

WHEELABRATOR

PARADE



**PROFIT-SHARING
AND YOU** — pages 8-9



As We Enter a New Decade

To list all of Wheelabrator's achievements during the last ten years in a few paragraphs is as difficult as trying to predict all that the next ten years will bring. Certainly, though, some facts emerge as pre-eminent as we close out the 60's and move into a challenging new decade.

For one thing, the sales of Wheelabrator Division products have passed the \$60 million mark for the first time in our history, a remarkable accomplishment when compared to our 1960 record of \$19 million. With total effort by everyone, increasing our annual sales to over \$100 million dollars is clearly within reach.

New products and markets supported the sales increase of the '60's, notably electrostatic precipitators and other air pollution control devices, vibratory, orboresonant, and ultra-sonic cleaning systems, automated blast equipment with profitable, new applications, higher quality abrasives and new media lines, and high speed drilling equipment. The 60's also saw us strengthen our position in the international market place, with affiliates in every major industrial nation in the free world.

Employment reached its highest peak in the 1960's, with a record work force to date. At the end of 1969, our backlog of orders was also the largest on record, a

sign of our future growth and a challenge to our manufacturing ability as well.

In general, the last decade placed us on firm ground with better products, markets, and manpower and we enter the 70's with confidence.

It has been said that for the 70's, the best road to profit, and perhaps the only one, is to make enterprise and technology serve man better. Certainly this idea underscores our long history in the air pollution control industry, and we expect this area to be increasingly important in the years ahead. But as Wheelabrator continues to play a dynamic role in the solution of our nation's air pollution problems, we must recognize that this is a field which is subject to greatly increased competitive pressures, and efforts to reduce costs while maintaining quality are vital.

As I said before, a decade of accomplishments and expectations cannot be set down in a few words. Further assessments of our operations appear on pages 4-5-6 of this issue of *PARADE* and I refer you to them. Also, we have again contributed a record-breaking amount to our Profit-Sharing fund, a tribute both to our firm and the dedication of its employees. I am pleased to say that 1969 closes a decade of growth at Wheelabrator that points the way to the exciting years ahead.

James F. Comaratta

President

VITAL ALUES
W
FOR INDUSTRY

WHEELABRATOR
PARADE
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ON OUR COVER

"Let's go home" — It's 3:30 and employees leave from the South Gate. The picture serves as the theme for this year's Profit-Sharing Report — "Profit-Sharing and You" on pages 8-9.

focus on:

Plant 3

Where Is It?

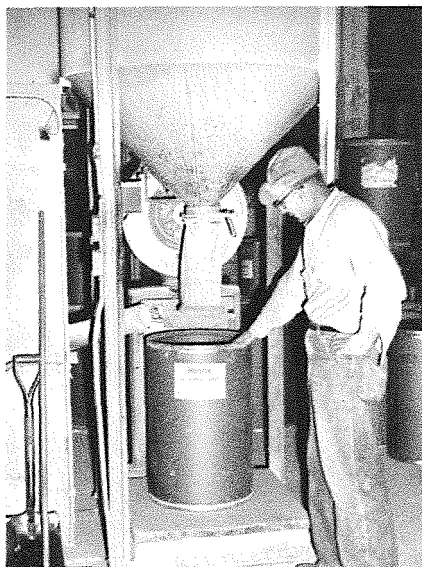
**What Do We
Make There?**



Left — Liquid compounds, mixed at Plant 3, enjoy wide application when precise amounts of compound are required. Center — Plant 3's entrance. Right — Plant 3 employee "Bogie" Bogaert adds dry chemicals to a compound mixer.

Plants 1 and 2 are familiar to everyone. Plant 4 (Balcrank) is no stranger as well. But somehow, in the mathematical shuffle, Plant 3 rarely makes the news. Does it exist? Certainly.

Joe Sosinski, group leader of Plant 3 operations since their beginning, prepares to fill a drum with Honite-brand compound.



Located at 1703 South Ironwood in South Bend, Plant 3 might be the "least sung" Wheelabrator operation, yet for seven years, its three-man work force has produced hundreds of dry and liquid compounds used in barrel and vibratory finishing.

Obtained in 1945

Wheelabrator obtained Plant 3 in 1945 and leased it for many years. Evidence of one former occupant, who operated the building as a wood finishing shop, remains in the form of stained paneling inside the plant entrance. Today, however, bags, drums, and carboys of chemicals occupy much of the building's floor space and large compound mixing machines line its walls.

Finishing compounds, whose formulas can require as many as eight different chemicals, impart soil suspension, detergent cleaning, brightening, corrosion inhibiting, lubrication, rinsability,

and water conditioning to the vibrator or tumbling barrel's work load. If that list sounds like a laundry detergent commercial, you're right.

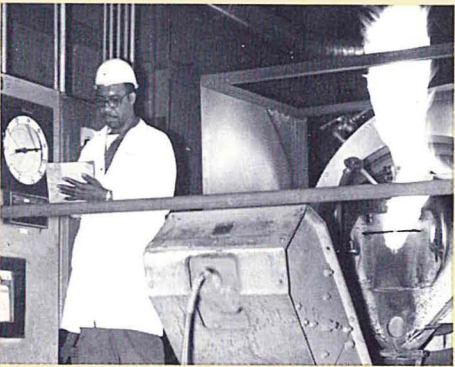
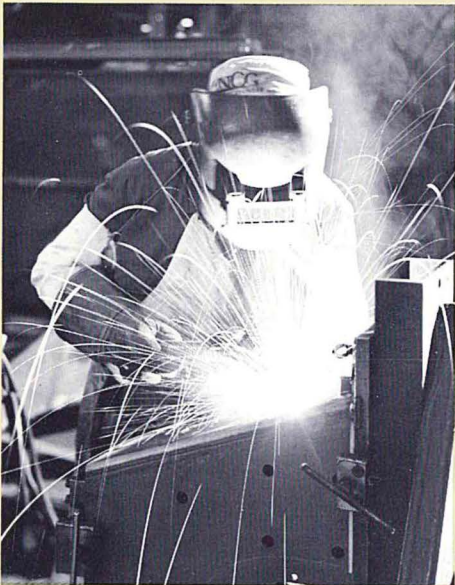
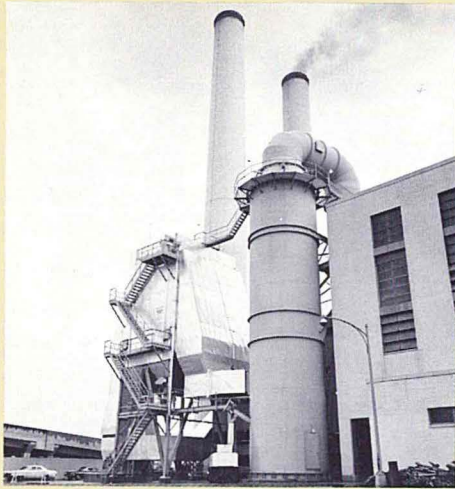
The Industrial Laundry

"Soft" water and special detergents in a home laundry can be compared to compounds when industry "does its wash" — cleaning parts in vibrators or tumbling barrels. As any homemaker knows, washing clothes with "hard" water is a tough job, but trying to clean a piece of metal is even tougher. When attempts to process parts without compounds are made, parts get scratched and look dirty because billions of metallic particles caused by abrasion adhere to the pieces. In fact, such surface deposits make further work on the parts difficult — such as soldering, welding, or brazing. Without Plant 3 compounds, little effective finishing gets done, but with them, beautiful finishes result.

1969-1970 REPORT



K. E. Blessing
Vice President and
General Manager



In the final assessment, 1969 will be remembered as a good year, a year that saw progress for Wheelabrator. But it was also a year that brought increased competitive pressure in our operations, especially for Air Pollution Control, Lorco, and Abrasives. 1970 will undoubtedly see even more competition, and maintaining and improving our position will not be easy. It will take extra effort and better ideas from everyone.

In real terms this means that our sales personnel must be willing to make that one extra call to close a sale and obtain the top sales dollar. Our engineers must create progressive designs that reflect an awareness of value-analysis, the economics of the job. Manufacturing must accomplish its work rapidly and accurately, accenting the kind of Wheelabrator quality our customers have come to trust for 62 years. Materials management, too, can help by securing the right materials at the right price and time, creative purchasing that calls for extra effort. Of course, these are only a few examples of extra efforts that will make Wheelabrator competitive at a profit in '70.

