

MCWANE

PROTECTING THE ENVIRONMENT FOR GENERATIONS TO COME

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For Generations

**Pursuing Excellence in
Environmental, Health and
Safety Management**



G. Ruffner Page, Jr.

THE McWANE WAY IS THE GREEN WAY

**“WE’RE STRONGER, SAFER AND HEALTHIER—
INDIVIDUALLY AND AS A COMPANY.”**

The McWane Way is shorthand not only for doing things better than our competition—it means never being satisfied, always improving, and best of all, it means all of us working together. After more than a decade of change and dynamic improvement across our company, the McWane Way is rewriting the manual for American industry.

Our presence reaches around the world, and yet we have minimized the impact on the environment. We do more, in more places, in an increasingly efficient and effective way. Our initiatives have sparked growth in international manufacturing capability and sales. Seven of our US facilities are members in good standing of the U.S. Occupational Safety and Health Administration’s Voluntary Protection Program, and our goal of achieving VPP status for all of our facilities is on pace.

We have modernized our facilities and procedures, computerized our systems to work seamlessly across departments and divisions. We’ve updated benefits, including various wellness initiatives. Our new and re-hired employees are benefiting from enhanced safety training. And we are working tirelessly toward our goal of converting every inch of McWane into an environmentally friendly company. This has meant pouring more than \$300 million and counting into environmental, health and safety improvements. The EPA has even brought a foreign delegation to our foundries to show off our accomplishments and our leading-edge programs.

All of this continues during the deepest recession our country has endured since the Great Depression. While much of American industry has been forced to retrench, to seek help from the federal government, or close down, the McWane Way continues to propel us forward. Our financial strength, our business success, our commitment to being the best by doing our best, are all remarkable achievements in any economic climate let alone this one.

We are committed to doing the right thing for our communities, our world and for our own bottom line. I’m proud of what we’ve already achieved and invigorated by the challenges ahead. That is how confident I am in all of us, in the way we have made McWane anew. Our efforts have been noticed, not just through our work with OSHA or the EPA but also in the press. Yes, even the media has noticed and taken positive note. A decade ago any mention of McWane by the press was often shrill and critical. This year was different. They now acknowledge what we have accomplished by referring to, in the words of one reporter, “The comeback.”

Thank you for helping us all make 2010 a tremendous year. We have laid the foundation for McWane to be the best company for tomorrow, even as we outpace the competition today. We are doing more, even as we use less. We’re stronger, safer and healthier—individually and as a company.

We’ve taken the problems we faced nearly a generation ago and reworked them into solutions. We’re rethinking the ways we do everything. We’ve established proud working relationships with regulators and have turned onetime critics into fans. Where competitors fled to other countries and cheaper, unskilled labor, we stayed here and doubled down on American spirit and know-how.

During another time of difficulty in 1920, our founder J. R. McWane encouraged another generation of McWane team members with these words:

“We may not be able to solve all of our problems over-night, but if we all make up our minds we are going to do the right from day to day as we are given to see the right, everything will work out satisfactorily in the end.”

Ninety years later all of you have demonstrated the wisdom and truth of those words, and for that Phillip and I will always be grateful. ■

McWANE’S AMEREX:

**PROTECTING OUR WARFIGHTERS ON THE BATTLEFIELD AND
SAFEGUARDING AMERICA FROM RIGHT HERE AT HOME**



Photo courtesy of OshkoshDefense.com

Amerex Corporation, like other McWane companies, has grown over the years in part by developing more efficient and effective products. The McWane spirit of innovation thrives across its brands and facilities. Nowhere is that spirit more apparent than in Trussville, Alabama, home of Amerex since its founding in 1971.

Before Sept. 11, 2001, before we’d heard of Tora Bora or learned of deadly IEDs (Improvised Explosive Devices), McWane purchased Amerex, a homegrown American company focused on fire suppression. In the ensuing decade, McWane’s spirit of innovation proved a perfect match with Amerex’s desire to save lives through innovations in fire suppression technologies. We’ve also proved to be a perfect partner with American warfighters in the field.

“Amerex’s primary focus has always been providing the best protection for people and equipment from fires,” recalled Amerex’s Ed Ruggles, whose “gut feeling” and overnight drive to make a blind sales call led to the development of what is now a vital component of new military vehicles heading to war. Installed in each all-terrain M-ATV vehicle are our cutting edge fire suppression systems that can detect and extinguish a fire in a quarter of a second.

It’s a crucial line of defense deployed in the blink of an eye for our warfighters, who are at risk of fiery IEDs.

Amerex’s newly formed Defense Group is now a crucial and proud partner of Oshkosh Defense; a leading manufacturer of heavy-duty trucks and tactical-wheeled vehicles for the U.S. Defense Department. In fact, Oshkosh Defense was recently awarded a \$4 billion dollar contract to build the four-person plus gunner M-ATV.

Amerex will provide engine and crew cab systems for over 8,000 M-ATVs, with the promise of more and for developing similar systems for other crucial military assets. It’s a new market for Amerex, a new dimension for McWane.

With the introduction of state-of the-art gas detection systems and pre-engineered fire suppression systems for vehicles, commercial cooking operations and paint spray booths, Amerex’s reputation for excellence in the fire protection industry is long and well earned.

McWane takes pride in helping to build America, supplying the solid, durable infrastructure our country needs in order to function, day in and day out. McWane and Amerex Defense “Proudly Protecting Those Who Protect Us.” ■

McWANE'S MILESTONE: CONTINUING DOWN THE PATH OF ENVIRONMENTAL EXCELLENCE

On July 14, 2010, McWane, Inc. passed a significant milestone on our path toward environmental excellence and unprecedented regulatory transparency. That's when McWane and the U.S. Environmental Protection Agency jointly announced a landmark agreement resolving past civil compliance issues at all but two McWane facilities. This agreement represents a remarkable achievement and is a tribute to our tireless commitment to reaching 100 percent compliance, 100 percent of the time.

"This agreement not only serves the interests of justice, but also acknowledges our successful and continuing commitment to improving the environment and the health and safety of our team members and the wellbeing of our communities," McWane President G. Ruffner Page said. "We are very pleased and proud of this achievement."

What was achieved, and how?

The answers to these questions go back more than ten years ago, when a rash of workplace injuries, fatalities and enforcement actions at McWane plants provoked a series of articles in the *New York Times* that dramatically criticized McWane's past compliance record. The story was reprinted in newspapers across the country, and also generated an hour-long broadcast on the national television program *Frontline*.

Prior to this media storm, McWane had already launched a program of environmental, health and safety improvements that included the development of industry-leading internal compliance systems and extensive personnel changes, but these efforts were largely ignored. As a result, the public and the enforcement community were left with the erroneous impression that McWane was a rogue company with no commitment to compliance or reform. Shortly thereafter the U. S. Department of Justice launched criminal investigations of seven McWane facilities around the country as part of one of the largest environmental enforcement initiatives in history. These investigations led to criminal charges involving five plants and ten individual employees, resulting in several convictions following trial or plea agreement.

Throughout this period senior management continued to focus on improvement, along the way spending more than \$300 million on environmental and safety capital projects and operating



expenses. However, these leaders also recognized the importance of improving relationships and building trust among the public and regulatory communities by educating them about the company's progress and focusing on transparency and openness.

"We knew that there was a high level of suspicion and distrust among the regulators, and that we could not succeed in our ultimate goal of EHS leadership without their confidence and support," recalled Ruffner Page. "We also realized very quickly that we had to try something unconventional to break through the perceptions hanging over us."

