. Other nearby recreational activities include apple-picking at Chudleigh's Apple Farm, street car rides at the Electric Radio Railway Museum, and visits to the past at the Ontario Agriculture Museum, all located in Milton.

Milton hosts several special events during the year such as Steam Era Days, held on Labor Day Weekend focusing attention on old steam engines and all their trappings. During September, Milton holds a Class A Agricultural Fair, a provincial standard fair which is the only one for miles around.

Culture is never more than a step away from Milton. With several metropolitan areas so close at hand, residents have an abundance of arts, music and entertainment festivities to choose from. The education system is a mixture of public, private and separate school districts. There are several colleges and universities located within commuting distance, such as Guelph, McMaster and the Sheridan College of Applied Arts and Technology.



Strictly Personal

NEWS ABOUT MUELLER CO. EMPLOYEES AND THEIR FAMILIES

DECATUR

DECEMBER 1985

Plant Manager's Corner

By Bill Riner

The 1986 budget for the Decatur Plant has been completed. The budget represents our strategy, our game plan if you will for the upcoming year. It is a plan based on essentially the same volume as in 1985 and little help from the market place in the form of price increases. Despite these conditions, we have committed to upper management for much improved performance. This commitment is ambitious if you take into account that our cost for labor and material will continue to rise putting even greater pressure on our profit margins.

Why would plant management be so bold to develop such a plan? Why would upper management accept it as realistic? How can it be done?

First, it is absolutely essential that Decatur continue to improve and that is why many plant people worked very hard searching for answers and putting together a package which capitalizes on every identified opportunity to improve.

Secondly, upper management also recognizes the need for Decatur to improve and after a thorough review agrees that our plan is realistic. Also, I am happy to tell you upper management has demonstrated their support in the form of a large capital investment program for CNC machine tools and the development and introduction of new products to be manufactured at the Decatur plant.

Now I would like to address the question

as to how we plan to improve our profit performance in 1986. The strategy is rather simple. We have developed a very ambitious cost reduction program. The program attacks every aspect of our business and makes a commitment to significantly reduce costs.

Incorporated into our cost improvement program are ways to combat soaring medical and energy costs, method improvements, negotiated savings for the direct material and the supplies we purchase to make our products, further reductions in scrap and rework, and continued improvement in plant productivity. We have organized ourselves to achieve significant savings in each of these areas. Responsibilities have been assigned and time tables established to provide us with the means to monitor our progress and take corrective action if we are not hitting our target in any particular area.

Change is never easy, but it is very, very necessary if the plant is to provide the security and opportunities we all want from our jobs. I am confident that we can achieve our budget commitments and enjoy the benefits that achievement will bring. It will not be easy. It's going to take some very hard work and perseverance. But, based on what I have seen of our progress and the support we have from upper management I know we will succeed.

In closing, I would like to wish you and your family a joyous holiday season and a happy and prosperous New Year.

Art Exhibit A Success

The "On My Own Time" art exhibit sponsored by Mueller Co. and the Decatur Area Arts Council was a great success. There were 17 items entered ranging from paintings to photography to crafts.

Four items were chosen by judges from the Arts Council to be exhibited at Kirkland Fine Arts Center. They were: "Decatur in Brass", a metal sculpture by Bill Horve, General Foreman-Maintenance; "Peacock", stained glass by Jim Lintz, Asst. Credit Manager; "Rose Colored Quilt", cloth craft by Sandee Moyer, Secretary-Finance; "Morning Haze", photograph by Mark Pressley, Molder-Plant 4.

The exhibit was also judged by four Mueller employees. Those winners were: First Place \$50--"Peacock" by Jim Lintz; Second Place \$30--"Morning Haze" by Mark Pressley; Third Place \$15--Ronald Lyons, Machinist-Dept. 70, photograph "Italian Dog".

Everyone is invited to see the exhibition at



Winners left to right -- Mark Pressley, Ronald Lyons, Bill Horve, Sandee Moyer and Jim Lintz.

Kirkland from December 8-20. This exhibition will include the winners from all participating companies.



Bob Leake receives his employee suggestion award from Rex Camfield.

Employees Receive Suggestion Awards

We are happy to announce that nine employees were recently paid for ideas they had to improve the overall efficiency of the Decatur Plant operation.