I also believe that we can increase our position by offering, listening to, and accepting new

ideas. More open communication between employees and supervisors is needed so that new ideas can be known.

We need better ways to get things done, a better grasp of what our customers really want, and a larger pool of constructive ideas that will make for stronger decisions. The place to begin the search for such ideas is within our own organization. It has been said that our nation's most under-utilized resource is its corporate work force, the 63,000,000 Americans who build the products we buy every day. Yet no one is in a better position than the worker to offer suggestions that focus industry's technology imaginatively and responsibly on a customer's needs.

It is my hope that we will all help to develop a climate for dynamic communications in 1970, because offering and evaluating untried ideas will be increasingly important to Wheelabrator's growth.

In this context the old question, "Are you helping with solutions or are you part of the problem?" takes on an exciting, new meaning as each of us puts forth the extra effort and constructive thinking that can make 1970 a year of progress and profit.

AN INFORMAL ASSESSMENT OF OUR OPERATIONS AND A LOOK INTO THE FUTURE



F. J. Pichard
Vice President
Marketing

"... Marketing looks forward to helping Wheelabrator expand effectively and profitably."

America's fast-changing industrial milieu creates new challenges for Wheelabrator. As our customers' companies, products and people change, Wheelabrator must be prepared to respond with products and services to suit their new requirements. In meeting this challenge, a thorough knowledge of, and communication with, the business community is necessary, and this is Marketing's job.

During 1969 we surveyed and analyzed several significant markets to determine their needs for Wheelabrator products. In conjunction with Research and Engineering, new products were developed to meet future customer requirements. Technical information about our products was prepared in the form of sales manuals for our selling organization. Advertising and trade shows were used to communicate information to potential customers.

We recently completed a five-year sales forecast for Wheelabrator products which indicates the probable direction of our future

business. The forecast will provide guidelines for future sales and advertising activity, new product planning, and further evaluation of potential markets for our products.

In 1970, we expect to devote a substantial portion of time to successfully introducing several new products currently in various stages of development. Our Orboronant cleaner, ship hull cleaner and Ultra-Jet in particular, look promising for future sales growth.

We will continue to develop our marketing intelligence system, gathering and analyzing information pertinent to the sale of our products. Currently, we are examining the potential use of Electronic Data Processing to aid forecasting, measuring national and regional sales potential, and allocating advertising and sales promotion expenditures.

As our knowledge of the changing marketplace increases, Marketing looks forward to helping Wheelabrator expand effectively and profitably.



L. W. Kohlmeyer
Vice President
Sales

"Never before have we started a year with so many major projects on the brink of closing..."

As 1969 closed, we looked with pride on record performances in each of our product lines, both from a sales and profit point of view.

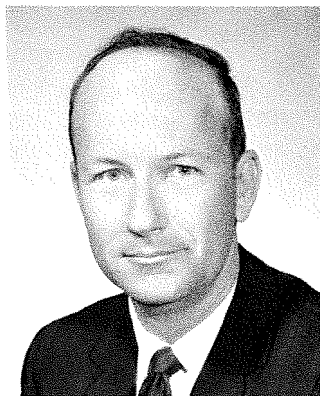
True, 1969 was a year of change within the Sales Department and most of what we planned has shown us that the plan is sound and with further minor changes, will enable us to reap the benefits in 1970 and future years. Our internal organization incurred a major revamping with emphasis on a new and expanded Customer Service Group; a task force of industry-oriented managers replacing the previous product managers grouping; an enlarged and up-

graded proposal and project engineering staff; and increased attention to our supply sales.

Never before have we started a year with so many major projects on the brink of closing — ones that we have collectively analyzed, developed, and presented to our customers. Hopefully, the holdups caused by delays in new construction plans, tight money, and re-evaluation will be eliminated in a goodly number of these.

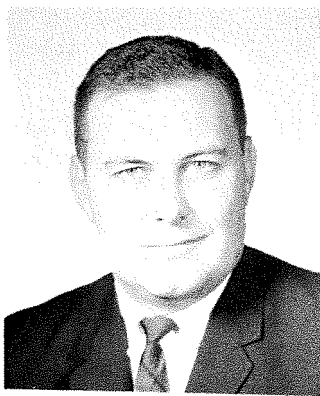
In summary, 1970 should be a banner sales year. Our changes have tapered off, resulting in an infusion of confidence that tips the balance of the scale in our favor in both sales and profits.

1969-1970 REPORT, continued



L. B. Nelson
Vice President
Air Pollution Control

"Our position and recognition in this field continue to grow in a market that is about to explode ..."



J. L. Hesburgh
Vice President
International Operations

"We are proud to now be represented in every major industrial market in the world."

For the Air Pollution Control Division, the year 1969 has been another challenging but gratifying experience. Our position and recognition in this field continue to grow in a market that is about to explode — both from governmental pressure and public interest.

The establishment of Wheelabrator's image as a major manufacturer of electrostatic precipitators was accelerated by our second large order from Republic Steel Corporation, as well as by several other significant contracts for precipitators.

In the face of increased competitive activity, we continued our

dominant position as a supplier of bag filters. To further invade this segment of the market, we successfully introduced our Ultra-Jet high ratio collector, which will open up new markets for our bag filters and allow us to expand our percentage of this market.

The Turbex wet scrubber activity continues to increase, and with a revised marketing concept to be initiated in 1970, should result in significant growth in this field.

We enter 1970 with anticipation. A small additional effort on everyone's part can only result in the coming year being phenomenal for the Air Pollution Control Division.

Wheelabrator can be considered a truly international company since we are now affiliated on an ownership basis with 18 companies located in 15 countries outside of the United States and Canada. We have acquired an equity interest in all of these companies during the past seven years and the combined annual sales and earnings of these companies are growing very rapidly. In 1962, the year we acquired our first equity interest in a company overseas, the sales of this new company totaled \$655,000. In 1969, the sales of our joint venture companies outside of the United States and Canada increased to over \$22,000,000. In addition, our annual export sales continue to exceed one million dollars. Our royalty and dividend income from our international operations has increased over 300% in the period since 1962.

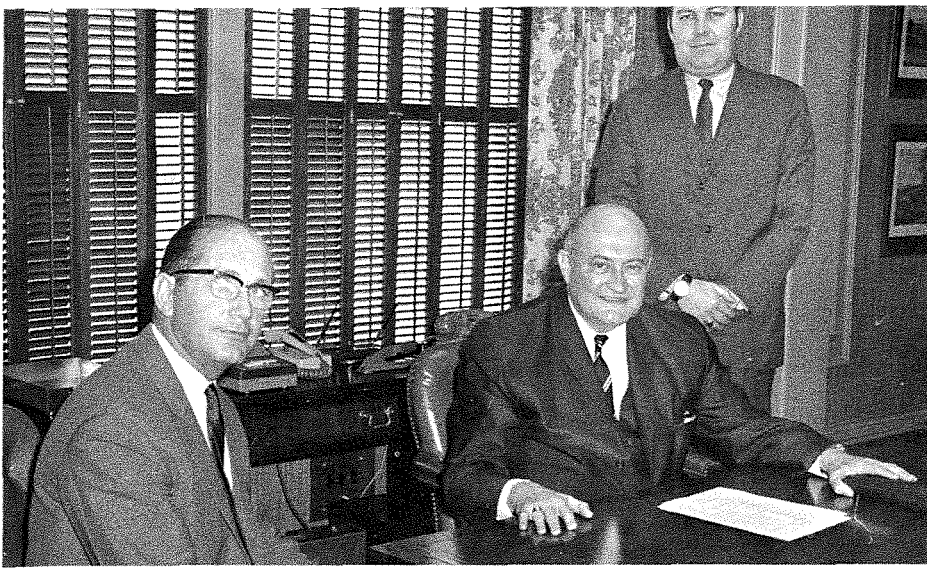
All of our product lines are now manufactured and sold throughout the world. The geographic scope of our activities includes: England, France, Switzerland, Germany (4 companies), Spain, South Africa, India, Thailand, Singapore, The Philippines, Japan, Australia, Mex-

ico, Colombia, Argentina.

