The Grinnell Pipeline

WINTER 1989 VOL. 2 NO. 1

A Quarterly Newsletter for Employees of Grinnell Corporation

Fire Hydrants — America's Unsung Heroes

Fire hydrants seldom get their due respect. They're short, not too pretty and rarely used. Yet, those millions of bright-colored hydrants speckling our cities and towns are as much a slice of America as a piece of home-baked apple pie. What's more, the fire hydrant serves a vital function in society. Just ask anybody who's ever had a fire in their home, factory or office. For those whose memories are short, it's worth recalling that not too long ago people had to rely on a bucket brigade, not a steady stream of high-pressure water, to put out a fire. That's a little like fending off a grizzly bear with a fly swatter.

It's no coincidence that the majority of companies producing fire hydrants today are located in the eastern half of the U.S. Most began operations before the turn of the century when large cities were concentrated in the East. When these cities began building full-fledged water distribution systems in the 19th century, hydrants didn't exist - but fireplugs did. When a fire struck, fire companies would dig down into the street and punch a hole in the wooden water main. Water would fill the ditch, and firefighters would pump it out or scoop it out with buckets. When they were through, the hole in the water main was plugged with a wooden stopper - hence the term "fireplug."

It wasn't until cast iron became a common water main material that the hydrant, as we recognize it, began to take form. Knocking a hole in a cast iron pipe was out of the question! In addition, the higher pressures possible with the new pipe material demanded a better way to provide access to a dependable supply of water during a fire. The modern hydrant began to proliferate.

Even then, fire hydrants often were looked upon more for aesthetics than for functionality. The mere presence of a hydrant on a city street corner was a source of pride for the community, because the hydrant was a sign that the town was progressive enough to have a public water system. Consequently, early hydrants tended to be very ornate, even to the point of hiding their real purpose.

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The Grinnell Pipeline

The GRINNELL PIPELINE is published quarterly. The following information is furnished for your convenience should you have any articles, suggestions or comments regarding this newsletter.

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From The Top

We have seen considerable change and growth in Grinnell over the last couple of years. This growth has meant changes to our organization. I'd like to take this opportunity to explain how Grinnell is organized and how we make decisions.

The simplest way to explain our organization is to glance at the chart shown below. There are 5 separate operating units - Supply Sales, Fire Protection, Allied, Mueller, and Grinnell Manufacturing, and a few functional operations to support the operating units. The chart depicts that the operating units are separate and individual profit centers - which they are. However, this is the difficulty with organizational charts; in reality, we strive for a team approach; that is, even though we are decentralized and managers run their own businesses, we also understand that a fast road to success for the company is developing a cooperative team effort.

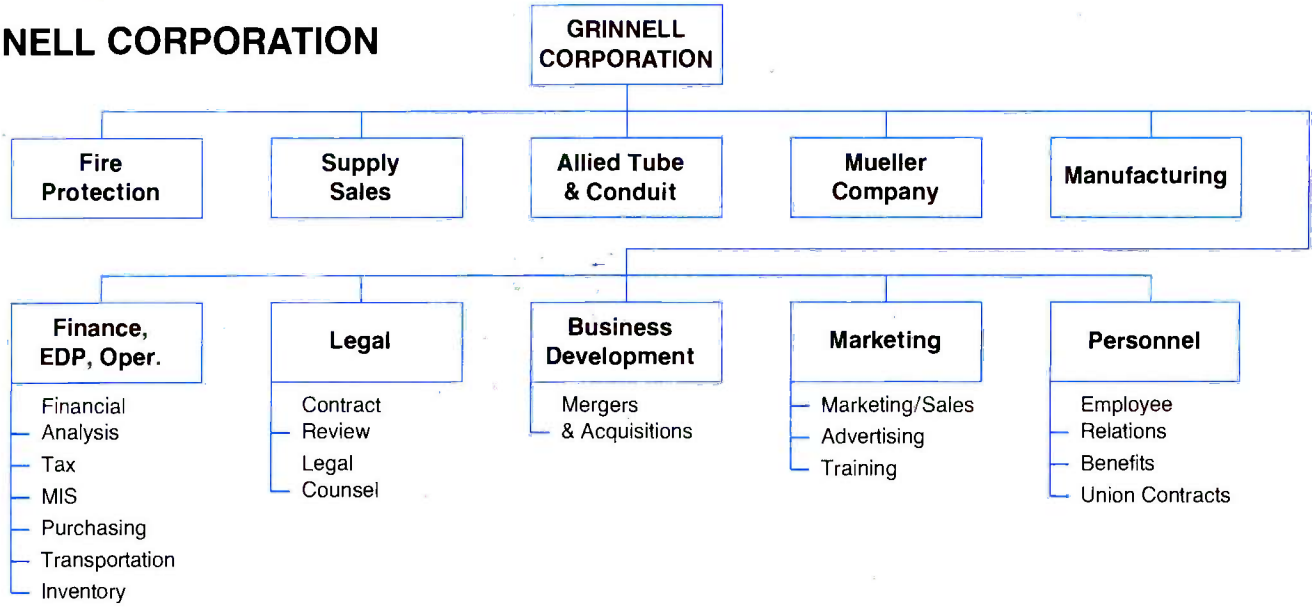
Decision making is encouraged to be a team effort. Everyone should be heard as we make decision. This is why I have personally met with many small groups of our employees of different operating units over the last few months. We met at field locations and at the Grinnell Education Center. I found the exchange of ideas and listening to your concerns to be very worthwhile and we have taken action where appropriate as a result of some of these discussions. We will continue meeting with small groups throughout Grinnell and hopefully foster an environment of open door thinking. We, of course, urge all managers in the company to do the same.