Thus, as the enforcers on the civil side began to initiate investigations parallel with the criminal actions, McWane made a bold move. The company enlisted the support of one its key advisors, former EPA Deputy Administrator Hank Habicht, who in the Fall of 2004 arranged a meeting between Page and senior enforcement officials at EPA and DOJ. At that meeting the company offered to work with EPA to continue the process of improvement, but more importantly suggested a proactive dialogue to address the

company's past compliance issues on a comprehensive basis. This proposal represented a significant departure from the reactive and antagonistic dance of "inspect and litigate" typical of most companies in such situations. It was the extension of a handshake, not the shaking of a fist. It proved that McWane and its regulators shared the same goals and genuinely wanted to work shoulder-to-shoulder to realize them. The first meeting led to further discussions, eventually producing an innovative and transparent framework that could become a model for all industry.

As part of its earlier improvement efforts, McWane had commissioned audits by independent, third-party experts in 2001 and 2004. Working with EPA and DOJ, McWane agreed to turn the results of these audits over to a third-party mediator under a confidentiality agreement. "The disclosure of audits to enforcement authorities is something that rarely, if ever, occurs voluntarily," said Page. "They usually identify more issues than agency audits because our auditors are often more familiar with our systems and know where to look for problems. The greater number of issues increases the potential consequences of disclosure, such as larger fines and worse. However, the use of a mutually acceptable third-party mediator gave both the company and the government the comfort that the process would be fair."

It proved to be a very smart move.

"Disclosing our own assessments was the key," said Jeet Radia, McWane Senior Vice President for Environment, Health & Safety and HR. "By doing so we demonstrated an attitude of openness that helped us prove our credibility and earn EPA's trust."

The mediator reviewed the audit reports, identified past compliance problems and recommended appropriate resolutions of the issues identified. These recommendations, together with compliance issues identified by EPA and participating state environmental agencies, provided the foundation for negotiating the final settlement.

The process of review and negotiation took several years as both sides worked to become comfortable with the novel process and with one another. However, the EPA and McWane eventually reached a comprehensive settlement of all historical civil environmental enforcement matters at 28 McWane plants, some of which dated back more than 12 years. Two other facilities are positioned to go through the same process to make this negotiated settlement a truly "global" resolution.

Of course, a big concern going into such a comprehensive process was the potential for a large monetary penalty. "Considering the large number of plants involved in the process, the many years under examination, and the hostile climate in which the process began, the penalties could have been enormous," said Warren Hamel, an attorney with Venable, LLP and a member of the

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SOME OF THE MANY AWARDS AND RECOGNITIONS RECEIVED BY McWANE FOR ITS SUCCESS IN ENVIRONMENTAL, HEALTH AND SAFETY PERFORMANCE INCLUDE:

- As of 2010, seven McWane plants have been admitted into OSHA's Voluntary Protection Program (VPP), a program that recognizes exemplary health and safety programs, and that fewer than 1% of all US workplaces attain. Our goal is 100% participation.
- In 2009, Clow Valve in Oskaloosa, Iowa, won the 2009 Ergo Cup award for its successful ergonomic solutions, besting the Boeing Company, Bridgestone/Firestone, and GE Energy.
- In 2009, Birmingham Business Journal honored McWane President G. Ruffner Page, Jr. as its "Green Business Leader of the Year."
- In 2008, Phillipsburg's Atlantic States Cast Iron Pipe Co. received the New Jersey Environmental Stewardship Award.
- In 2008, Manchester Tank in Elkhart completed its first year of membership in the Indiana Department of Environmental Management's Environmental Stewardship Program (ESP).
- In 2008, Birmingham's McWane Pipe received the Cahaba River Society's Blue-Green Design Innovation Award in recognition of its successful storm/process water recycling system.
- In 2007, the Utah Department of Environmental Quality conferred upon Pacific States Cast Iron Pipe Co. its Outstanding Achievement in Pollution Prevention Award, and the Provo/Orem Chamber of Commerce named it Business of the Year.
- On April 27, 2007, the Clow Valve metal casting facility received an Incident Rate Award from the Iowa/Illinois Safety Council for having an incident rate below the national average.
- In January 2006, Atlantic States became the first foundry in North America to apply control technology to substantially limit mercury emissions. The new technology reflects an investment of more than \$9 million. Atlantic States has surpassed compliance with standards set by the EPA under the Clean Air Act, and met New Jersey Department of Environmental Protection mercury regulations far ahead of its compliance date of January 2010.

McWane's Milestone continued

negotiating team. "McWane's early commitment to this innovative negotiation process—a process that had not been used in any prior negotiation with EPA—made a huge difference in the discussions. Committing to the third-party mediator/audit disclosure process cut through the suspicion on both sides and established a cooperative base for good-faith negotiations, and resulted in the government affording McWane the maximum credit for cooperation available under EPA's statutory penalty schemes."

In addition to substantially reducing the over-all penalty amount, the U.S. Justice Department and EPA also rewarded McWane's cooperation and transparency by maximizing the amount of penalty that could be paid through funding Supplemental Environmental Projects (SEPs), projects that help make cleaner manufacturing facilities and healthier communities around McWane facilities. Of the \$12,165,000 total penalty amount, only \$4,000,000 of that amount is payable in cash, and the remaining \$8,165,000 will be spent on the completion of several SEPs at McWane facilities and in communities around the country.

Those projects include:

■ The installation of systems designed to reduce mercury from the air emissions at Tyler Pipe Company in Tyler, Texas and Pacific States Cast Iron Pipe Company in Provo, Utah. These controls are similar to those installed at McWane's Atlantic States Cast Iron Pipe Company plant in Phillipsburg, NJ, which was the first foundry in North America to install such a system. McWane will also carry out testing of the efficiency and cost of alternative configurations and share the information with EPA.

■ The construction of the Greenwood Storm Water Management System and Park, located along Village Creek in Birmingham, Alabama. The project will contain a natural stormwater collection and treatment system lined with native shrubs and grasses that will naturally filter stormwater from nearby roadways and other areas as it passes through the Park on its way to Village Creek. In addition, it will include a multi-use athletic field, a playground and walking paths for the enjoyment of the surrounding community. McWane has completed the design and is nearing completion of the permitting process. As soon as all permits and other approvals are issued by the City of Birmingham, groundbreaking will begin.

■ The installation of powder coat paint booths at Manchester Tank's Bedford, Indiana plant and at M & H Valve Company in Anniston, Alabama, that will reduce air emissions and wastes.

The agreement also recognizes the McWane team's success in designing and implementing the most sophisticated EHS management system in the foundry industry. In most enforcement cases

EPA requires that a company implement a new environmental management system based upon EPA's guidelines. However, after reviewing our system EPA instead insisted that McWane continue operating and improving our own existing management system, an acknowledgment of the accomplishments of McWane's EHS staff. In further recognition of the quality of our programs, EPA arranged for a delegation from the China Foundry Association to visit two McWane facilities (M&H Valve and Union Foundry) to show what leading-edge looks like.

The consent decree also imposes a number of continued reporting and other obligations on the company for the duration of the decree. Radia and his EHS team are in the process of formulating a plan and process for tracking the completion of these obligations that will be rolled out.

"While the most visible thing that we accomplished was a fair settlement of the enforcement issues, our most important success, and one that we must work hard in the future to preserve, was the creation of a fresh and positive relationship of trust with EPA that will help us maintain our position as the industry leader in environmental, health and safety performance," said Radia, reflecting back on the ground-breaking process.