During 1969 new companies became operational in Australia, Spain, Singapore and Colombia. In 1970 we hope to establish a new company in India for the manufacture of Wheelabrator abrasives and *Long-Lyfe* Parts. We have also been conducting discussions with our licensee company in Brazil, Equipamentos Industriais EISA Ltda., and we hope to be able to enter into an agreement in 1970 for the purpose of an equity interest in that fine company.

The tremendous growth that Wheelabrator has achieved in overseas markets has been a function of the fine partnerships that we have been able to establish, the excellent products that we have to sell in the world market, and very importantly, the outstanding cooperation that our international operations have received from everyone in the Wheelabrator Mishawaka organization. Our company is now stronger as a result of the growth and success that is being achieved in our international operations. We are proud to now be represented in every major industrial market in the world.

NEWS & VIEWS



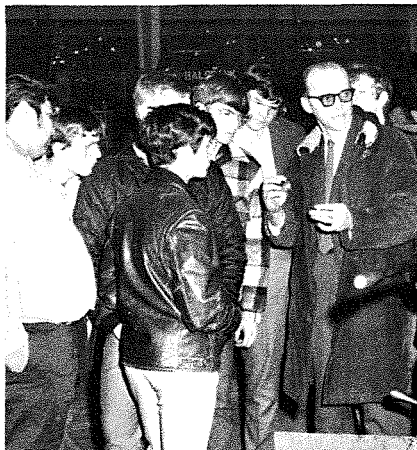
Dr. A. Frankel, Managing Director of Staveley Industries Ltd., England, meets with James F. Connaughton, President, and J. L. Hesburgh, Vice President-International Operations, to discuss our fine association with the English firm.



Race driver Larry Bock (third from left) discusses the advantages of shot-peened engine rods with Fred Baldauf, John Straub, and Brown Sanders. Bock has regularly entered Trans-Am and Can-Am races in Daytona, Sebring, Watkins Glen and Elkhart Lake, Wisconsin.



New Julianna Club officers are: Wanda Stutzman, Secretary; Nancy Van Houtdrevre, Board Member; Emma Stephens, Vice-President; Helen La Dow, President; Joan Schue, Past President, Julie Ciszczon, Treasurer; and Betty Bybee, Board Member. Standing — Board Members Betty Leyes and Edna Golba.



Some of the 30 students from Jackson High School's machine shop classes who recently toured our plant listen while Bob Ballengee discusses Wheelabrator machining operations.



Employees receive their Christmas turkeys and hams, an annual Wheelabrator event that has made everyone's holidays more festive for many years.



Balcrank Assembly and the Machine Shop celebrated the holidays in a special way this year — with department lunches, served by the foremen and supervisors. Notice the Machine Shop's centerpiece — the Factory Manager's Safety Trophy they won for 1969.

COMPANY CONTRIBUTES \$742,349

Personal Efforts Key to Future

1969 operations have enabled the company to contribute \$742,349 to our Employee Savings and Profit-Sharing Plan, a notable figure in the 23 years since the program began.

Following this growth trend, employee savings rose to \$604,182, an amount that reflects an increase in both employee participation and enthusiasm for the plan. Earnings were up, too, and payments to participants reached \$786,359. Since the plan's inception at Wheelabrator, our fund has paid almost \$6 million dollars to participants who have either retired or left the company.

Comparisons of 1969 figures with those from previous years give some indications of our plan's growth. Over the last 10 years, for example, increased employee participation and expanded operations have more than doubled the balance in the fund. Company contributions to the plan have, in fact, been on a steady uprise for six years.

Every employee can take pride in the success of our Profit-Sharing Plan because its success is the direct result of our personal and collective efforts.

Expenses and Adjustments of Investments to the Quoted Market during 1969, however, do reflect the present decline in stock values. This situation is, of course, an unavoidable, short-term condition and the long-range benefits of Profit-Sharing should follow a course consistent with or surpassing the overall growth performance of our plan. Your individual account balance, as well as the total of the fund should be viewed as a long-term investment, not just for today or a year from now but toward your retirement years.

In 1969 the plan also paid the highest amount in its history to participants who retired or left and this, combined with the market decline, made for a somewhat smaller ending balance this year.

To The Future

Because we make a profit only as

long as our costs stay below the selling price of our products, the individual employee can influence our profit margin. In fact, every time we discover new ways to reduce costs, it helps profits — and cost reduction is assumed to be everyone's goal.

To raise prices in hope of making more profit might work, if it weren't for the pressure of our competitors who make an increasingly tough contest for us in the marketplace. Because of this pressure, "price-hikes" on our part would actually be a bad move, for our higher selling price would certainly throw many potential orders to our competition. For us this would mean no profits at all.

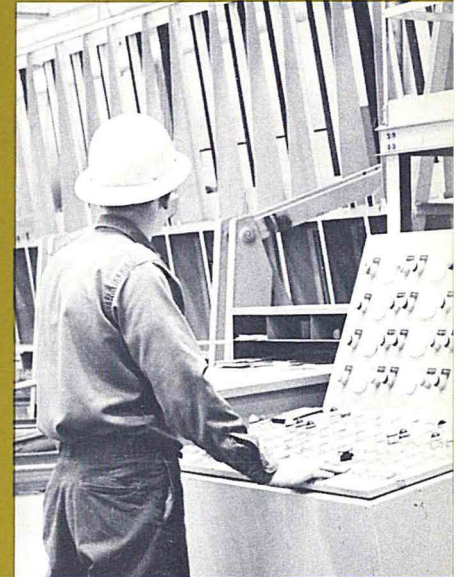
In light of the influences on today's profit formula, cost reductions remain the best, and perhaps the only, way to make bigger profits — even in the face of stiff competition. But to cut costs, every employee — right down the line — must follow money saving practices which ultimately will bring greater Profit-Sharing rewards.

Some Vital Questions

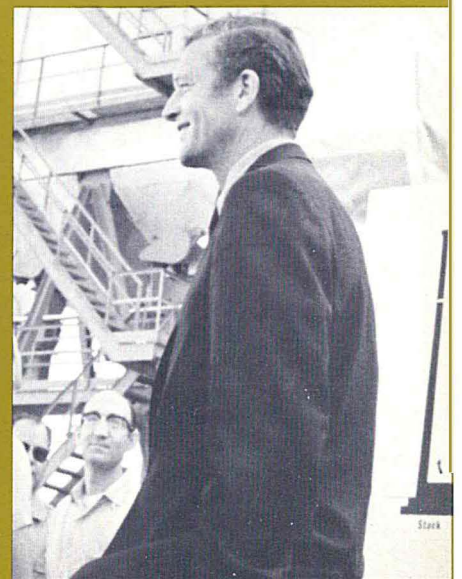
Can you think of one way you contributed to the profits of 1969? Or can you list what you could do to hold down our costs in 1970? The cost reductions that can make 1970 another significant Profit-Sharing year will come from little things: like the conscientious use of time, materials, and equipment — by doing the job right the first time — and by completing a job carefully so that costly rework is eliminated.

The expectations of our Profit-Sharing Plan can be based on its tremendous success in the past — a solid platform for continued growth. To date, more employees than ever before are active in the plan, people deeply involved in keeping Wheelabrator a vital, profitable business in the years ahead.

Any way it's figured, the profits Wheelabrator makes continue to depend to a great extent on you — and, through Profit-Sharing, be meant for you.



Two Significant Wheelabrator Installations of the Past Year — Above, the Wheelabrator steel descaling machine in operation at United States Steel; Below, Mayor John V. Lindsay of New York officiates at the installation of the Wheelabrator electrostatic precipitator at the Southwest Brooklyn incinerator.