L. Dennis Kozlowski, President.

Our team effort should induce operating units to competitively buy company-made products from each other, exchange technical information, seek mutual cost reduction opportunities, and strive for the overall betterment of Grinnell Corporation and provide opportunities for our employees.

We are a strong and growing company. Let's be sure to use all of our strengths together so that we may competitively penetrate our markets. Only your personal efforts will make this happen. ■

GRINNELL CORPORATION



America's Unsung Heroes

(Continued from page 1)

One of the first threats to the longevity of the early cast iron hydrants was freezing, which caused the upper part of the hydrant to burst. Many early patents were for various combinations of levers, springs and other contrivances to allow the hydrant to flow water yet drain itself once it was shut off.

When the automobile appeared on the scene, it quickly joined freezing weather as one of the hydrant's biggest enemies. To counter this new threat, several "traffic" model designs, which let the hydrant break off at ground level when struck by a vehicle, were patented in the early 1930's.

Some of the oldest companies in the water works industry still consider hydrants one of their most important product lines. Mueller Co. of Decatur, IL, founded in 1857, is now considered one of the world's largest hydrant manufacturers. Mueller's Water & Gas Products Division now turns out more than 10,000 variations on their most popular hydrant design.

A large slice of each company's annual business is in replacement parts rather than new hydrants. Vandals, cars and any heavy machine that comes in contact with a hydrant still can cause major damage. Snowplows are big offenders; one sales manager at a midwestern hydrant manufacturer called snowplow drivers "our favorite people."

by John Boatman
Valve Magazine/October 1988 ■

Hydrant Breaking Demonstration — turn of the century, note the dress of the day.

First Baby Of '89 Contest

Will it be a boy? Will it be a girl? Who ever the lucky family is to have the first baby of 1989, we're waiting with you!

The first baby born in 1989 will receive a Grinnell T-Shirt, a $50.00 Savings Bond and its baby picture will appear in the spring issue of the Grinnell Pipeline.

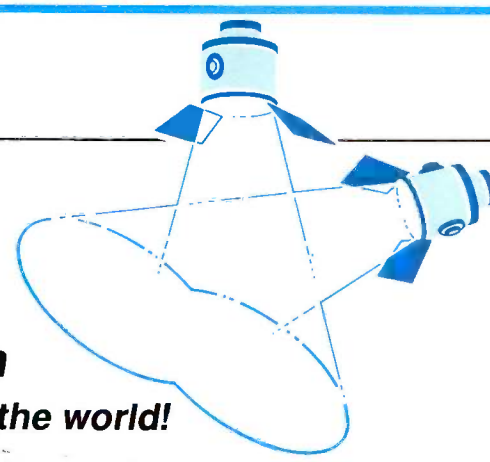
To be eligible for this contest, one of the baby's parents must work for Grinnell Corporation or one of its subsidiaries.

To enter, submit a copy of the baby's birth certificate, the employee's name and location to:

The Grinnell Pipeline
3 Tyco Park
Exeter, N.H. 03833

Just so the expecting families know . . . if twins are born, a second T-Shirt and $50.00 Saving Bond will be given . . . if triplets are born, the mother will receive the T-Shirt and Savings Bond!!

Best of luck and best wishes to our expecting Grinnell families! ■



The Spotlight

Allied Tube and Conduit Corporation

Largest manufacturer of zinc coated tubing in the world!

We started by manufacturing only EMT (Electrical Metallic Tubing), the thinwall pipe or "conduit" used to protect electrical wiring. However, over the past 30 years we have grown considerably. I think you'll be surprised at the number of times every day you come into contact with, or use a product, part of which was manufactured here at Allied.

For example, if you are reading this article under electric lights, there is a good chance that it is Allied electrical conduit nestled safely within the walls of your home or office, surrounding and protecting the electrical wiring. Steel conduit has been accepted as the safest and most practical method of installing wiring since Thomas Edison used the steel pipes, formerly used to carry gas, to install the electrical wiring that brought electricity to New York City. As a matter of fact, the "Schedule 40" pipe that was originally used for gas lighting in the early 1900's was the only heavywall (rigid) conduit available until the early 1970's when Allied originated IMC (Interdediate Metal Conduit), a direct alternative for rigid conduit. "IMC" was developed by Allied specifically for use as electrical conduit. It is lighter in weight yet stronger than rigid conduit which cut electrical installation costs without sacrificing performance. Allied's Electrical Division helped change the electrical construction industry with the introduction of IMC to the marketplace.

Allied's mechanical and structural tubing is virtually everywhere you look: Baby Strollers, Hand-Pull Golf Carts, Lawn and Garden Equipment, TV Towers, Bike Racks for your car, Trampolines, Scaffolding, Sign Posts, Juvenile Furniture, Garmet Conveyors, and even Greenhouse Structures.