Echoing that sentiment, Ruffner Page put things in larger perspective: "Although to some extent this settlement is the beginning of the final chapter in the resolution of the historical questions, in another it is just the end of the beginning of our story. Eight years ago Phillip McWane and I established a goal of 100 percent compliance, 100 percent of the time. We committed our company to going beyond mere compliance and to becoming the model for our industry. What we achieved with this settlement was built on our investment in that foundation. Looking forward, we must not squander that investment by resting on our laurels. Our firm commitment is to continue to improve and to maintain our hard-earned credibility and leadership." ■



**A COMPLETE COPY OF
THE CONSENT DECREE
BETWEEN McWANE AND THE
EPA CAN BE OBTAINED FROM
YOUR LOCAL HR DEPT. OR AT:**

INTRANET.McWANE.COM/EHSDASHBOARD

THE POWER OF IT

MOVING McWANE INTO THE FUTURE



The power of McWane is now measured, in part, by the power of our technology. Three years ago McWane began devising its IT Strategic Plan. Today, a lightning fast network connects all of McWane's legacy divisions. This allows for real-time information sharing, multimedia communications, circuit monitoring and integrated operations of core systems. Translated, this means McWane is leveraging the cutting-edge strength of all our divisions and people, eliminating waste, expense and duplicative efforts while making the entire company more efficient and effective in the process.

We've seen the future—we're building and wiring it right now. We're building our infrastructure to react quickly to technological improvements. In 2010 for example, we upgraded our three essential network systems because major new enhancements just hit the market. We are modifying network connections that have been in place less than two years in the McWane Pipe data center and elsewhere, tripling data connection speeds and reducing charges by 17%. This is power IT, powering McWane forward.

The free flow of ideas between McWane IT departments at our various divisions has saved considerable time and expense and opened new avenues for cooperation and in-house creativity.

Across McWane, IT staffers are taking ownership of areas within their expertise, supporting multiple divisions. Early in 2010 we were able to bring the McWane Pipe IT staff into the corporate project fulltime without any hiccups and various divisions continue to lend their expertise across the company. David Vernon, IT Manager at Amerex, works with staff throughout the company supporting Mimosa Email Archiving, for instance. The McWane-wide Mimosa project, one high-profile deployment of the new

McWane infrastructure, has already delivered significant savings and efficiencies in helping the McWane legal team quickly process new filings.

In large ways and small, IT conversions affect all of us. "The IT team is grateful for the support of everyone in the company and eager to hear your feedback as we continue to push our IT to the leading-edge of technology," said Rod Reisner, McWane's Director of Information Systems.

One thing is for certain: McWane gets IT! ■



Back Row: Chris Fuller (Corporate), Daniel Schoening (Union Foundry), Jim Nelson (Clow Valve) Middle Row: Rod Reisner (Corporate), Bruce Duncan (Clow Water) Front Row: Jeffrey Conner (Clow Water), Omar Radwan (Atlantic States), Mary Ann Lamp (Clow Water)

McWANE ERGO CUP

AMEREX WINS INAUGURAL McWANE ERGO CUP COMPETITION!

They say that necessity is the mother of invention. But there's nothing wrong with stirring some incentive into the process—right?

Employee teams at ten McWane facilities entered the very first McWane Ergo Cup competition this year. Sponsored by McWane CEO and President Ruffner Page, the Ergo Cup competition challenges teams to find and address the most pressing ergonomic concerns in the workplace.

This isn't about developing ways for us to better fit into our workplaces, but finding better ways to shape our workplaces around us—that's the study of ergonomics. The best solutions make it easier to do our jobs effectively and with less stress (think: adjustable chairs, scissor lifts to elevate baskets of parts and automated conveyor lines).

Each team found great examples to make our workplaces more responsive and effective. But only one team could win the Cup and advance to the national competition—and that winner was Amerex for their project designed to reduce the risk of ergonomic stressors to employees in the Dry Paint Department. Congratulations to the team for their innovative work!

The McWane Ergo Cup was fashioned after the National Ergonomics Cup Competition, held annually in conjunction with the Applied Ergonomics Conference. Thousands of attendees gather from around the world to share the latest advancements in ergonomics, healthcare, safety, human resources and risk management.



Amerex team members from left to right: Stephani Riley, Doug Markstrom, Mark Lewis, Billy Davis (seated), Michael Graham (seated), Charlie Burke, Will Yarbrough and Robert Fisher

The McWane Ergo Cup projects were entered in three categories:

- 1) Team-driven workplace solutions where the problem solving effort is led by team members from production and maintenance.
- 2) Engineering/Ergonomist-Driven Workplace Solutions led primarily by facility engineers.
- 3) Ergonomic Program Improvement Initiatives designed to improve the effectiveness of a facility's overall comprehensive ergonomics program.

The criteria for winning the McWane Ergo Cup are:

- Innovation – where the entry represented newly created devices or processes for workplace solutions.
- Simplicity – where the solution was simple and straight-forward.
- Cost Savings – where the solution provided a measurable return on investment.
- Ergonomic Risk – where the solution significantly reduced or eliminated ergonomic risk.
- Presentation Quality – where the problem, solution, and impact were clearly translated and demonstrated to an audience.

To help the teams analyze, measure, and document the improvements made with their solutions, the company invested in eTools® software. Team members participated in nine hours of training to learn how to measure ergonomic risks and document their findings with the software, which not only assisted them with their Ergo Cup entries, but also prepared them to assist facility ergonomic teams and engineers long into the future.

This year's judging panel included Jason Robinson, Director of the Alabama Chapter of the National Safety Council; Dr. Timothy Key, Occupational Health Physician, University of Alabama; Stephen Jenkins, Certified Professional Ergonomist, Auburn Engineers; and Pat Tyson, Occupational Safety & Health Attorney with Constangy, Brooks & Smith in Atlanta, Georgia.

In all, 71 team members from ten facilities participated to develop innovative solutions to potential concerns in their work environment.

AB&I Foundry – DISA 270 Work Station Redesign

Amerex – Dry Paint Hanger Redesign

Clow Canada – Improving Cast Iron Pipe Restrainer Handling

Clow Water Systems – 24-36" Diameter Core Handling

Clow Valve Metal Casting Facility – Sand Muller Gearbox Lifting and Positioning Fixture

Clow Valve Metal Casting Facility – Cutting Large Stem Castings from Gating @ Robot Cut-Off Saw

Clow Valve Machine Shop – Hydrant Machining Robot Cell Development

Kennedy Valve – Gate Valve Assembly Cell Layout

M&H Valve/Union Foundry – Automated System for Casting Distribution

M&H Valve – Improve Seal Plate Process

Manchester Tank-Quincy – Utilizing Risk Maps to Direct Safety Team Efforts

Pacific States – Redesign of Cement Line Operator Control Platform

Amerex, winner of the 2010 McWane Ergo Cup, won't be McWane's first entry at the national competition. In February 2009, a team from Clow Valve entered and won with their first entry in the nationals, beating teams from General Electric, Johnson & Johnson and Boeing! Hopefully another McWane team will win the 2011 competition. But even if Amerex does not come home with the big trophy, we know they did an outstanding job—as did all participants in the McWane Ergo Cup. They are all due honorable recognition for identifying a workplace concern and developing effective solutions. Any time we identify a better, safer way to do our jobs, we all win!

Congratulations to all the teams who participated in the 2010 McWane Ergo Cup! Every team member for the first place winner will get \$1,000 each as well as going on to the International Ergo Cup Competition. The second place winning team will get \$500 each and the third place winning team will get \$250 each. We can't wait to see the entries for 2011! ■

WINNING ENTRIES FOR THE 2010 McWANE ERGO CUP:

- FIRST PLACE • AMEREX**
- SECOND PLACE • CLOW WATER**
- THIRD PLACE • M&H VALVE**



2010 McWane Ergo Cup judges from left to right: Jason Robinson, Timothy Key, Stephen Jenkins and Pat Tyson

THE 411 ON THE VPP

ANOTHER McWANE FACILITY ACHIEVES ELITE VPP STATUS FROM OSHA

It's called the Voluntary Protection Program, OSHA's vaunted program for workplace health and safety excellence. And McWane is in it, seven times over. In one case, we even have our own song to celebrate the accomplishment.