TO PROFIT-SHARING



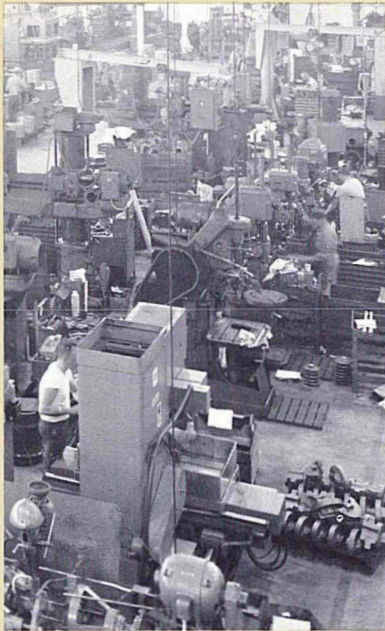
| YEAR | Company Contribution | Savings | Earnings | Expenses & Adjustments | | Year-End Balance |
|------------------------|----------------------|--------------------|--------------------|---------------------------------|----------------------|---------------------|
| | | | | of Investments to Quoted Market | Paid to Participants | |
| 1969 | \$ 742,349 | \$ 604,182 | \$ 534,437 | \$1,123,035 | \$ 786,359 | \$11,650,509 |
| 1968 | 664,557 | 561,042 | 420,243 | (337,097) | 664,693 | 11,678,935 |
| 1967 | 606,651 | 525,565 | 363,581 | (472,612) | 587,522 | 10,360,689 |
| 1966 | 590,898 | 416,921 | 331,492 | 1,030,302 | 507,582 | 8,979,802 |
| 1965 | 513,070 | 365,283 | 296,634 | (405,766) | 394,745 | 9,178,375 |
| 1964 | 429,410 | 319,859 | 264,592 | (420,357) | 443,844 | 7,992,367 |
| 1963 | 292,973 | 283,798 | 228,621 | (423,505) | 326,291 | 7,001,993 |
| 1962 | 323,139 | 268,862 | 206,812 | 428,394 | 282,780 | 6,099,387 |
| 1961 | 164,941 | 240,992 | 186,315 | (526,135) | 203,777 | 6,011,748 |
| 1960 | 264,422 | 228,185 | 169,929 | (131,332) | 249,357 | 5,097,142 |
| 1959 | 309,560 | 225,478 | 150,630 | 40,012 | 404,649 | 4,552,631 |
| 1958 | 120,401 | 205,982 | 141,179 | (182,381) | 318,921 | 4,311,624 |
| 1957 | 294,810 | 218,441 | 119,518 | 8,847 | 176,497 | 3,980,602 |
| 1956 | 384,041 | 197,178 | 94,294 | 174,088 | 125,428 | 3,533,177 |
| 1955 | 373,279 | 172,883 | 79,707 | 42,504 | 112,497 | 3,157,180 |
| 1954 (14 Mos.) | 262,681 | 178,802 | 70,010 | (36,276) | 76,497 | 2,686,312 |
| 1953 | 326,852 | 144,639 | 46,574 | 10,506 | 105,698 | 2,215,040 |
| 1952 | 363,923 | 141,618 | 34,535 | 1,388 | 43,166 | 1,813,179 |
| 1951 (10 Mos.) | 302,025 | 91,892 | 18,890 | 21,364 | 23,847 | 1,317,657 |
| 1950 | 222,615 | 80,295 | 15,805 | 12,876 | 42,066 | 950,061 |
| 1949 | 111,541 | 80,289 | 9,882 | 1,759 | 77,300 | 686,288 |
| 1948 | 238,049 | 93,382 | 2,608 | 3,590 | 11,265 | 563,635 |
| 1947 | 228,256 | 16,195 | — | — | — | 244,451 |
| Totals 12/31/69 | \$8,130,443 | \$5,661,763 | \$3,786,288 | (\$ 36,796) | \$5,964,781 | \$11,650,509 |

1969 Gross Earnings on Beginning Balance—4.6%.

NOTE: The bracketed figures denote credits.

Safety '69

Merit Achievement Award Given Plant
by Area Chamber of Commerce —
Machine Shop Wins Factory Manager's Trophy



Our Machine Shop — A safe place to work.

Wheelabrator's emphasis on safety has prompted the Industrial Safety Council of the South Bend-Mishawaka Chamber of Commerce to present our plant with their Merit Achievement Award, recognizing Wheelabrator as the local firm whose accident prevention record improved the most during the previous year.

Factory Manager's Trophy

Out on top in '69 for the Factory Manager's Recognition Trophy is the Machine Shop, whose employees and supervisors held the traveling award for nine months during the year. Balcrank is runner-up for the trophy, with Fabrication and Steel

Shop Assembly each winning it once in '69. In awarding the trophy, the Safety Committee considers each department's housekeeping, aiseways, staging areas, unsafe conditions, unsafe acts, and lost time accidents.

Plant 2 — Most Improved

During the past year, Plant #2 cut their 1968 accidents by 37½%, earning the "most improved" rating. All of Balcrank, Stores, Shipping, Receiving, Inspection, Demonstration, R & D, and the Lorco Lab turned in exceptional safety records, noting one lost-time accident each.

Overall, 42 lost-time accidents occurred in 1969, compared to 29 in 1968. However, this increase reflects an addition of about 100,000 more hours worked in 1969 than in '68. Also, six non-production accidents occurred in 1969, five over the previous year.

The services of Dr. M. E. Whitlock, Medical Director, and his department, Mrs. Betty Leyes, R.N., Mrs. Jeanette Taylor, R.N., and Mrs. Anne McKew, R.N., have done much to keep lost-time accidents at a low level.

For 1970, the Safety Committee sets two goals:

1. Greater acceptance of the Safety Program by the entire team — employees, supervisors, and management.
2. A 1970 work record with 1,000,000 hours without a lost-time accident.

We knew him when



ROBERT J. BAKER

Robert J. Baker started to work for Balcrank in Cincinnati in August, 1952 as a buffer-polisher. After moving to Mishawaka with Balcrank, he was promoted to Foreman of the Polishing Department in May, 1967, and in October 1969, his responsibilities expanded to include finishing and sheet metal operations.

During his four years of military service, Bob served with the Navy as a gunner's mate aboard the heavy cruiser USS Newport News, part of the 6th Fleet. Bob claims one hobby, automotive work, and particularly enjoys drag racing. He's won several trophies, and has turned his present car into a hi-performance, 375 hp. machine. "My interest in cars began in 1955," says Bob, "and I've enjoyed automotive repair work ever since."

Bob and his wife, Lucille, have a daughter, Jackie (5) who just started school in Osceola. The Bakers live at 10205 Glenwood Avenue, Osceola.



HARRY EISELE

Harry Eisele joined Balcrank of Cincinnati in 1940 as an expeditor, later working as an automatic screw machine operator and an inspector. World War II intervened, and Harry became a Navy cook — which his son, coincidentally, is today. After the war, Harry returned to Balcrank and in 1965, moved with them to Mishawaka as Supervisor of the Balcrank Division. Today he is Wheelabrator's Quality Control Manager.

"I don't like to get into anything unless I'm active at it," says Harry, a past president and vice-president of the Supervisor's Club. Both he and his wife, Clara, like to fish and camp, and the Eisele camper-trailer gets a lot of mileage. "It's a canvas type," says Harry, "more like real camping." Undoubtedly a holdover from his Navy days, his other hobby is cooking. "I'm more of an experimenter at it," he says, "but every man should be able to cook." The Eiseles live at 3422 Sorin Street in South Bend and have two children, Jerry and Beverly Jean.



The Curtain Goes Up in '70

During 1970, Wheelabrator will "go on the road" in U. S. industrial centers, displaying our latest developments in air pollution control, blast and vibratory products, and Balcrank equipment. Record-breaking attendance by management, engineering and production men is expected at these industrial shows.

A complete list of shows in which Wheelabrator will exhibit includes the Corrosion (Philadelphia), Tool (Detroit), Incinerator (Cincinnati), Air Pollution Control (St. Louis), Iron and Steel (Cleveland), Production Engineering (Chicago), Auto Reconditioning (Washington, D.C.), Drum Reconditioning (New York City), and Electric Furnace Conference (Pittsburgh) shows, and the

Foundry Show in Cleveland. Balcrank products will be featured at three shows, the Design Engineering Show, the Southern Auto Show, and the Production Engineering Show.

Industrial shows provide an opportunity for our representatives to personally acquaint prospective customers with the showcase of Wheelabrator products. Some of the displays include operating models and actual installations which give attendees the opportunity to see new equipment first-hand. Experience has shown that many of the inquiries obtained at our industrial exhibits develop into purchase orders.

Pictured — Wheelabrator's Display at the New York Chemical Show.



DENNIS JOHNSON

Dennis Johnson has been a Service Engineer in the Central Region since August, 1967, working out of Indianapolis. Before joining Wheelabrator's field force, Dennis, a native Mishawakan, owned his own automotive service center here and was President of the Independent Garage Owners of America.