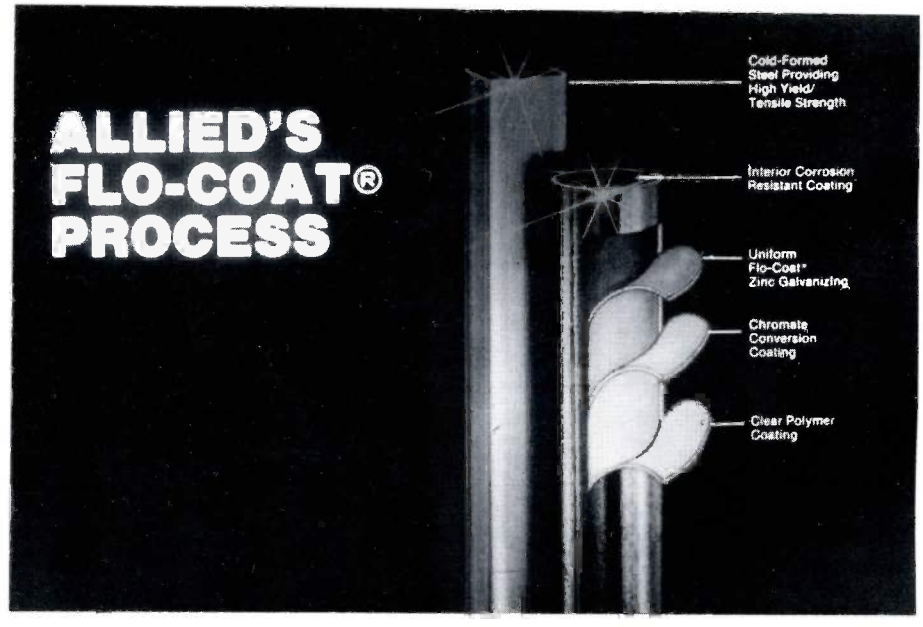
Our Mechanical Tube Division offers its customers, both consumer and industrial tubing with a wide variety of decorative finishes and embossed textures over a corrosion resistant coating, that often eliminates the need for an additional exterior finish on their completed product.

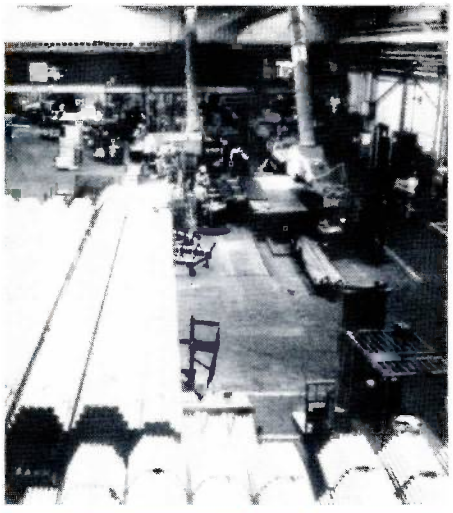
If you purchased the chain link fence that encloses your back yard, from Sears, the posts and top rails were probably manufactured at Allied. Our Fence Division is a major supplier of fence framework to Sears stores nationwide. You can also find our fence posts and top rail in the chain link fences along state highways, enclosing Army and Navy facilities, even surrounding prisons.

Allied introduced SS-40® fence pipe in the mid 1970's, a lighter yet stronger product than was previously available. Today, SS-40® is the most widely used fence pipe in the domestic fence industry. We also furnish fence pipe, pre-cut to specified lengths, allowing fence contractors to save on their inventory and handling costs.

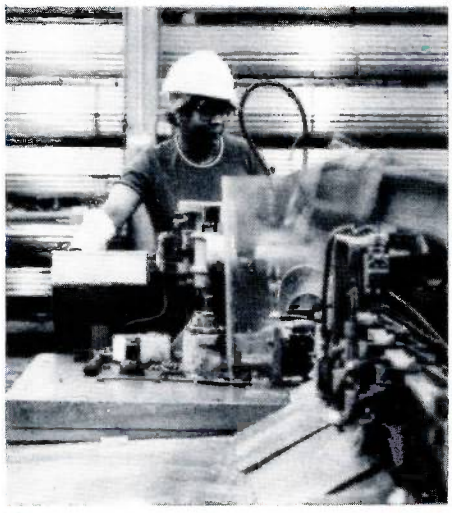
Allied is also a supplier of sprinkler pipe to the fire protection industry. In the early 1980's, we introduced "XL" pipe, the first new metal piping product developed specifically for the fire protection market. The acquisition of Allied Tube & Conduit by Grinnell Corporation in August, 1987, greatly expanded our market share in the fire protection industry, making Allied a major supplier of the steel sprinkler pipe used in fire protection systems across the United States.

Thirty years ago, the manufacturing technique for making steel tubing was fairly standard. First the steel was formed and welded into a tube. Next, the tubing was cut into uniform lengths. Finally, the cut pieces were dipped into molted Zinc ("Galvanized") to protect them from corrosion. In 1959, the founder of Allied





Pipe being cut in Mill #1.



Special product packaging in factory at Harvey.

developed a method of galvanizing the tubing while it was still on the production line. This revolutionary technique increased production efficiency by saving time and extra handling and was the idea that started Allied Tube and Conduit Corporation. We call it the FLO-COAT process.

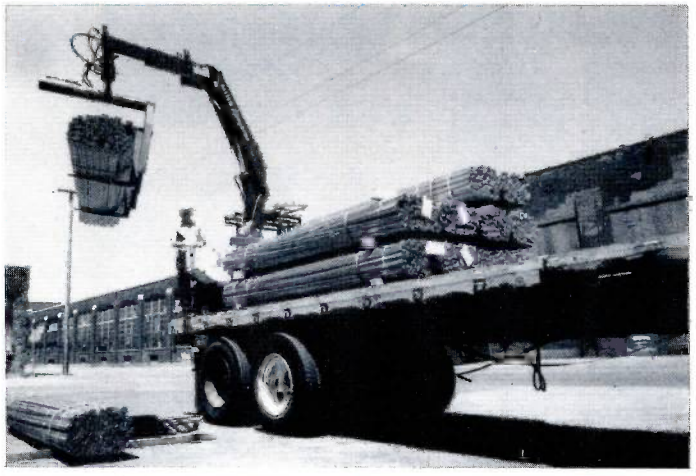
In 1960, Allied's first plant opened in a 24,000 square foot building in Blue Island, Illinois. Less than ten employees and one tube mill produced EMT at a continuous rate of 2 feet per second — a dramatic increase over industry average! Sales were slow at first, due to a 1960-61 business recession, but by 1963 a second mill was added, and annual gross sales soared. The product line had expanded to seven sizes of EMT, rigid conduit, and general purpose mechanical tubing.