McWane now boasts seven facilities that have attained the elite VPP status. The newest addition to this prestigious circle is Clow Water.

Fewer than one percent of the nation's employers have achieved VPP status, but now 30 percent of McWane's production sites are operating at that level! It is a stellar achievement for each of our VPP facilities, and for McWane as a company.

We're proud of the excellence our team members exhibit every day. It's an inspiration to us, and to all of American industry. And to regulators at OSHA.

To even be considered for VPP membership, a facility must have excellent management commitment, substantial involvement by employees, exemplary health and safety programs, and injury rates below the national average.

Clow Water's acceptance into the VPP Star Program was announced just prior to this year's National Voluntary Protection Program Participants' Association (VPPPA) Conference, held in Orlando at the end of August. The conference featured a song by our own Andy Boise, melting foreman at Clow Water, who is now a budding legend in VPP circles.

VPPPA National Conference

The VPPPA national conference attracted more than 2,600 participants representing management and unionized employees from around the United States, including McWane team members from Clow Valve, Oskaloosa, IA; Tyler Coupling-Marshfield, MO; and Clow Water-Coshocton, OH.

For Clow Water's initial on-site VPP evaluation by OSHA, Andy Boise performed an original song on his guitar for the occasion. The song melodized the importance of a VPP culture, of employees working safely and returning home safe and sound. It was such an impressive performance that Andy was invited to perform again at the opening ceremonies of the VPPPA Conference. The honors just pile up!

Andy played to the packed conference hall as a video montage of McWane sites and team members was displayed on 15-foot screens atop the stage. He was saluted with a rousing standing ovation by everyone in the conference hall.

"Andy truly embodies the VPP culture that we envision for



Clow team member Andy Boise performs an original song at the VPPPA National Conference

all of our sites," said Barb Wisniewski, McWane Vice President, Health & Safety. "I could not have been more proud to witness his performance and see his talent displayed with such passion for safety excellence."

And now the invitations are piling up for Andy to perform his hit at, by the latest count, four OSHA Regional conferences. Dozens of companies are lining up for copies of Andy's song.

Special Government Employee (SGE) Program

In the early 1990's, VPP's popularity grew even as OSHA's resources did not. To help fill this gap, OSHA worked with the VPPPA to develop the concept of qualified volunteers, or Special Government Employees (SGEs). The SGE Program allows industry employees to work alongside OSHA during VPP onsite evaluations.

To qualify to become an SGE, one must know OSHA regulations and VPP requirements inside and out; demonstrate leadership, strong interpersonal skills, and have the support of management. Successful applicants must also have additional qualifications such as being a chairperson of a Health & Safety Committee, being an active member of a facility's VPP team, or an incident coordinator. Once the individual has completed an application and been approved by OSHA, they must then successfully complete a rigorous 3-day training program.

McWane is proud to announce that three employees have achieved this distinguished SGE status: Eric Doland, Safety Manager at Manchester Tank-Elkhart, Indiana; Frank Kline, Safety Supervisor at Clow Water, Coshocton, Ohio; and Kent Arnold, VPP Coordinator at Clow Water, Coshocton, Ohio.

With their new SGE certification, they will join VPP teams assessing other companies applying for VPP certification. All SGEs are initially appointed to a three-year term of service. It is yet another honor for us all to take pride in!

"I decided to become involved because it was a golden opportunity to receive more training in the safety field and VPP," said Kent Arnold, VPP Coordinator and Union President at Clow Water. "The values I see in becoming a SGE are the benefits of being able to share safety ideas with a wide variety of people, the opportunity to work and learn from OSHA professionals, and the ability to share safety successes and best practices."

Frank Kline, also an SGE from Clow Water, added: "It is a great opportunity to work with OSHA and other companies with the same goal. If we can work smarter at keeping our employees safe, it is a win-win for everyone."

Manchester Tank – Elkhart Safety Manager Eric Doland, who completed the SGE training in Indianapolis summed it all up: "Utilizing what I learn from these experiences and the VPP audit process itself will help me with my abilities to further my facility's health & safety program by critically analyzing our system for areas for improvement."

As VPP grows, the support of SGEs will be a critical component. The SGE program encompasses the spirit of VPP and of McWane: industry, labor, and government cooperation.

Eric also wanted to just say "how proud I am to work for such a wonderful organization as the one here at Manchester Tank – Elkhart. I truly feel blessed to work with such a great team where



From left: Kent Arnold, VPP Coordinator, Clow Water and Frank Kline, Safety Supervisor, Clow Water



Eric Doland, Safety Manager, Manchester Tank

everyone strives to not only maintain our safety programs, but is dedicated and committed to continuously improve them to be the best that we can be. The things that we've achieved would not be possible without everyone's hard work and dedication to working safely. And without these achievements, I would not have had the opportunity to become an SGE."

Eric's comments say it all. Our VPP sites have the type of safety culture in which all employees work together, making their work environment as safe as it can be, and that is The McWane Way! McWane's goal is to qualify all of our production sites as VPP. Will your facility be next? ■

CLOW WATER IS LUCKY NUMBER 7

CLOW WATER IS THE SEVENTH McWANE FACILITY TO ACHIEVE VPP STATUS

The Clow Water team in Coshocton, Ohio celebrated their OSHA VPP STAR certification on October 17, 2010, making Clow Water the seventh facility in the McWane family to have achieved VPP status! Accomplishing this feat required Clow Water to demonstrate outstanding employee involvement, management commitment to health and safety, successful implementation of health & safety programs, and an injury rate below the industry average.

A blustery 49° Friday afternoon didn't dampen the amazing enthusiasm at Clow, when 450 team members and visitors celebrated with a flag raising and a ceremony high in spirits and can-do pride. Gathered in a large outdoor tent, employees listened to Master of Ceremonies and Clow Water Human Resources Manager Derek Dozer explain the history of OSHA and the origination of the VPP program—which began 31 years ago in California. Derek led everyone through the impressive history of safety improvements and innovations at Clow Water. Clow isn't simply a better place to work for all of these efforts—it's now the envy of industry, because they don't hand out VPP STAR status any ol' day, to just any ol' facility.

Jeff Otterstedt, Clow General Manager, thanked Chris Balo, former Union President for bringing the concept of VPP to his attention in 2007. Chris was so enthusiastic about VPP that Jeff immediately agreed VPP would be a positive endeavor for the facility. That was only three short years ago—and now they're basking in their success.

As part of the ceremonies, employees who had worked at Clow Water for more than 30 years were asked to stand and be recognized. Andy Boise, Melting Foreman, again performed his original VPP song "We All Go Home From Here," a tune that's been attracting loads of positive, toe-tapping attention to Clow's accomplishments.

The mayor of Coshocton, Steven Mercer; Barb Wisniewski, Vice President, Health & Safety for McWane; and David Wilson, Assistant Area OSHA Director, were all on hand to celebrate the VPP STAR accomplishment. The praise was thick and well-earned, so much so that OSHA's Wilson said he'd be asking Clow employees to help mentor other companies in the region "because you guys have done so well."