He also found time to attend both Purdue University and the Indiana Vocational Teacher's School, earning a certificate as a vocational arts instructor. For four years Dennis taught in the South Bend community school system.

Although Dennis rates himself as an average bowler, his favorite hobby centers around mechanics. Ample proof of this is that every May he works as a mechanic at the Indianapolis 500, putting his technical knowledge of engines to work on the powerful cars driven by Jerry Titus and Ron Buckman. A bit more restful leisure pursuit that Dennis enjoys is fishing, and he tries to get up to Michigan's lakes a few times each year.

Meet the Field

J. R. CASSANI

John Cassani is no stranger to manufacturers in the Detroit area, where he is a Field Engineer. John began his Wheelabrator career in 1963 after several years as a salesman for a chemical firm and first served our customers in Eastern Indiana and Western Ohio.

John has earned a BSC degree from St. Louis University and is a member of the AFS, the American Abrasive Society, and is the secretary of the Sharer's Club, a group in his church that supplies athletic equipment to needy children.

"I like to golf," says John, "but I'm only a 'hundred-shooter' ... I spend most of my time with the kids — fishing or playing basketball". No doubt that John's sons, ages 17-15-13-10, keep him busy, but when he does relax, he enjoys watching pro football — "The Detroit Lions, of course."

John, his wife Mary Ann, and their four sons live at 3750 South Boulevard, East, Bloomfield Hills, Michigan.



The Humanities In Action

Our Industrial Relations Department



Ralph Sanford, Director of Industrial Relations, meets with the Union bargaining committee.

The humanities — the study of men, their achievements and environment — finds practical applications each day in Wheelabrator's Industrial Relations Department.

In the past, the Department was mostly concerned with employing people and keeping their records. Today these are still important jobs, but Wheelabrator now places its greatest emphasis on the complete man and how he works within his surroundings, rather than on just keeping his

file up to date. Seen within Wheelabrator's total framework, the functions of Industrial Relations reach into every facet of our company, because Wheelabrator flourishes through the interaction of people.

Insurance, interviewing, testing, leaves of absence, safety, training, tuition plans, Union negotiations, retirements, Medicare, even the distribution of Christmas turkeys and hams and sending birthday cards to retirees, are part of Industrial Re-

lations' job of knowing and fulfilling the needs of everyone at Wheelabrator.

Middleman by Choice

In order to be sensitive to these needs, Industrial Relations takes a "middleman" position in our company structure. This means that management looks to Industrial Relations people to guide them in their relationships with employees, just as employees look to the same people to interpret their needs to management.



Louis T. Kenney, Wage and Salary Administrator, has 31 years of diverse experience in the business community.

To assess and meet the needs of both employees and management, the Industrial Relations Department constantly utilizes four important methods:

- Counseling and testing for personal career development.
- Learning about employee needs through personal contact, the Union, and correspondence.
- Keeping an "open-door policy" to everyone at Wheelabrator.
- Providing for and encouraging career development through training programs and tuition reimbursement.

"Here's your file" — Candi Dunsizer, Personnel secretary, and Jerry Weldy, new employee, examine Jerry's employment records, kept in the Personnel office.



O. W. Nappier, Safety Director, and members of the Safety Committee conduct safety inspection tours of the entire shop on a regular basis. Here the group checks for potential hazards in Plant 2.



Ray Steele, Personnel Manager, talks with Howard Snyder, Roy Chevrie, and Paul Parker about Wheelabrator "up-grading" and "trainee" programs open to employees. Administering these programs is one of the department's many functions.

Bob Leliaert, Assistant Personnel Manager, and Martin Schneider, a recent retiree, discuss the benefits of various profit-sharing options open to retiring personnel.



"Sign here" — Nancy DeLaurelle, Industrial Relations secretary (center), watches as employees David Tate and Judy DeRue sign up for our Tuition Reimbursement Program — a plan that has helped hundreds of employees to attend local universities and technical schools.



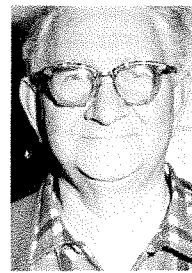
people AND events IN THE NEWS



C. V. Kelly
25 YEARS



J. Cannon



H. K. Johnson
20 YEARS

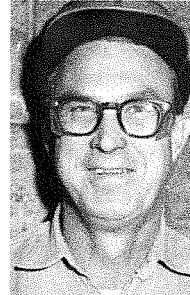


E. L. Canell
15 YEARS

Anniversaries



A. M. Vanderbeke.



V. H. Epperson

15 YEARS

15 YEARS

L. J. Davenport
R. J. Boehnlein
C. J. Moon
D. E. Freel
M. A. Schneider
G. E. Britton

10 YEARS

M. C. Stebner
E. D. Nifong
M. J. Schroeder
J. E. O'Callaghan

Foundry Equipment Manufacturers Re-elect Blessing

K. E. Blessing, vice-president and general manager, will continue as second vice-president of the Foundry Equipment Manufacturers Association. He was re-elected to the position at F.E.-M.A.'s 51st annual meeting held this fall in Ponte Vedra, Florida.

The Association, comprised of foundry equipment and supply manufacturers, serves to keep its members up-to-date on the significant economic and technological changes effecting the foundry industry and its suppliers.

Republic Steel Awards Contract to Wheelabrator

The Republic Steel Corporation of Chicago has awarded Wheelabrator a 3.5 million dollar contract for an electrostatic precipitator system to ventilate its open-hearth furnaces at Republic's South Chicago plant. At a press conference held when Republic announced its air pollution control program, H. L. Allen, Republic's vice-president and general manager of operations, noted that "Upon completion of this precipitator unit in

1971, all of our Chicago plant's steel melting furnaces will be operated with the latest air pollution equipment available." For Wheelabrator, this is a particularly significant order in that it is the first precipitator installed on open-hearth furnaces. The unit, which consists of three double chamber precipitators, will clean 672,000 cubic feet of air per minute from the open hearths.

United Fund Activities — Our Eighteenth Year

Ray Steele and **Bob Pherson**, co-chairmen for Wheelabrator's United Fund Drive, express their appreciation to the many employees who supported this year's fund. With your help, Wheelabrator's 1969 contribution amounted to \$46,000. Throughout the years, Wheelabrator personnel have given more than financial assistance to the United Fund. Co-Chairmen Steele and Pherson have served U.F. since its inception, and with the cooperation of the Union and management together, our U.F. payroll deduction plan has actually made unnecessary annual "all

out" campaigns to reach our goals.

President **James F. Connaughton**, who served as Chairman of the "Big Firms" division of U.F. in 1967, **James Donlan** (now on the U.F. Board), **Howard Snyder** (active on the U.F. Executive Committee and Board), **Glen Fulmer**, **Anthony Kruszewski**, **Joseph Janush**, **George Jones**, **George Wilkins**, and many others have contributed their personal time to the United Fund furthering its valuable work. 1969 marked the 18th annual U.F. Drive in this area — and the 18th year of Wheelabrator's support, too.

**Athletic Association
Hockey Trip**

On February 7th, six chartered buses took couples from the W.A.A. to the Fort Wayne Coliseum for a hockey game between

Fort Wayne and Port Huron. The group also enjoyed dinner at the "Hobby House" Restaurant before the game.

**California Foundrymen
Hear Stebbins**

H. W. Stebbins, Sales Manager — Standard Blast Equipment, spoke before the Southern California Chapter of the American Foundrymen's Association in Vernon, California. His speech, titled, "Cleaning Room Operation and Equipment Develop-

ments", presented a wide range of topics pertinent to the profitable operation and advantages of blast cleaning. Stebbins also stressed the increasing importance of both sound and air pollution control in a modern blast-cleaning facility.

Lanois Speaks

G. D. Lanois, Regional Engineer, Air Pollution Control Division, presented a progress report on the operating experience of the Southwest Brooklyn Wheelabrator precipitator installation at a meeting of the A.S.M.E. Incinerator Division's

Air Pollution Control Committee. The Wheelabrator precipitator was put on stream at the incinerator in August, 1969, as part of New York City's program of upgrading its municipal incineration system.