In 1965, the equipment from Blue Island and over 100 employees moved into the new main plant located on ten acres in Harvey, Illinois. Additional space was added in 1968 for a total of 200,000 square feet, as Allied expanded its product line to include fence framework. In early 1969, our Philadelphia plant opened with 80,000 square feet, one mill, and thirteen employees. By 1973, that plant had doubled in size and capacity, and warehouses were being opened across the United States.

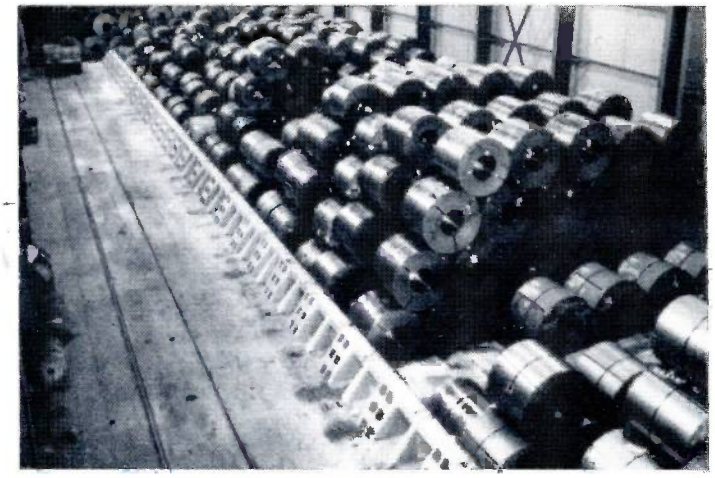
Almost every time Allied entered a new market, we were able to develop a new, lighter weight, stronger product. However, Allied has grown not only because of technical innovations, but because we promise and deliver *service*. We have a tradition of one- or two-day delivery to wholesalers, and we pioneered the concept of fast delivery on behalf of the wholesaler directly to *his* customer at the job site, with a trucking fleet equipped with kangaroo cranes (developed by Allied) that allow the truck driver to unload the pipe without extra manpower.

Today, Allied Tube and Conduit boasts of over 2 million square feet of warehouse and production space, and over 20 manufacturing and distribution centers. Our high speed production facilities in Harvey and Philadelphia are capable of producing steel tubing at a rate faster than 12 feet per second, and over 500,000 tons per year. The Allied mills (there are now 6 in Harvey and 2 in Philadelphia) roll round products between ½" and 4½" outside diameter, in 7 through 22 gauge wall thickness. Square product is available in ⅝" through 3½" DD and 11 through 22 gauge. Electrical rigid product finishing, and threaded and coupled pipe, for Grinnell, is produced at our Houston Facility. In addition, other custom shapes such as rectangles and ovals can be manufactured to meet our customers' needs.

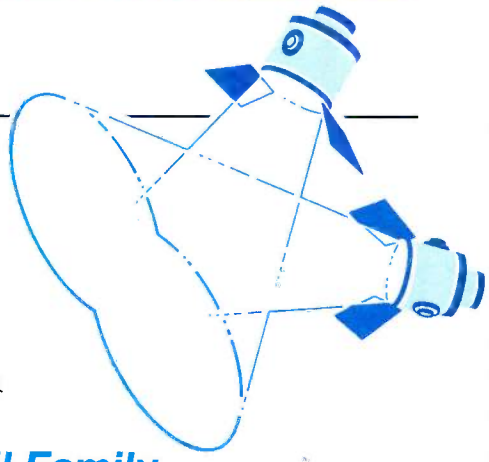
Allied continues to forge ahead into its thirtieth year, and is still growing. With a history of innovation and service, Allied is the number one choice for steel tubing, and Allied looks forward to making new advances as a Grinnell company. ■



A kangaroo crane allows the driver to work unassisted.



Bins of steel coil waiting to be split.



The Spotlight

Mueller Company

An Old, Established Corporation With An Excellent Reputation

We Welcome Mueller To The Grinnell Family

Mentioning the name "Mueller" in the water works industry is like dropping the name "Cadillac" in a personal conversation. People know the name and the product without need for explanation. Mueller Company is recognized and known as one of the pioneering companies in its industry. It's founder, Hieronymus Mueller, started his company in pursuit of a more reliable, safer way to install water services.

Like Tapping A Wine Keg

Back in 1857 when Mueller was started, potable water services were connected to the pressurized water main in a manner that had more than just casual resemblance to tapping a wine keg. A brass valve with a wedge-shaped inlet was hammered into a small hole drilled into the main. Most of the time the valve stuck in place and the plumber went on with his task of hooking up the customer's service. But occasionally, the valve either popped back out of the hole or the wedged inlet split the brittle pipe and allowed water to flood the ditch. Of course, the main concern of the plumber turned from the work at hand to getting out of the ditch before it filled with water.

The First Bronze Stop

Mr. Mueller developed the modern corporation stop with a specially threaded inlet. He also patented a new machine that would drill and thread a hole in the water main and install the stop, all without shutting down the main or allowing water to escape uncontrolled. This was obviously a safer way to do the job, and also resulted in a stronger, more dependable connection.

Today, that stop and machine are the standard way to install a service line. Mueller's first bronze stop has grown since then to the largest assortment of water works products in the industry.