Suggestion awards ranging from \$25.00 to \$2,749.20 were paid to James W. Hackert; Roger Turner; E. Robert Leake; Gary Brunner; Charles Kingery (3); Stephen Albro; and Robert Vaughn.

Congratulations to each of these employees for their innovativeness and contribution to Mueller's success.

The Road To Safety

Did you know that 50 percent of all fatal auto accidents are related to alcohol use?

Or that one out of every two persons is likely to be involved in an alcohol-related crash during his or her lifetime?

One way we can all help to lower these statistics is to become part of a "designated driver" program. If you'll be with family or friends who will be drinking, all of you will select one person in the group who will not drink and who will drive the others. In another way, if you're hosting a party, provide non-alcoholic beverages and stop serving alcohol at least one hour before you expect guests to start leaving. Call a taxi or ask another guest to drive home anyone who's had too much to drink. The best way, however, is for all of us to never mix drinking and driving.

These safe guards work. Try them.

Thank you to all employees in Decatur for a SAFE 1985 and hopefully an even SAFER 1986

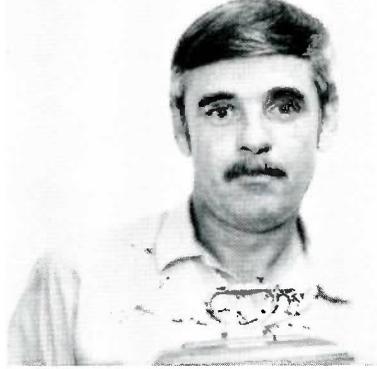
The Safety Department
MUELLER CO.

Service Awards September, October, November

25 year award



Merle Howell



Donald Pease



Stuart Winn



Raymond Howell

Retirements

September, October, November



Glen Burrows - 36+ years



Troy Henson



Michael Tirpak - 35+ years



Robert Cole

Not pictured: Lou Mautz who completed 30 years with the company in July.

10 year award

John W. Davis
James Wonder Pugh

20 year award

Charles Wade
Stan Lange
John Williams

Troubled Employees May Seek Help

The Employee Assistance Program (EAP) sponsored by Mueller Co. to provide confidential assistance to employees and their immediate family members, has proven to be a much needed service. At the end of the first 1 1/2 years of service, a total of 106 individual or family cases had been seen through the program.

The EAP is designed for any employee or family member who is experiencing some personal problem; i.e. marital discord, family violence, alcohol or drug abuse, teenage behavioral problems, etc. It assists the employee or family member to access the needed professional services for assistance with personal problems.

The task of the EAP staff is to take whatever time is necessary to assess problem areas, provide helpful feedback to the individual, and make recommendations for assistance. This often means matching the individual with a community resource which can best meet the person's needs.

The goal of the EAP is to provide employees and their families with a channel for seeking help early in the course of personal problems, and to provide intervention or remediation which enhances employee health and happiness and thus also benefits the company in the long run.

There are currently two full-time EAP professional staff. Kevin McAvoy, Employee Service Center Coordinator, has an extensive background in the clinical and management aspects of EAPs and alcoholism treatment. Kevin has a master's degree in Human Development and has studied alcoholism treatment management at Rutgers, the State University of New Jersey.

Linda Stennett-Brewer, EAP counselor, holds a master's degree in Clinical Psychology and has a strong background in mental health services and professional staff supervision. Judy Hurst provides part-time secretarial support for the program.

The Employee Service Center is housed in the Medical Arts Center adjacent to St. Mary's Hospital. Employees and/or their family members who are experiencing personal concerns are encouraged to take advantage of this employee benefit by calling 429-2339 for a confidential appointment.

Season's
Greetings

Time to Apply for Scholarships

Mueller Co. will again in 1986 award six \$1000 college scholarships among applicants who are sons or daughters of Mueller employees. Five scholarships will be awarded in the U.S. and one in Canada.

In addition, special achievement awards of \$100 will be made to those scholarship recipients who attain grade point averages in the top 10% of their college classes each year.

Applications must be completed and returned to the Decatur Mueller Co. office by March 1, 1986 for the 1986 awards. Forms for application are available from all Mueller personnel offices.

Applicants must be part of the 1986 graduating class of an accredited high school or its equivalent. Winners will be chosen from a merit pool selected according to pre-college test scores.

Where Are They Now?