On October 15, 2010, Clow was honored with a special flag raising ceremony

Kent Arnold, VPP Coordinator and President of United Steel Workers Local 7014 indicated the celebration was made possible by the employees who made the commitment 2 years ago to make their workplace safer. He also noted, however, "It does not mean we have done all we need to do or we have corrected all our safety shortcomings. We must now show continuous improvement in employee involvement, management commitment, hazard recognition, workplace analysis, and training to receive the annual approval of OSHA administrators." Arnold continued, "This will not be easy, but nothing worthwhile ever is." ■

MAKING HEALTHY CHOICES

FINDING MORE EFFECTIVE WAYS TO PERFORM EVEN BETTER

This unofficial mantra around McWane is taken to heart by those of us who make the products we sell, as well as by those of us responsible for finding the best health care options for everyone.

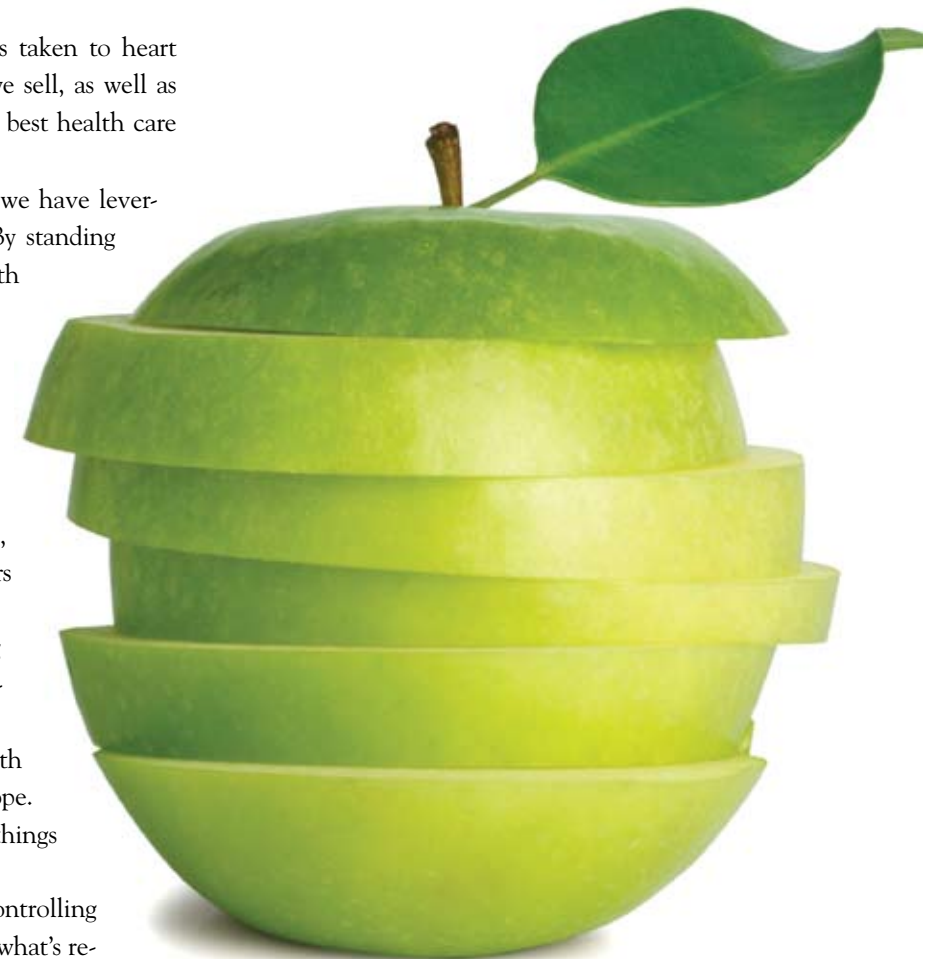
By pooling contributions from all employees, we have leveraged our numbers into real bargaining power. By standing together, we ensure that each of us has better health care than if we had gone it alone.

By closely monitoring best available medicines and practices, we are controlling costs and maintaining top-level care. Consider the case of the generic pill. The "brand name" pill costs twice as much but contains the same mix of ingredients as the generic. By choosing generic, we save considerable amounts of money, dollars that are plowed back into our health care budget. And we're just as healthy as we'd be after taking the "brand name" pill. That's finding more effective ways to perform even better.

Compared to other industrial firms, our health plan provides better benefits in quality and scope. Our commitment powers our hunt for ways to do things better, every day.

By being aware, we all can take steps to controlling costs—which in turn allows for more money for what's really important: high quality care. For instance, a visit to the emergency room on the weekend for a sinus infection costs the individual team member more, and the company is assessed a far higher fee. Non-emergency room symptoms are best treated by a physician during normal working hours. Don't wait to get treated, and don't wait until the emergency room is the only option you think is available. By taking proper care of ourselves, seeking care before problems become critical, we stay healthier as does our medical budget.

By holding down our total health insurance costs, we all save. Assuring top-notch health care while containing costs requires that we adapt wisely and quickly to the circumstances we face. Because the federal government provides tax incentives for wages to be used for certain benefits, such as employee contributions to health insurance, utilizing this system actually saves each of us money without sacrificing care. Simply put: your contributions for health insurance are not included in your individual taxable in-



come. This is smart planning. Likewise, other programs, such as the 401(k) Plan, are also funded using pre-tax dollars. In each case our shared resources go farther. That's finding more effective ways to perform even better.

Every day, each of us can be asking: "How do we hold down costs while maintaining or improving performance?" McWane's Human Resources group has been studying and working on these issues for more than a year. We are enhancing company wellness programs to boost preventive care and make sure we are all as healthy as we can be right now—in the hopes of heading off or minimizing health problems down the road.

Let's all focus on getting healthy, and staying healthy. Better health isn't just about costs, it's about quality—quality of work and quality of life. So remember that finding more effective ways to perform even better also applies to your health. Eat right, exercise and take care of yourself! ■

McWANE UNIVERSITY 2.0

LEARNING, TRAINING AND STAYING SHARP ARE NOW ONLY A CLICK AWAY FOR McWANE TEAM MEMBERS

Six years after the creation and launch of McWane University, encompassing various training and workplace improvement initiatives around the company, we are proud to unveil the next chapter: McWane University 2.0, reflecting the cyber-improvements and dynamic changes we've made to the original program.

At first, McWane U referred more strictly to the training received at managers' annual off-site meetings. But soon it became synonymous with the grand package of training and education events that occur across the McWane spectrum. Now, with McWane U 2.0, the extensive knowledge and training packages offered traditionally are available online, including most of the Environmental, Health and Safety, HR and Ethics and Compliance training that occurs at McWane and its globe-spanning network of facilities.

Since online training first became available at McWane, a number of divisions have opted to implement the program earlier than scheduled—owing to the value and effectiveness the new online training provides. The training platform is provided by Pure Safety and the courses are provided by both Pure Safety and Corpedia, companies that specialize in first-class online education and training. The Environmental and Health/Safety courses are provided by Pure Safety and the HR/Ethics & Compliance courses are provided by Corpedia. The entire online library for McWane contains over 600 courses.



TO DATE, MORE THAN 1,500 McWANE TEAM MEMBERS HAVE GONE ONLINE FOR TRAINING THROUGH McWANE U 2.0.

THE BENEFITS TO TRAINING ONLINE WITH McWANE UNIVERSITY 2.0 INCLUDE:

- An engaging, interactive learning experience that sharpens our abilities to perform our tasks, improve business performance, help prevent injuries and save lives
- A consistent, flexible and cost-effective training method that is easily understood, enhancing compliance awareness
- Compliance and training accountability with automated reporting and recordkeeping built into the system
- A sharp cut in the number of large-group training meetings that eat into production hours and sometimes fail to reach everyone effectively
- Simple and centralized compliance training management and tracking

FOR THOSE WORRIED THAT TAKING A COURSE ONLINE WILL BE CONFUSING—RELAX! TAKING A COURSE WITH McWANE U 2.0 COULDN'T BE EASIER.