"Never make a product unless you're willing to put your name on it."

An innovation patented in the late 1800's is the water pressure regulator. Anyone with a memory of water-hammer in the pipes at home can appreciate this Mueller invention. And Mueller continues to introduce innovative designs. An example is the Mueller version of the resilient seat gate valve, a valve that uses rubber seating surface to provide a water tight shutoff. The new design was necessary if the company was to continue to follow the traditional advice handed down from the Mueller family, "Never make a product unless you're willing to put your name on it."

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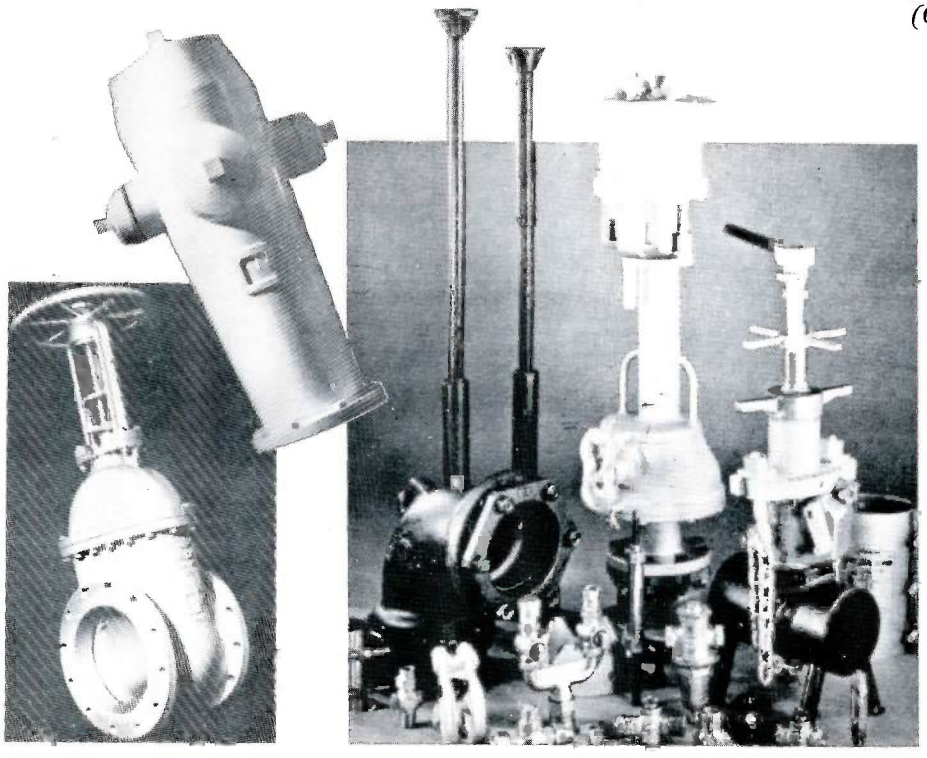

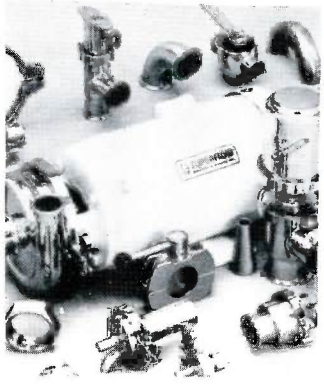

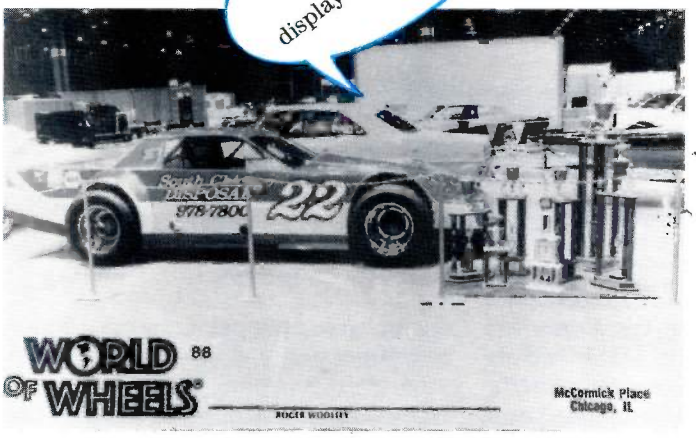

Car 22 — Where Are You?

I'm car 22 and I'm going around in circles, chasing a dream of speed and victory. I'm a Late Model racing car. Right now, I'm an '88 Camaro, but I have a wonderful body that can be changed into many styles by hanging a different type of aluminum or fiberglass on me. I'm probably safer than the cars that come off the assembly line because I'm made of round steel and square tube steel, and I'm all welded together and I'm rigid! If you tipped me on my side to change my tire, you would still be able to open my door, because my Port City Chassis won't change my shape or "flex". I'm equipped with an on-board fire extinguishing system and seat belts, and my windows are made of Lexan (like in the airplanes) so that they will not shatter. Even my tires are painted silver day-glow so that people can duck if one of them flies off and sails towards them as I speed around the track. I even have my own trailer that I can drive into for repairs and tune-ups.

I have a wonderful owner, whose name is Wayne Para. He works all week long at a company named Allied Tube in Harvey, Illinois, where he is a tool and die-maker, but on Friday and Saturday he comes to the track to play with me. Sometimes, Wayne brings his 19 year old son, Kevin with him. Kevin likes to drive me as fast as his dad does, and this year I helped Kevin to become "Rookie of the Year" at the Grundy County Speedway in Morris, Illinois.