**Promotions and
Appointments**

"**Gene**" **Tarabek**, Service Supervisor — East Central Region; **Richard L. Adams**, promoted to the new position of "Manager, Application and Production Engineering"; **James F. Boyer** will now fill Adams' former position as "Product Manager, Fabric Fil-

ters." **Ralph Miner**, Supply Sales Specialist. **Chuck Leddin**, Assistant to the Supervisor of Lorco Engineering; **William Bale**, Assistant to the Supervisor of Balcrank Engineering. **Rick Kanouse**, Supervisor, Standard Blast Engineering.

**Julianna Club
Scholarship Announced**

The Julianna Club is now accepting applications for their 1970 collegiate scholarship to be given to a high school girl graduate entering her freshman year, who is (1) a daughter of any Wheelabrator employee of the Mishawaka plant or office or (2)

a Wheelabrator girl or woman employee of the Mishawaka plant or office.

The initial scholarship award is \$300, renewable for three successive years if grades are maintained.

**Welcome to
New Employees**

Gerald E. Christy, Donald W. Collins, **Machine Shop**; Bobby Bryant, James Flowers, Clarence Layne, Robert Loft, **Fabrication**; Thomas Pratt, **Shipping**; Jerry Weldy, **Foundry**; Warren Gamble, **Plant Engineering**; Ginette VanWaeyenberghe, Sherry VanMeter, Diana Mann, Donna

Spainhower, **Cost**; Lois Bornmann, Larry Vanderbosch, Mary Nelson, Phillip Stowe, **APC**; Don Colley, Phillip Barnette, **Research**; Thomas Marshall, Alan VanHuffel, **Sales**; Roger Johnson, **Engineering**; Jerome Margraf, **Industrial Engineering**.

Rolls Royce

The Ultimate
Automobile,
and the Man
Who Tested
Them . . .

L. W. Kohlmeyer and Bill Sutherland
examine a classic Rolls Royce.

When Bill Sutherland joined our New England territory sales engineers in 1939, he listed an unusual former employer on his application — The Rolls Royce Company.

Bill was one of 19 American apprentices accepted by the famous English automotive firm when it established manufacturing facilities in Springfield, Massachusetts in 1925. He recalls that on his first training assignment, he was issued a 9" round steel bar and told to "file it square". Although the job took several weeks, Bill passed the exacting test, gaining a healthy respect for the patient craftsmanship that gives a Rolls Royce its reputation as "the ultimate automobile". Later, when he had to assemble a complete car alone, Bill found the experience valuable. "File and fit" were often the only directions given for constructing the handcrafted automobiles.

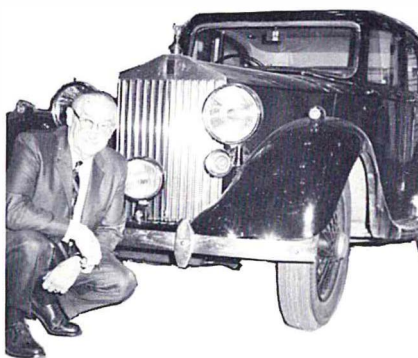
14 Rolls Royces a Week

In time, Bill became Assistant Chief Test Engineer for Rolls, road-testing three cars each day for such famous American fam-

ilies as the Vanderbilts, Whitneys and Morgans. During Rolls Royce's short stay in the U. S. (demands for mass-production caused English stockholders to cease U. S. production in 1932), 14 perfect cars were built each week, a far cry from the 45,000 that Detroit turns out every 24 hours today! "It was a good place to work, if you enjoy perfection," Bill says, and he probably knows more about the "2½ tons of perfection" comprising a Rolls Royce than anyone. "The basic Rolls Royce chassis sold for \$14,500", according to Bill, but some "with mahogany trim, fur rugs, telephones, desks, even

bars, sold for as much as \$45,000." Maintenance was costly, too. "Front fenders," he remembers, "were \$250, but that was a real hand-forged fender, with heavy chrome plating." Bill considers the story about each Rolls Royce getting 15 hand-rubbed coats of paint basically true — "Most cars have the original paint job, even those 40 or 50 years old." Although a Rolls Royce usually outlives its owners (a record of the owners is permanently kept with each car), the cars are designed only for their first buyer. "J. P. Morgan specified that he had to be able to wear a top hat and not have it touch the ceiling when the car went over a bump," says Bill. "Morgan stood over 6'. It was a tall car."

"Of course, back in those days," Bill wryly notes, "the company sold only to members of high society; but today, anybody can buy one — anybody with about \$20,000 to spend on a car, that is." Bill, although he probably has driven more Rolls Royces than anyone in America, adds that he never owned one himself.



W. J. Sutherland and a 1932 Rolls Royce, built the last year he test drove for the famous British firm.



... PULL

With the W.A.A. Trap Shooters

If you'd like to try a competitive, outdoor sport that is on the upsurge in America, trap shooting is the answer — and the W.A.A. Trap League offers everyone the opportunity.

Although the League started the 1969-70 season with four teams, it has grown and now has a fifth team ready to go. The teams usually meet on the third Sunday of every month (dates are posted in advance) at the Mishawaka Conservation Club's two automatic trap fields. On an average morning, each member

fires in one 15 round team event and several practice shoots, using about two boxes of shells. Reloaded shells are available for \$1.00 a box from the League.

Currently, Wheelabrator shooters are matched against teams from Dodge and Uniroyal, at the same time working for trophies given each spring to individuals on the hi-score League Team. Proposed this year is a new trophy for the member with the highest total score for the season.

Also new this year is a handi-



League trap shooters take the field . . .

cap system which, because of the design of the trap field, gives less-experienced shooters a closer shot at the air-borne targets than the "dead eyes" of the League. According to Ron Slatter, who initiated the system, the individual handicaps encourage weaker shooters by giving them a chance in the competition for high score.

Anyone who would like to shoot with the League is invited to join, and you don't need a special trap gun, reloading equipment, or a high-score to be welcome.



Richard Leon Mitchell, known to his fellow workers as "Mitch", is an experienced turret lathe operator in our Machine Shop. After ten years as a machinist at Studebaker, Mitch came to Wheelabrator and has held his present position since that time.

"My wife's a better fisherman than I am," notes Mitch, and says that he and his wife, Marsha, both enjoy short fishing trips in Indiana and Michigan. They also like to travel and do "a lot of pleasure driving." Boxing and professional football are other interests Mitch pursues, and his football loyalty is with the Cleveland Browns.

Marsha and Richard have two children, Donzella (married), and Fay (a student at St. Joseph High School). The Mitchells' home is at 2507 West Linden, South Bend.

On the Job



John Redburn has worked for five years in the Balcrank Polishing Department as a buffer-polisher. His first position at Wheelabrator was as a shakeout man in the Foundry but after a short time he transferred to his present job.

John recently expanded his hobby, raising tropical fish, and currently operates three aquariums. "Most of the fish come from Thailand," according to John, and he estimates that he now owns over 50 fish of various kinds.

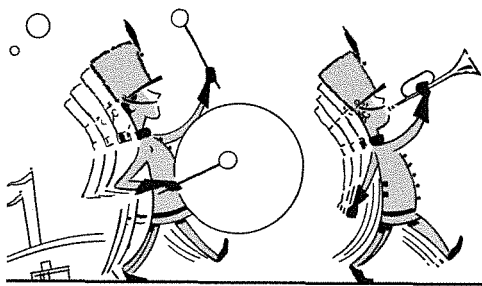
John and his wife, Mildred, have four children, Julie (10), Tara (7), Tracy (4) and Bobby (2), and live at 409 East 3rd Street, Mishawaka.



Corwin (Corby) Kiser is a carpenter in North Shipping. In his 14 years at Wheelabrator, he has worked in Maintenance, the Foundry, Plant 2, and for several years as a layout man in the Steel Shop.

Corby's a man with several hobbies, which include 35 mm. photography and archery, and chief among which is traveling. In the last few years the Kiser family has traveled through upstate New York and Maine, using their V.W. Bus as a camper. At present, the Kiser "traveling gear" is getting a major addition. Corby has designed and begun work on his own camper-trailer.

Corby and his wife, Marylou, have three children, Brenda, Cindy, and Lisa. The Kisers live at 25409 U.S. 20 West, South Bend.