Those facilities that have implemented the program can visit Pure Safety's homepage (www.puresafety.com) and log on to their pre-assigned account. (You each have your own specific username and password.) From there, it's easy to see what you've done, what needs to be done, and what is available beyond that. Once you are logged in, the homepage will indicate the assigned courses due and the deadline for each. From there, you simply click on the course you wish to take and -BAM- you take it right then and there. No lines, no wait, no hassle. On average,

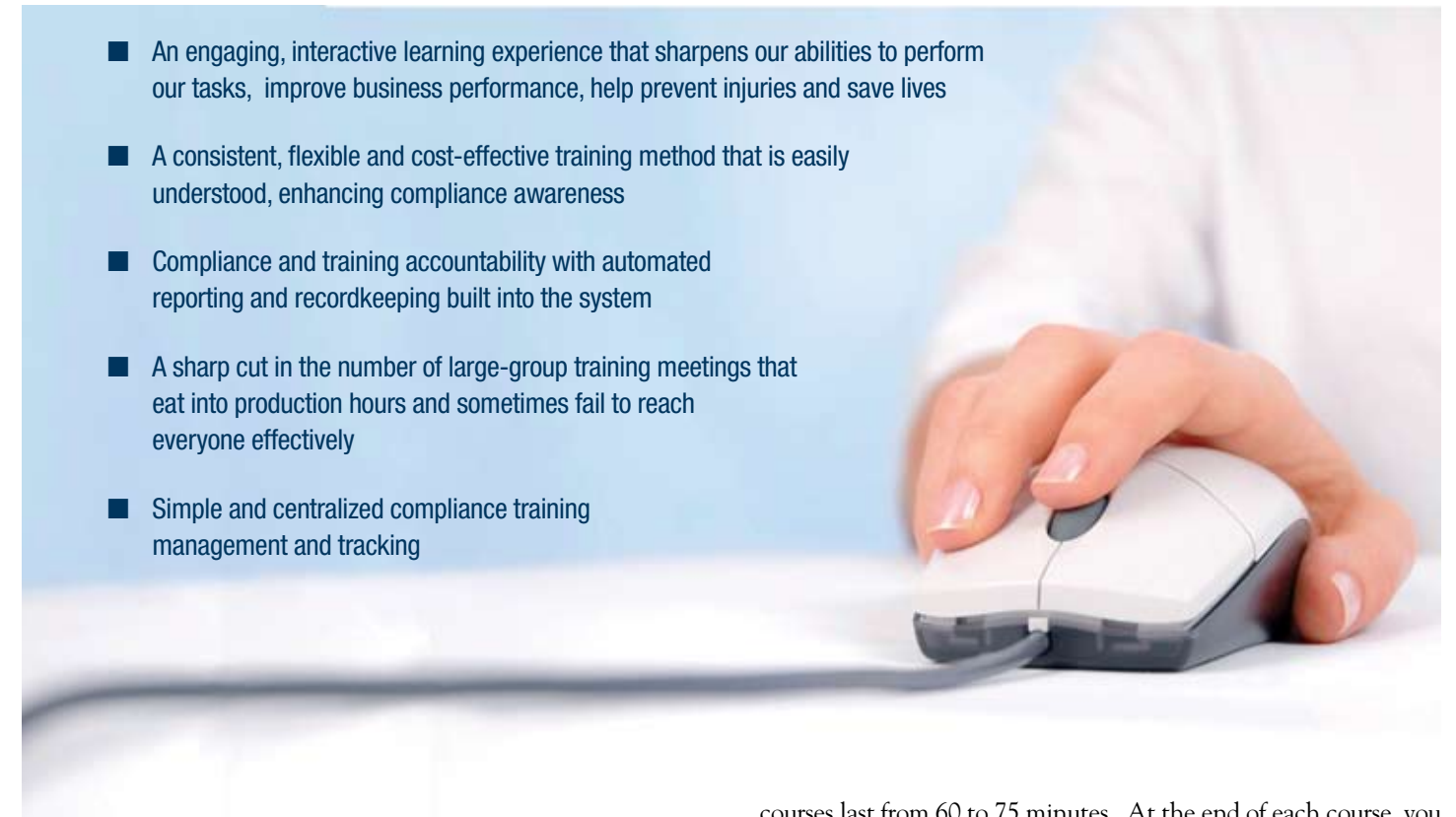
courses last from 60 to 75 minutes. At the end of each course, you must successfully complete an exam to receive credit for completion. The system is designed to help you work through any wrong answers until you get them right.

The results so far have been very positive and we're all thrilled to be moving forward.

"The online Pure Safety and Corpedia courses that team members at Tyler Pipe are taking are so convenient. They can be taken anywhere there's a computer and at any time. I especially like the variety of material that is offered. We are currently training team members in subjects that were never even attempted in a classroom format," said Jim Rerich, Human Resources Manager at Tyler Pipe in Tyler, TX.

To date, more than 1,500 McWane team members have gone online for training through McWane U 2.0. As the implementation plan unfolds for the next phases, that number will surely grow. By January 2012, all North American divisions and all of their employees, approximately 4,500 people, will be participating in the program.

McWane University 2.0—learning and training, and staying sharp, are now only a click away. ■



McWANE AROUND THE WORLD

1 AFGHANISTAN

Amerex engine and crew cab fire suppression systems on 8,000 new M-ATV vehicles will be helping to keep our troops safe while they're deployed to battle a world away. Amerex, based in Trussville, AL, is an important part of the McWane family and is recognized as a world leader in fire extinguishers.

2 NEW YORK CITY: FREEDOM TOWER SITE

Pipes manufactured by Tyler Pipe Co. will be used on the symbolically important 9th through 11th floors of the new skyscraper rising from lower Manhattan. We've always been proud of Tyler Pipe's products—now the nation has a special place of pride for them as well.

3 ANNISTON, ALABAMA

In 2010, the U.S. EPA needed some help showing delegates from the China Foundry Association what best practices and leading edge environmental standards look like and the agency turned to McWane. They brought the foundry experts from the world's second largest economy to Anniston to where the world's leading foundry experts ply their trade—right here at McWane.



4 COSHOCTON, OHIO

A century of Clow Water Company. Clow has operated a plant in this small town for 100 years and has never stopped getting better. This year, the plant was recognized as a VPP Star Site by OSHA and Clow's own Andy Boise was invited to perform his own safety song at the National VPPPA conference. The first of many shows, no doubt.

5 GUOZHAUNG ZHENBEI, CANGZHOU, HEBEI, CHINA

Five years ago McWane opened its Tyler Xianxian facility. Last year the facility was officially certified as an ISO 14001:2004 facility by the China Quality Certification Centre. This year, the facility continues to be the leading edge foundry in the country.



7 VICTORIA, AUSTRALIA

Manchester Tank, the premier manufacturer of pressure vessels for propane, condensed air and chemical containers, began business in 1946 with seven employees in Franklin, Tennessee. Today, there are manufacturing plants and distribution hubs from Illinois to Australia—Victoria, to be exact, where the McWane affiliate makes products that the Pacific Rim can't get enough of.

6 PROVO, UTAH

Pacific States Cast Iron Pipe Company last year became the first ever ductile iron pipe company in the nation to be recognized as a VPP site when OSHA awarded it Merit status. It is one of seven McWane facilities to have earned the vaunted status from OSHA.