I like it when Wayne drives me. He's been driving in races for a long, long time and in 1985 (before I was born) he won 21 feature events during one season at the Raceway Park in Blue Island, Illinois. And he knows all about fires and accidents because he is a volunteer fireman and an EMT, so I know he will try not to hurt me. Although one night he had me worried! We were on a quarter mile track in the feature race, and hitting 85 miles an hour on the straight-away. I was so close to the wall that I could feel that steel strut on the wall grab my body and start to turn me into the cement wall near the pits, so I wrapped one of my tires around a cable hanging off the strut and Wayne and I went flying through the air and over the wall. I spent the rest of the night in my trailer having a little R&R!

And let me tell you - not only do I have class and style - I cost BIG BUCKS! Even though Wayne loves me, and spends whatever he wins on me, I wouldn't be able to run around as much as I do without our sponsors, Marv and Norm Ardama from South Chicago Disposal. They're such good guys, I even let them paint their company name on my sides right beside my name, 22.

You know, I will look for all of you as I circle the track - so the next time you see Wayne and me warming up my wheels, give a shout and a wave, and let me know you're with us from the yellow, to the green, to the black and white flag right into the winner's circle. ■

TRAINING • TRAINING • TRAINING • TRAINING • TRAINING • TRAINING • TRAINING • TRAINING

The Grinnell Corporation employee training catalog for fiscal year 1989 is now available.
To request a copy of this catalog, please contact Barbara Jacques at the
Corporate Headquarters of Grinnell Corporation or call 1 (603) 778-9200.

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Moving On

Good Looking Grinnell

Exhibit booth showing true professionalism.

Exhibit display showing a variety of products. Note the mirrored wall box showing the FRS.

Grinnell shows its total product line at approximately seventeen international, national and regional exhibits, conventions, annual meetings, and trade shows in the course of a year. These forums enable us to obtain the greatest exposure to the most people for the least expense and are an excellent mode of advertising.

Critical to determining the location of an exhibit is the accessibility of professionals from the high-tech areas who present technical papers, and the availability of workshops, and many times, the tremendous appeal that locations such as Hawaii, Disney Land, Disney World and Bermuda have to families of attendees.

The audiences are generated from many business related organizations such as the National Fire Protection Association; The American Fire Sprinkler Association; The National Fire Sprinkler Association; The American Hotel and Motel Association; the Construction Specifications Institute; the American Suppliers Association; the Plumbing, Heating and Air Conditioning Contractors Association, and the American Society of Plumbing Engineers.

As a result of the stimulation of an exhibit, Grinnell receives good, solid leads from architects, contractors, engineers, and distributors, which enables us to disburse additional product information and often this results in future engineering meetings and seminars.

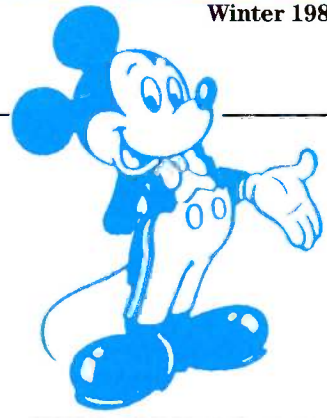
Planning for an exhibit begins months and, sometimes, years in advance of the event. Every exhibit is a separate challenge in logistics to coordinate the shipment of material, the planning of space, the coordinating of personnel to erect the exhibit and to be present to communicate with visitors during the exhibit. Details such as lighting, carpeting, furniture and flowers, all enhance the image that Grinnell wishes to express and ultimately draws the people into contact with our personnel and products.

A physical structure must be conceived and erected which may have to fit in a space which could be as small as 10 linear feet to a 20 by 20 foot island arrangement. These structures are built to last for at least 3 years and under every conceivable situation.

All products are individually selected with a great deal of attention to detail. An eye-catching and dramatic presentation of the Early Suppression Fast Response Sprinkler is currently being highlighted in a mirrored wall box, the gold-plated sprinkler appears to be suspended in air, a sparkling event that attracts the curious and draws the crowd to the display. Other products such as the Allied Piping products, Gruvlok fittings, Hangers and Power-Strut materials, Hersey products, and Butterfly valves, are also displayed with an eye towards capturing the viewers' attention. Ideas are being collected for next year's schedule and the addition of the exciting Mueller line of products.

Certainly, from original planning, to actual erection, to final dismantling, Grinnell Corporation is a professional "exhibitor" in the truest sense of the word.

Facts, Figures and Comments contributed by Bob Percival ■



Where Have All The Drafting Boards Gone?

Oh, where . . . Oh, where have the drafting boards gone?? This is increasingly being sung by the design engineers in the district offices. The drafting boards are being replaced with a computer system called GDS which means Grinnell Design Systems. The GDS system was a joint effort between the Corporate MIS Department and Design Engineers that are in the field.

The design engineers previously designed a fire sprinkler system for a building by using a drafting board. This was very time consuming because the walls, beams, and sprinkler system had to manually be drawn. By using the GDS system, the design engineer can design sprinkler systems quicker, create a high-quality drawing and can also interface with other computer design systems which eliminates duplicate work.

Monthly training sessions are held at the Grinnell Education Center which are conducted by a trained staff from the Corporate MIS Department.

The training sessions last one week and the design engineer is then ready to design a sprinkler system with a keyboard and computer terminal versus a pencil and drafting board! The training sessions started in January, 1988 and there are now forty-two trained design engineers in the districts and sub-districts. After the training sessions, the design engineers are able to contact the Corporate MIS staff for support and help in resolving problems.

Don't be surprised if you now see a design engineer flexing their fingers and turning on a computer instead of sharpening their pencils and dusting off their drafting boards!