In June of 1982, Mueller Co. announced its first 5 \$1000 college scholarship recipients. The students were chosen for a Merit Pool on the basis of their A.C.T. or S.A.T. scores and then chosen at random.

Now, 4 years later, let's take a look at the progress of each of these students since entering college:

Beth Schumacher, a senior biology major at Concordia College, will start student teaching in December on the secondary level. While at Concordia, Beth has been active in volleyball and softball, making all-conference each of her first 3 years. She is also the only student representative to the curriculum board. Beth, daughter of Lloyd Schumacher of Decatur's Mueller plant, will graduate at the end of the spring semester.

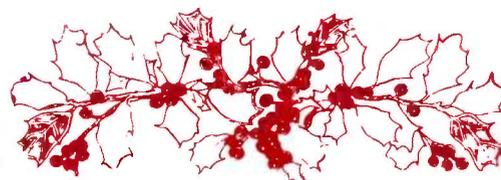
Virginia Sepich, daughter of Joe Sepich of Decatur, is a nursing major at St. Louis University. She has kept busy working in the school's dorms and area hospitals while attending college. Virginia will be graduating in May.

The third 1982 recipient is the daughter of another Decatur plant employee, Robert Henderson. Lori is a senior at Indiana University where

she is a speech and hearing major. After graduation in May, Lori plans to attend graduate school to pursue her masters.

The 1982 recipient from Albertville is Stacey Boutwell, daughter of Julia Winchester. Stacey attended a junior college and then transferred to Jacksonville State, where she is now a senior. Her major is elementary education with a focus on early childhood development. Stacey will also be graduating in May.

John Michael Daniel, son of Marcus Daniel of Chattanooga, is the last 1982 recipient. The computer science major and mathematics minor is now a senior at the University of Tennessee at Chattanooga. John, who has been active in the school's computer organizations, will graduate in August.



Christmas Challenge

FILL-INS (Questions on page 4)

- | | |
|-------------------|--------------------|
| 1. Sleeping Knows | 17. Mild Orient |
| 2. Lord | 18. Roasting Frost |
| 3. Ones | 20. Song Gold |
| 4. Fears | 21. New |
| 5. You | 22. I Tickle |
| 6. New | 23. Earth |
| 7. Away Passes | 24. Exultation |
| 8. Million | 25. Reindeer Games |
| 9. Old Carols | 26. You |
| 10. Rise | 27. Angel |
| 11. Eve | 28. Dressed In |
| 12. Looked East | 29. Laughing One |
| 13. Us More | 30. Horse |
| 14. Eyes | |
| 15. Hens | |
| 16. Thistle | |

Reorganization

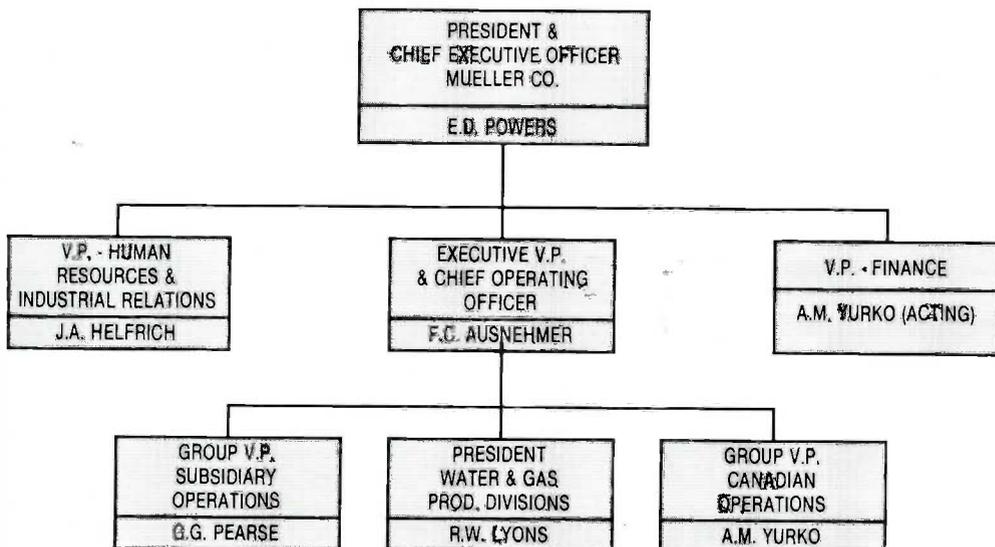
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- Allen M. Yurko was named Group Vice President-Canadian Operations and has responsibility for Mueller Canada, Inc. and Canada Valve Distribution. Mr. Yurko will be relocating to Canada in the near future.
- George G. Pearse was named Group Vice President-Subsidiary Operations. In this capacity, Mr. Pearse assumes responsibility for the business units formerly reporting to Bob Lyons (Mueller Flow Products, B.V.; Leopold Company; and Judd Valve). TCI/Superior and Mueller Pump will also continue to report to Pearse.