8 BIBBY STE-CROIX QUEBEC, CANADA

In recognition of their excellence in health and safety systems, Bibby Ste-Croix received ISO-18001 certification on February 16, 2009.

THE PACIFIC STATES TEAM

“THE LONGER INDIVIDUALS REMAIN IN THE EMPLOY OF THE COMPANY, THE MORE STABLE THEY BECOME—THEREFORE, THE MORE VALUABLE ARE THEIR SERVICES TO THEMSELVES AND TO THE COMPANY.”

So, clearly, there is an abundance of stability and value at Pacific States. The quote at the top could have been uttered yesterday, but was said 90 years ago by company founder J.R. McWane. Had he lived to see his creation today, he would surely gasp at the value of our individuals—at Pacific States, our team members have more than 2,400 years of combined experience at the company.

That is, on average, well more than a decade of experience and hands-on wisdom per person. But nothing about Pacific States is “average.” This is particularly true for the half-dozen elder statesmen here who have at least 40 years of service. At other companies, that kind of longevity and dedication would be rare. Not at McWane. Not at Pacific States.

It’s time to recognize these guys for their service, commitment and awe-inspiring record of excellence.

Leading the 40-team is Iron Yard Crane Operator, Glen Cox, who began his work about a year before Neil Armstrong walked on the moon. Known for his attentiveness and eye for detail, Glen is a quality maven—never afraid to remove materials that aren’t up to snuff. And best of all, Glen is always willing to share his wisdom.

Pipe Crane Operator, Gary Wood (“Woody”) joined Pac States in 1969 and he has held just about every job in the Casting Department. Currently the Union President, a post he has held for some four years, Gary’s distinctive laugh makes him fun to be around. Just ask those who work with him. They all know his laugh inside and out.

Storeroom Forklift Operator Craig Whiting also came to work at Pac States in 1969. Craig is so knowledgeable about so many things that co-workers sometimes refer to him as a walking encyclopedia. It would

be true except that no encyclopedia could match Craig’s effort and dedication.

Lab Spectrometer Operator, Joe Jarvis, who joined Pac States in 1969 is known as “Mr. Reliability.” Joe is at work early every day and keeps his work area spotless. A talented storyteller, we can only hope Joe keeps at it for another four decades!

Dean Terry, aka “the big gentle giant,” possesses what is best described as a unique sense of humor. A Mold Welder who came to work at Pac States in 1970, Dean has been a key part of the team in Maintenance for years—demanding and ensuring the highest quality of work.

Rounding out Pac States “valuable” team is Shipping Forklift Operator, Dennis Searle, one of the most dedicated folks you’ll ever meet. Willing to complete just about any task given, always willing to stay late, Dennis has even come in on weekends to help with the emergency loads. Is it any surprise, given his Kris Kringle bearing, the kids love him so much too? ■



From left to right: Glen Cox, Joe Jarvis, Craig Whiting, Dean Terry, Gary Wood and Dennis Searle



The Tyler Pipe team

SHUTTLE THIS! THE STATE-OF-THE-ART MACHINE

Five years ago, Tyler Pipe Company’s north plant shuttle pipe machine was switched on and a new era of “state of the art” chugged to life at the foundry.

The machine was, and remains, a marvel. Unfortunately, it was pitted inside a floor plan that cramped its full capabilities. Molds were poured and extracted in a jarring, zig-zag course that actually hampered full production.

The management team of Dan Nelson, Harold Golden and Jimmy Allen of Tyler’s Plumbing Division knew this system could be improved. They decided that a state of the art pipe machine deserves state of the art choreography. No more extraneous turns, shifts and dips, they decided. The straighter the line the pipe is run on, the faster the process—and far fewer headaches for everyone, Maintenance Department included!

Now, the redesigned shuttle floor plan includes half as many directional changes for new pipe and the distance the new pipe travels has been slashed. This has cut the amount of energy required, minimized wear and tear on conveyors which in turn has diminished the amount of oil needed to lubricate the entire assembly. This is easy math: less oil, less electricity and less natural gas, combined with less elbow grease by our teammates to move more pipe in less time.

The Shuttle Millroom now has the capacity to process 225 pieces of pipe per hour—up from 165 per hour (depending on the size). There is also a new inline water tester that examines each pipe for pinholes or cracks, further boosting quality control.

What was state of the art, is now, in a word, *awesome*. There are countless people who share credit for making this happen. This article would require its own magazine to name them all. But we would be remiss not to include some more names, such as Tyler Pipe’s Marion Howell and Ricky Featherston who worked hand and hand to redesign the system while Scott McCarty, maintenance superintendent, and David Puckett, maintenance shift supervisor, worked alongside their respective talented crews to implement the construction. Leonard Smith, engineering, assumed responsibility for the electrical programming for the project. And the efforts of David Taylor and Chris Swaner cannot be overlooked. Without the tireless efforts of these individuals and many other team members, this project would not have been a success.

Thanks to all of their efforts, the redesigned Shuttle Millroom went into production in late July 2010—with a savings of more than a half million dollars because the work was done in-house.

Another reason for pride at Tyler Pipe in a year full of reasons to feel pride. ■

CLOW WATER SYSTEMS

CELEBRATING 100 YEARS OF SERVICE: 1910-2010

Clow Water Systems Company is a leading light in the McWane constellation. Its bright presence has been shaped by a molten span of history that straddles a Great Depression, World Wars, a few booms, recessions and unfathomable bursts of innovation and change. Clow's history mirrors the nation's over the last 100 years—successes and setbacks both—and stands as a monument to the can-do spirit that defines McWane's family of companies today.

None of that was clear 100 years ago in Coshocton, Ohio. This year, we celebrated a century of service at Clow Water. "Clow Water System's success is not only celebrated by their own, but by the entire state as they help Ohio's economy grow and thrive," said U.S. Sen. Sherrod Brown, D-Ohio, who joined us all in marking this momentous occasion.

The plant was built from the ground up by the Clow family, who helped settle and grow Pittsburgh and made a national name for themselves in Chicago as pipe makers and sellers. In Chicago, what began with a \$300 loan and a living room's worth of inventory would expand exponentially as the nation boomed into the 20th century.

On St. Patrick's Day, 1910, the Coshocton plant opened for business and produced its first pipe. It was also the birthday of family patriarch James B. Clow, who had begun the company out of his home.

The plant opened to great fanfare. It was a sight to behold. Generations of residents would find good-paying work inside. By the

1920s, some 500 employees worked at Clow, which had begun building homes in the town for their workers to live in. Scores of families ended up owning their own homes for the first time.

Modernization was afoot. The archaic process of sand casting was supplanted by centrifugal casting—and Clow was the first foundry in the nation to complete this new system. In 1928, the Clow company purchased National Iron Pipe Company, of Birmingham and would soon become the second-largest producer of iron pipe, powered in large measure by the foundry in Coshocton.

Then came the Great Depression. Despite the crushing blow to the nation and the economy, the Clow plant never went out of business. Like the rest of the country, and the economy, it was wheezing but still intact. What was once a national company was now a regional firm.

"The present, to me, is but a repetition of the past, and the future holds, as it has always held, unlimited opportunities for all of us," said William E. Clow Sr., in his 1938 speech commemorating the 60th anniversary of the founding of James B. Clow and Sons.

Following the Depression was World War II, and amid it all, a devastating fire tore through the Coshocton facility. It was a massive, grim setback. Some wondered if the company, let alone the foundry, would survive. But after more ups, more downs, and more changes in the



Clow Water facility

pipe and valve market than can be counted, the company continued to grow.