Rich Von Oeyen and Beth Elliott preparing for the next GDS training session.

Would You Like To Fly In My Beautiful Balloon?

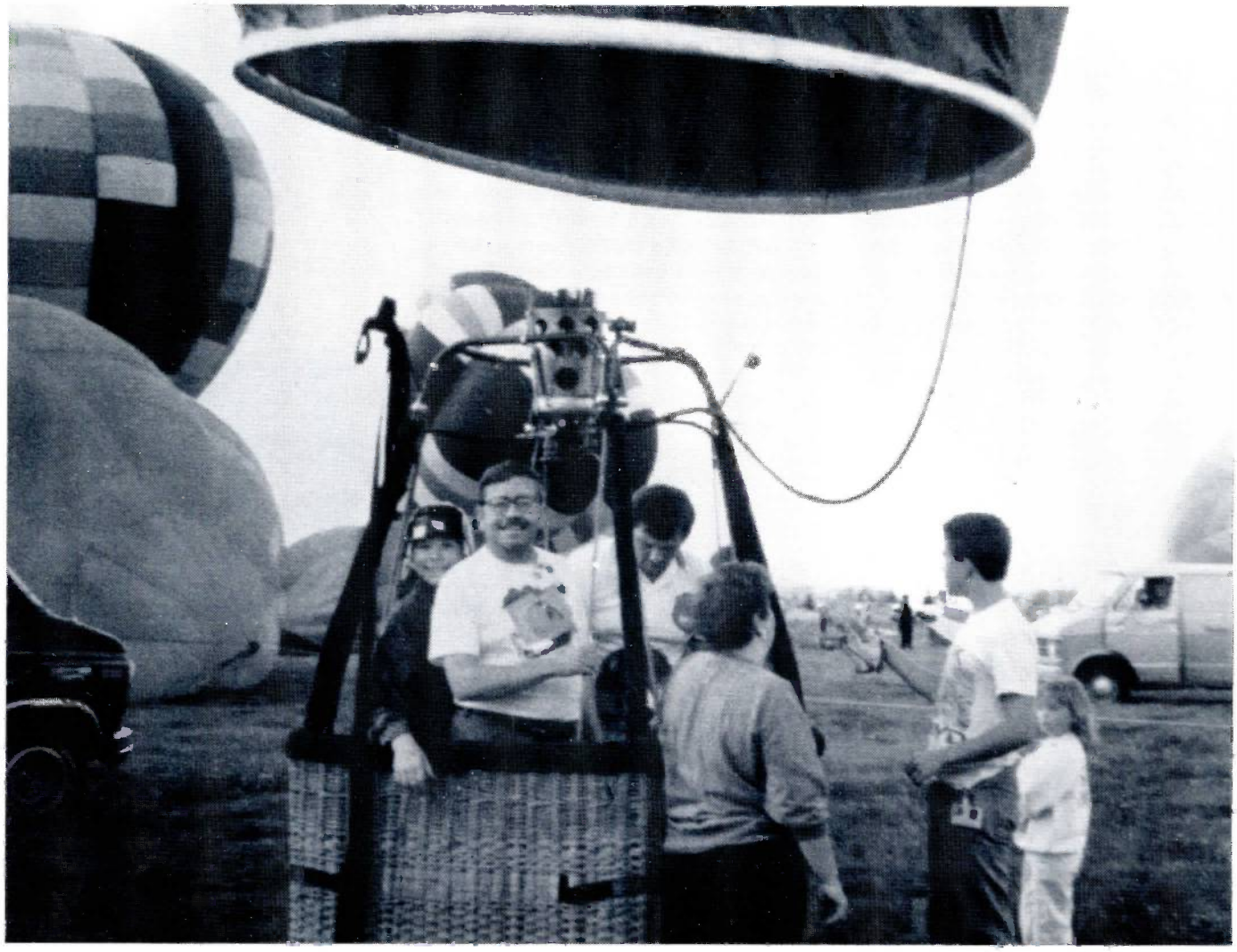
On many warm, windy days, you can find Rich Waggoner with his head in the clouds! Rich is the Industrial Relations Manager at Allied, Philadelphia, and he is a member of a hot air balloon crew.

For the past three years, Rich has spent much of his leisure time as part of a two-crew team in a club called the "Rainbow Riders". Both crews work in preparing the balloon for flight and dismantling it after the landing, and they take turns tracking the flight from a truck on the ground, and floating in flight in a basket through the air.

Ballooning, like many other sports, is not as easy as it looks. You must be a licensed pilot who has been certified in ballooning in order to fly a hot air balloon. A balloonist has to plot a course, know how to navigate, has to watch for wind changes at different altitudes, watch for power lines, and be aware of other potential dangers. And if the wind is over 5 miles per hour, the landing can be treacherous, dragging the crew along the ground.

This past summer, Rich participated in the North American Hot Air Balloon Championships in Montreal, Canada. These competitions are colorful and exciting, each flight differing according to the route and the speed of the balloon both of which are determined by the wind. From a starting point five miles away from the target area, each balloon had to fly over the target and drop a sand bag right into the bulls-eye.

There is no noise in a balloon in flight, no sensation of movement, because when you fly in a balloon you are in the arms of the wind. Yes, Rich, we would like to fly with you. ■



Mueller Company

(Continued from page 6)

A Marked Increase in Productivity

Mueller began several years ago to integrate robotics into its operations where such equipment can best help the company achieve its goal of being the low-cost producer in the water works industry. Company engineers, working with foundry equipment and materials handling suppliers, have designed a compact foundry unit that allows just two people to produce most of the basic castings for its high-volume brass items.