In addition to the above changes, Mr. Powers continues to have the following executives reporting directly to him:

- Vice President-Human Resources and Industrial Relations - John A. Helfrich.
 - Vice President-Finance - Open (Allen M. Yurko will serve in an acting capacity until such time as a replacement is named)
- Subsequent organizational announcements will further clarify this new structure.

Mr. Powers stated that he counts on the full support of all employees for this executive team as Mueller Co. continues to pursue the various short and long term strategies which will ensure that it remains a strong competitor in the markets which we serve.



To get the message, read the first letters only bottom to top.



Christmas Challenge

Here are 30 seasonal song titles, each accompanied by a lyric line with at least one omitted word. Your challenge is to fill in the missing words. Once this is accomplished you will discover that the first letters of the filled-in words spell out a message for you. The correct fill-ins are on page 3.

* * *



1. SANTA CLAUS IS COMING TO TOWN He sees you when you're _____, he _____ when you're awake.
2. AWAY IN A MANGER The little _____ Jesus asleep in the hay.
3. WHITE CHRISTMAS Just like the _____ I used to know.
4. O LITTLE TOWN OF BETHLEHEM The hopes and _____ of all the years are met in thee tonight.
5. GOD REST YE MERRY GENTLEMEN Let nothing _____ dismay.
6. WINTER WONDERLAND Gone away is the bluebird, here to stay is a _____ bird.
7. DECK THE HALLS Fast _____ the old year _____, hail the new, ye lads and lasses.
8. (THERE'S NO PLACE LIKE) HOME FOR THE HOLIDAY If you want to be happy in a _____ ways.
9. I HEARD THE BELLS ON CHRISTMAS DAY Their _____ familiar _____ play.
10. HARK! THE HERALD ANGELS SING Joyful all ye nations _____, join the triumph of the skies.
11. I'LL BE HOME FOR CHRISTMAS Christmas _____ will find me where the _____ light gleams.
12. THE FIRST NOËL They _____ up and saw a star shining in the _____ beyond them far.
13. HAVE YOURSELF A MERRY LITTLE CHRISTMAS Faithful friends who are dear to us gather near to _____ once _____.
14. FROSTY THE SNOWMAN With a corn cob pipe and a button nose and two _____ made out of coal.
15. THE TWELVE DAYS OF CHRISTMAS On the third day of Christmas my true love game to me three French _____.
16. (ALL I WANT FOR CHRISTMAS IS) MY TWO FRONT TEETH It seems so long since I could say sister Susie sittin' on a _____.
17. SILENT NIGHT Holy infant so tender and _____.
18. WE THREE KINGS We three kings of _____ are, bearing gifts we traverse afar.
19. THE CHRISTMAS SONG Chestnuts _____ on an open fire, Jack _____ nipping at your nose.
20. IT CAME UPON THE MIDNIGHT CLEAR That glorious _____ of old, from angels bending near the earth to touch their harps of _____.
21. THE LITTLE DRUMMER BOY Come, they told me, a _____ born king to see.
22. I SAW MOMMIE KISSING SANTA CLAUS Then _____ saw mommie _____ Santa Claus.
23. JOY TO THE WORLD Let _____ receive her king.
24. O COME, ALL YE FAITHFUL Sing, choirs of angels, sing in _____.
25. RUDOLPH THE RED-NOSED REINDEER They never let poor Rudolph join in any _____.
26. THE WASSAIL SONG Love and joy come to _____.
27. O HOLY NIGHT O hear the _____ voices!
28. SILVER BELLS City sidewalks, busy sidewalks _____ holiday style.
29. JINGLE BELLS O'er the fields we go, _____ all the way.
30. JINGLE BELL ROCK Jingle bell time is a swell time to go ridin' in a _____ sleigh.

Mueller Co.

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