PASSING PARADE



Our sympathy to the family of Mr. **Chalmer Cline** who passed away November 19th . . . On November 28th **Dale Reddricks** completed 25 years of Army Reserve and achieved the rank of Chief Warrant Officer W-4 . . . Service Engineer **Otto Promnitz** came to Wheelabrator from South Africa and after his training period is working out of the Chicago Region. His wife and baby recently joined him . . . **Bob Molnar** wishes to confirm to concerned friends that his nose has finally stopped growing and has reached its "beak" . . . Welcome to **Bob Orth** who has assumed some of Mr. Cline's duties . . . **Olive Hartung** spent the holidays with her son and family in Kokomo, Indiana . . . **Lillian Cook** of Order Entry spent the holidays with her son and family in California . . . Get well wishes to **Barbara Young** of Order Entry on recent surgery.

Julie Craven, Export

Earl Witt spent three weeks vacationing in Florida over Christmas . . . **Louis Cookie** spent the holidays in Florida visiting relatives . . . **Paul Crabtree** visited friends and relatives in Kentucky . . . **Helen Smith** spent three weeks in Cincinnati, Ohio . . . **Maude Bennett** spent two weeks in Ohio visiting friends and relatives.

Louis Cookie, Jr., Balcrank

Chuck Leddin spent a two-week vacation in Florida. While there he visited Paul and Alberta Kaufman, former Wheelabrator employees . . . **Ward Correll** and his wife visited Vermont for Christmas to see their new granddaughter. They were stranded for a day because of the big snow storm in New York . . . This reporter's son, Capt. Gary Honold

Herman Jones (center, between J. Bidlack and J. Bowers) retired after 32 years at Wheelabrator and received presents and a warm farewell from his friends in the Steel Shop.



and his wife and daughter, visited here over the holidays from Ft. Hood, Texas . . . **Harold Schulte** was more than a little embarrassed (and wet) when he forgot to roll up his car window while driving through a Robo-Car Wash . . . **Jim Marsh** and his family flew to Philadelphia for Christmas to spend some time with the grandparents.

Betty Honold, Engineering

Jim Kite and family and **Hacker Combs** and family moved into new homes . . . **Jack Bell** returned to work after a five-week illness . . . **Harry Rutkowski's** son has just left for Germany and another son is entering the Air Force . . . Mr. and Mrs. **Bill Shultz** were visited by their daughter and her family over the holidays.

Roger Coleman, Machine Shop — 2nd Shift

The men of the Foundry express their sympathy to **D. Caparell** and family whose father passed away . . . Congratulations to Mr. and Mrs. **D. Freel** whose son, Kevin, has become engaged to Miss Linda Huston . . . Mr. and Mrs. **J. Dixon** have recently purchased a new home . . . Mr. and Mrs. **W. Ostrowski** spent their holidays on the East Coast while the **D. Nitsche** family spent theirs in Kansas . . . **Jim Haines** is flying high these days. Jim will get his pilot's license any day now . . . The Foundry bowling teams are doing well in their leagues. The first shift team is in third place while the second shift team is tied for second place. Nice going fellows! . . . **Frank Zappia** reports that his son's emergency operation was A-OK . . . Wedding anniversaries: Mr. and Mrs. **J. Balon**, 37 years, Mr. and Mrs. **L. Sutton** and Mr. and Mrs. **C. Moon**, 26 years, Mr. and Mrs. **R. Slocum**, 16 years.

Louis M. Ganus, Foundry

Four department members celebrated birthdays in the month of December — **Lou Kenney**, **Ray Steele**, **Ralph Sanford** and **Nancy DeLaurelle** . . . **Orvel Nappier's** son, Rod, was home on leave from the Navy and they celebrated Christmas early . . . **Ray Steele** took his last week of vacation and relaxed at home with his family . . . Guard **John Harrington** and his wife, Mary

Louis Cookie, Jr., (left) presents **Ray Hutchins** with a watch from Ray's co-workers as Foreman **Dick Atkison** looks on. Ray, an inspector in Assembly, worked here 33 years, and received the best wishes of his many Wheelabrator friends on the day he retired.

Helen, celebrated their first wedding anniversary the 21st of December . . . **Candi Dunsizer's** sister, **Carol**, visited for a week from New York . . . **Ralph Sanford's** daughter, **Kristine**, came home from college for the holidays.

Nancy DeLaurelle, Industrial Relations

Buford Holliman and family spent Thanksgiving with relatives in Alabama. He helped do some butchering while there and brought back a big ham — but no one received samples . . . Our best wishes to **Gary Tingle** on his new endeavors. He recently left Wheelabrator . . . Also best wishes to **Pete Theodosius**, North Shipping, leaving to attend college at I.U., Bloomington . . . My family was very happy to have our son, **Sgt. Dale**, home for the Thanksgiving and Christmas holidays. He will report to Camp Lejeune, North Carolina after his second tour of duty in Viet Nam. He was temporarily at Great Lakes Hospital and U. S. Marine Detachment, Great Lakes before going to Camp Lejeune . . . **Walter Schooley** and family visited daughter and family in Chicago for Christmas weekend. Son-in-law, **Bill**, is former employee of Wheelabrator . . . **Salem Hopper** and wife visited friends in Hamilton, Ohio and Indianapolis, Indiana over New Year's holidays . . . **Hursell Grady** journeyed to Milwaukee, Wisconsin to visit friends over New Year's . . . **Homer Nunnally** and family visited friends in Michigan.

Dale Bressler, Assembly and North Shipping

Mr. and Mrs. **Dave Lange** are the proud parents of a boy, **Randy Arthur**.

Leroy Bowers, 2nd Shift, Steel Shop

Our deepest sympathy to **Dale Kase** on the death of his father . . . **Art Fuller** and his wife enjoyed the sunny skies of Arizona during the holidays while we shivered in sub-zero temperatures back home.

Karen Myers, Advertising-Marketing

Our Demonstration Department

enjoyed its Christmas lunch prepared by our chief chef, **Stanley Dworecki** . . . We welcome back to our winter weather "**Nick**" **Nicholas** who spent the holidays in Dallas, Texas. (Nice try, Irish!) . . . There seems to be a splurge on new cars in our department, **Garrett Mullins**, **Bill Fries** and **Jim Montgomery**.

Emile DeVresse,
Demonstration

Mr. and Mrs. **Fred Ruff** spent the Christmas holidays at Greeley, Colorado visiting their son and daughter-in-law and spoiling their 9-month-old grandson . . . General Foreman **Al Stickel** and wife spent their year end vacation in Florida.

Omer Boembeke,
Steel Shop Fabrication

Ella Stscherban left us January 30th to go back to school. We wish Ella the best of luck . . . **Vic Miller** picked an opportune time to vacation in Florida. Vic says he enjoyed the 72° temperature . . . We all enjoyed reading the lovely Christmas card from **Francoise Bietrix**. She is now home in France and is enjoying being home . . . **Ellen Warren**, her husband and her 80-year-old mother flew to Portland, Oregon over the holidays. Ellen's grandson, Jefferey Warren, was christened December 28th in Portland.

Carolyn Hess, Purchasing

Pat Stoeking and her husband, **Ralph**, spent their Christmas holiday in California with their son and his family . . . Congratulations to **Kathleen Conley** on her engagement . . . **Spike Sindors** spent his New Year's holiday in Dallas at the Cotton Bowl game.

Carole Kalil, Office Services

Mr. and Mrs. **Ralph Dietrich** spent two weeks in Florida during the holidays . . . **C. A. Nettrouer** spent two weeks at home picking corn . . . The men of the Steel Shop want to thank Wheelabrator for a nice Christmas party for the children . . . **Chet Smith** won a bundle of cash over the holidays. Happy spending, Chet . . . **Duane Drake**, "Lightning", won a 2-week all expense trip to Mexico City . . . Mr. and Mrs. **E. Buss** spent three weeks in Florida during the holidays . . . Our deepest sympathy to Mr. and Mrs. **Don Boocher** on the loss of their infant child . . . James Correll of Hayward, Wisconsin, brother of **Charles Correll**, died December 9th.