The Decatur plant is using a new work-cell concept with one person operating a cluster of machines, rather than the common practice of one person/one machine. Through the effective integration of computer-assisted machines and modern quality assurance programs, this new concept has allowed a marked increase in productivity without sacrificing the quality of the end product.

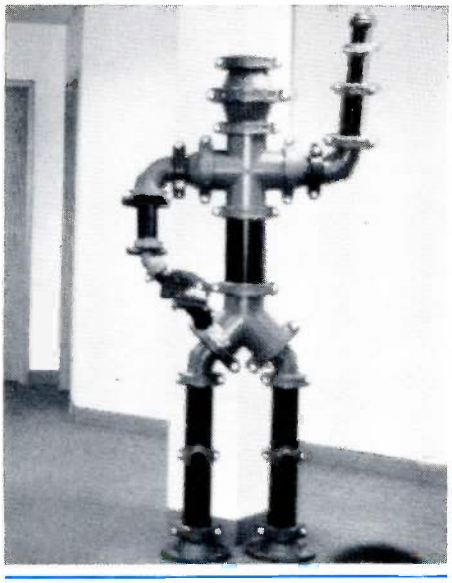
Serving The Potable Water Industry

Many of the products Mueller sells to the potable water distribution industry have counterparts used in natural gas distribution, a market the company has served almost from its founding when households used manufactured or coal gas. Mueller pioneered many of the products and specialized procedures needed to install and maintain gas mains and service lines without having to interrupt service or allow the escape of gas. The company's line of iron valves, forged steel service tees and fittings, and drilling machines is nearly as extensive as its line of water products. After World War II, Mueller did extensive R&D work to integrate the then — new item called an "O-ring" into existing gas valves and equipment, making them more dependable and safer to use.

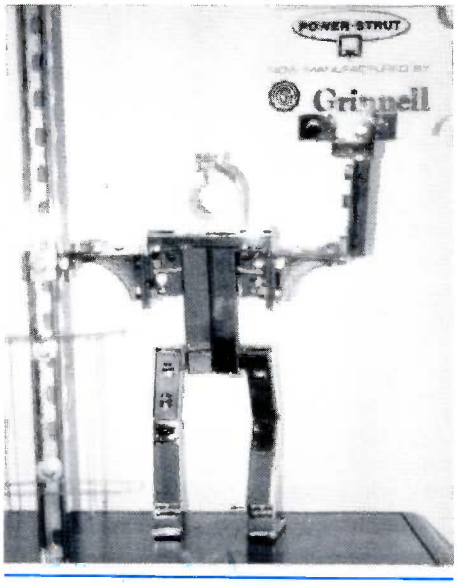
Mueller Strives For "Quality"

While Mueller products and markets are similar in many ways and diverse in many others, they all share at least two aspects. All are related to the control of fluids in piping systems, and all are designed and manufactured to provide easy installation, minimum maintenance and long life. At Mueller the word "Quality" goes beyond just the physical appearance of the product to include cost-effective performance of the product over its lifetime, and personal service to the customer before and after the sale. ■

Two New Men in Exeter



Meet the "GRUVLOK MAN" seven feet tall, and all made from Grinnell Pipes and fittings.



Also introducing the "STRUT MAN" who is fashioned with steel struts used to hang pipe.

Achievements

Inspectors Deserve Respect

Recently, the annual meeting for Inspector Administrators and Key Inspectors was held at the Grinnell Education Center. At this meeting, many issues were discussed . . . from reviewing last years' numbers, sharing ideas on how to avoid shortcomings and pitfalls . . . to suggestions on how to improve the inspection area.

Perhaps the most important result of this meeting was the unity shown by all the participants as they were recognized for the important job that they do overall.

Dennis Kozlowski emphasized this in his address to the meeting and acknowledged the positive outlook for the future in the inspection area. As Dennis announced the winners of the Inspection Contest, the winners were presented with a plaque. A sense of pride was felt by all for a good team effort.

Winners

First Place: John Caulfield, Philadelphia, won a one week trip for two.
Second Place: Bob Bussiere, New England, won a long weekend trip for two.
Third Place: Ida Beer, Pittsburgh, won Dinner and Theatre for two.
We applaud all the inspectors and remind you that you do indeed DESERVE our respect!! ■

John Caulfield, Steve Vieira, (Manager, National Accounts), Ida Beer, Bob Bussiere.

Who Said Dreams Don't Come True?

By Myrna Cummings

Bill Testa, General Manager, National Accounts in Providence, Rhode Island, has a very special person in his life — his daughter, Mary. She is a talented actress, singer and comedienne.

After graduating from North Providence High School, Mary attended the Governor's School for the Arts in Bristol. From there she attended the University of Rhode Island where she majored in Theatre.

She gained experience in several productions before venturing to Broadway. For two years, she understudied five parts in the hit musical "Barnum". Mary was also the understudy for Liza Minnelli in the musical "Rink". During the run of this show, Liza Minnelli became ill and Mary assumed the starring role! Mary also performed in her own cabaret act at the Westside Arts Theatre. Those are just a few highlights of her successful theatre credits.

This versatile performer appeared for thirteen weeks in the television program "Our Group" and also on the popular series "Ryan's Hope". For those of you with cable, the Disney channel occasionally shows the production "Disney Salutes the Smithsonian" and Mary is also seen in it.

From Broadway . . . to television . . . and now to the movies . . . Mary had a part in "Going in Style" and is currently working in Canada on a film with Jane Fonda.

Mary Testa is truly making her dreams come true. Bill and Helen are very proud of her! ■

guest columnist

Mary Testa, star of stage, television and movies.