Robert L. Nettrouer,
Steel Shop Assembly

Our sympathy to **Gene Sobiech** (Industrial Engineering) on the re-

cent loss of his father on New Year's Day . . . The Industrial Engineering Department had a very nice Christmas party at the L.H. Inn on December 23rd . . . **Stew Whitney** is Grandpa again. His daughter, Mrs. Richard Anderson of Jackson, Michigan had a baby girl, Christi, over the holidays . . . **Marshall McCorkle** was married on December 13.

Hildreth Boehnlein,
Industrial Engineering

Wedding Bells really rang for the Parts Department on December 27th. There were two weddings—**Richard Fenska** to **Jane Hevel** and **Dorothy Nowicki** to Joseph Procaccino . . . Sparkle Department: **Kathy Leyes** and **Ginny Wachs** both received engagement rings for Christmas . . . Rah! Rah! **Joan Schue**, **Jean** and **Kenny Vergon**, **Mary Lou Rethlake** and her husband all traveled to Texas for the Notre Dame game. It is reported that they stayed in Dallas at the home of **Jim Harriman**. Note: It is also reported that Jim and his family were not at home — so Jim's dog and cat played host and hostess to the group along with a two-page "how-to" note from Jim . . . The Sales Division bade a fond farewell to **Gordon Medlock** who left Wheelabrator in January to go with the Bache Company. We all wish him well.

Mary Hildebrand, Sales

Miss **Nancy VanHoutdrevre** became Mrs. **Phil Barnett** and Miss **Sue Nelson** became Mrs. Mark Frauhiger . . . **Grant Plowman**, our electrical engineer, was married last month. We wish Grant and his wife the best . . . Best of luck to **Dick Shamory** on his engagement to Vicki Niebalski. They are planning an August wedding . . . Our sympathy to Mr. **Robbin Wall** on the death of his father-in-law . . . **Brigitte Stigler**, former employee gave birth to a son, Robert Otto, 8 lbs., 10 ozs. . . **Dennis Hixenbaugh** recently adopted a little boy, Doug . . . **Dolores Lancaster** spent the holidays in Florida with her family. She was able to enjoy a few days with her daughter, Sue, a former employee, and son-in-law.

Your new Passing Parade reporter,
Mary Lou Hixenbaugh,
APC Division

Welcome to **Joe Gladura** to the Cost Department . . . **Velda Wesolowski** will be leaving shortly to await the arrival of her baby in May . . . Mr. and Mrs. **Jim Daugherty** just had their eighth child. The new baby boy, Patrick Daniel, weighed 10 lbs., 10 ozs. . . **Paul Borowski** was re-elected treasurer of the Mishawaka BK Club . . . **Jane Hevel** and **Dick Fenska** were married December 27



When former secretary Sandy Phelps left to have her first baby, the women of the Production Control Department presented her with many gifts for the new arrival.

. . . **Kaye Berger** and **Dave Brown** were married December 20 . . . **Nadyne Wilhite** left to join her husband in New Castle . . . **Mary Rice's** son, Dennis, is home from Viet Nam. He will stay home for 30 days and then be stationed in Ft. Knox, Kentucky . . . **Cecil Millemon's** son, Tom, is also home for 30 days . . . Welcome to **Donna Spainhower** to Data Processing . . . **Kathy Housand** received an engagement ring November 7th. She and Mike Marier plan to marry March 7 . . . Welcome back to **Doug Armstrong** . . . Welcome to **Diana Mann** to Order Entry . . . **Ed Sullivan** and his family went to Dallas to see the Cotton Bowl game. Also making the trip to Dallas were **Del Canarecci**, **Jo Wiendels**, and this reporter . . . Billing Department has a new member: Welcome to **Mary Rice** . . . **Linda David**, Cost Department, is engaged to be married in May . . . **Sue Verslype** has joined the Cost Department . . . **Kathy Housand**, Data Processing, is engaged to be married in March . . . **Sherry Van Meter**, **Virginia DeMeester**, **Jack Peyla**, and **Ginette Van Waeyenberghe** have joined Data Processing . . . **Jim Robinson's** wife just had a baby boy. They named him David Schuyler . . . **Julie Ciszczon**, **Del Canarecci**, **Jo Wiendels**, **Joan Schue** and this reporter spent a weekend in Pittsburgh to see the Notre Dame game. One thing about Pittsburgh — it's easy to get lost there.

Elaine Baldini, Cost

Dave Molnar and his family moved into their new home in South Bend . . . We'd like to welcome **Herb Love** to our Department.

Kathie Hes, Materials

Charlie Miller retired December 31st after 28 years as a flame cutter in our Steel Shop, and a large turnout of Wheelabrator men wished him their best.



BULK RATE

U.S. POSTAGE

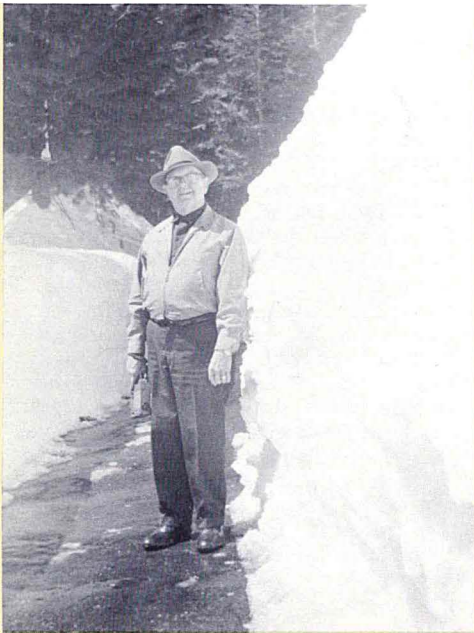
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Permit No. 8
Mishawaka, Ind.

“FRIENDS REMEMBERED”

A New Series Featuring Our Retired Friends

EDITOR'S NOTE: “Whatever happened to _____ after he retired?” is a frequently heard question. Starting with this issue of PARADE, it may be answered. In the past month, PARADE wrote over 100 Wheelabrator employees from Mishawaka to Florida to California and received replies from most. A new feature, “Friends Remembered” is the result, a page where former employees report their activities and interests. Perhaps no one has more practical insight into the benefits of Profit-Sharing and Wheelabrator's insurance program than the retiree, and everyone contacted offered some worthwhile comments on those subjects as well.



“In the winter I read, watch TV and play pool . . . my pool partner's my wife whom I taught and now I sometimes get the heck beat out of me”, **Milferd Gardner** reports. Milferd, a layout man and PARADE reporter for many years, has traveled to Arizona (“while the cactus was in bloom”), California (“Yosemite, Sequoia Parks”), and Florida since his retirement in 1966. “At Cape Kennedy we visited the building Wheelabrator helped construct,” he adds. When asked about his experience as a Profit-Sharer, Milferd's comment was right to the point: “The Profit-Sharing plan is the best thing ever instituted by a company for its employees.” Milferd adds, “As an old PARADE reporter, may I report that George DuBois' wife says that since he retired he's dressed in either fishing, hunting or golfing clothes. And by the time this goes into print, Joe Vogel will have visited his native Germany for Christmas.”



George DuBois, formerly supervisor of fabrication, reports that he went fishing all August, in Canada, then spent two weeks squirrel hunting in Central Indiana. Always an active sportsman, he hauled in a 14 lb. Northern Pike recently, but reports that deer hunting along Lake Huron was not successful. George adds that “without Wheelabrator's Profit-Sharing and insurance plans, my wife and I would be unable to do the things we have — thanks to Wheelabrator for all that has been done for me.”



Hector and Bernice Sheehan, now from Pinellas Park, Florida, will be married 53 years next June 6th. Hector, formerly a Tool and Precision Grinder, says that Profit-Sharing “helped us to establish our home here in Florida which we enjoy immensely. Florida is a great place to live, and when any Wheelabrator employee comes into this area, I would appreciate a visit.” Fishing, reading, and water-color painting are retirement pursuits of Hector, and he and Bernice have traveled to the Midwest, Southwest and points of interest in Florida. The Sheehan's have two grandchildren and five great-grandchildren.



“**Doc**” **Stoddard** and his wife, Mary, have 31 grandchildren and 12 great-grandchildren. Doc got a 4-point buck hunting in Maybel, Colorado and he has traveled to Maryland (for “oysters, crabs, fish and wild geese”), and throughout the midwest. “Profit-Sharing made it possible to go to these places, and to plan more hunting and fishing trips. The insurance plan to the retiree is wonderful,” reports Doc.