In 1985, McWane purchased all of Clow Corporation. Most parts of the Clow Corporation were sold. Clow Water Systems Company in Coshocton, Ohio and Clow Valve Company in Osaka, Iowa remain vibrant entities within McWane today.

Tom Bruley is a retired sales manager who worked for Clow before the 1985 purchase and then happily grew along with his new McWane family for 17 more years. "I guess I was just lucky, and was born in the right place at the right time," he said once, reflecting back on his career and his good fortune working for Clow and McWane.

Clow Water Systems, 100 years later, is a leading foundry not just for its skilled staff, storied history and unparalleled products but also for its leadership. A company named for the family that formed Clow's Dragoons to fight the Redcoats during the Revolutionary War is equally fierce about being the best. Under the leadership of Jeff Otterstedt, Clow has ushered in an era of strong relations between management and employees, formed Rapid Improvement Teams to tap the talents of everyone and won entry into OSHA's Voluntary Protection Program—an honored national seal of Clow's commitment to safety and workplace cooperation. ■

AMERICAN R/D:

SETTING RECORDS UNDER (HIGH) PRESSURE



From left to right: Larry Morrow, Noah Holt, Mike McCarthy, Olivia Jackson, Mark Dakin and Scott MacArgel (not pictured Bill Sakshaug)

If you didn't know it before, this year offered definitive proof: American R/D is the gold standard for valve manufacturing.

In April of 2010, the American R/D team set an industry record for metal seated gate valves by testing four 66" rotating disc gate valves to a shell test of 500 PSI, and a working pressure test of 250 PSI. This had never been equalled, let alone attempted, by any other manufacturer. Normal AWWA C-500 valves only require a 300 PSI shell test, and a 150 PSI working pressure test.

This is an historic technological achievement, and it confirms American R/D's valued membership in the U.S. Green Council. These valves stand the test of time, as well as the tests that no other valve maker puts its product line through—and employing nothing

but recycled materials to boot!

The rotating disc valve traces back to the early twentieth century and the Darling Valve Company of Williamsport, Pennsylvania. The technology is based on a simple design with only five moving parts: two discs, an upper wedge, a lower wedge, and the valve's stem.

This simplicity renders the valve virtually impossible to assemble incorrectly. American R/D also manufactures the metal seated solid wedge gate valve. Both valves enjoy a long and unblemished record in treated water and wastewater applications. And because they're made out of "full-body" ductile iron construction, the strength of these valves is measured not in years but in generations.

The April testing was a monumental undertaking. Each valve was required to hold pressure for five minutes, with leakage limited to one ounce, per inch, per hour. Considering the epic volume of water pressured through each valve, considerable leaking was expected. Yet the most that occurred in a single valve was one-quarter of one ounce for the duration of all the tests—with no leakage between the body and bonnet seals. This easily surpassed all AWWA C-500 specifications for testing.

We're still in awe, months after this success.

You can see it on the near horizon: the American R/D team is poised to become the leader in the metal seated gate valve industry.

American R/D recently sold the high-test valves to the City of Detroit for use in a wastewater treatment plant now under construction. Glidewell Specialties Foundry Co. of Calera, Alabama pro-

duced all the castings, including the bronze seat rings, and valves' bodies and bonnets. Davis Machine, also of Calera, performed all machine, assembly, and testing work done.

It's been a year of significant accomplishment at American R/D, and our team deserves to be proud of its successes. The team is led by General Manager Michael McCarthy; Bill Sakshaug is the Director of Operations; James L. (Larry) Morrow is the Inside Sales Manager; Paul Briggs is the Eastern Regional Sales Manager; Barry O'Brien is the Central Regional Sales Manager; Rick Paradis is the Western Regional Sales Manager; Olivia Jackson is an Inside Sales Coordinator; and Mark Dakin is an Inside Sales Coordinator and Field Service Technician with over 30 years experience in the AWWA pipe and valve industry. Tom Rogers is also in sales at American R/D.

Congratulations to one and all! ■

THE AMERICAN R/D TEAM IS POISED TO BECOME THE LEADER IN THE METAL SEATED GATE VALVE INDUSTRY.



66" Rotating Disc Gate Valve

THE WISDOM AT UNION FOUNDRY:

HONORING TEAM MEMBERS WITH MORE THAN 40 YEARS OF EXPERIENCE WITH UNION FOUNDRY

McWane prides itself on always moving forward, on getting better by constantly striving to do things better. But we can't move forward without knowing where we've been. And luckily, we have a lot of wisdom helping us.

The accumulated experience our team at Union Foundry Company in Anniston, Alabama, has amassed is amazing. Union Foundry has seven special people who have been a part of the McWane Team for more than 40 years.

Consider **James "Sonny" Conaway**, who began his career in the foundry's commissary and now serves as a cherished living link to our own proud history.

First some background... The Great Depression in the 1930s idled many foundries and sunk others into bankruptcy. The next decade saw the demands of war fuel an industrial boom. As the war ended, a post-war economic boom breathed further new life into our national manufacturing infrastructure. Union Foundry in Anniston rode that boom and became a principal production facility for cast iron soil pipe and fittings as well as ductile iron water main fittings.

In 1974, Union Foundry stopped making soil pipe and fittings and in 1977 McWane purchased the foundry. Eleven years later the facility was converted to produce ductile iron. Soon, McWane bought Trinity Valley Iron & Steel Company in Fort Worth Texas and consolidated its operations into the existing Union Foundry facility in Anniston.

Sonny saw it all happen, from his front row seat at Union. What began in 1946—the year after Truman became president! —with a job cooking for 65 cents an hour led to a long and fruitful career. He retired in 1993 but so missed his friends at Union that he came back to work in 2004. He is now a valued member of the Human Resources Department.

Jerry Callahan started working at Union Foundry in 1964 in the Accounting Department. His first office was actually out in the hall where he typed out accounts receivable on a very large and cum-

bersome machine. Whenever he hit the "return" key, the entire table would slide across the hallway floor. It wasn't for lack of touch on the keys, because everyone in Anniston knew back then that when he was not at work, he was playing keyboard for his band "Time Machine."

Joan Hayes, whose father worked at Union before her, started working in Union's Payroll Department in 1966 and subsequently transferred to Human Resources eight years later. Besides family, it's also a friendly affair.

Joan's childhood friend **Carole Henderson** began her career at Union in 1966 in the payroll department as well. She later transferred to Accounting. Like Joan, Carole's family was in the foundry business—in fact, Carole's father owned a foundry in Anniston. Both Joan and Carole are still going strong at Union!

Bruce Hunt started in Union's shipping department in 1967, making \$1.60 per hour. After a year he moved to payroll and has remained there ever since. Ten years after he joined, McWane purchased Union Foundry and ever since Bruce has manned the hourly payroll shop on his own. The Union family also includes another of Bruce's family: his son, Scott, is a Drill Operator in the Flange Shop and has worked at Union Foundry for 22 years.

Diane Moncrief came to Union in 1968 in the computer department. In fact, the early technophile worked on the very first computer ever installed at the foundry. Diane can count eleven different general managers in her time. She remembers the days when the Anniston foundries had company stores and company housing. She can laughingly recall the time a very young Phillip McWane came to Union Foundry. Not knowing who he was, Diane stopped and gently questioned the young lad about his whereabouts.

Charles Smith grew up in Ohatchee, Alabama and came to work at Union Foundry in 1968. Charles joined the Squeezer Depart-



Union Foundry Team front row from left to right: Sonny Conaway, Diane Moncrief, Jerry Callahan, Carole Henderson and Joan Hayes
Back Row from left to right: Charles Smith, Jack Wolfe, Bruce Hunt and Kent Brown

ment, changing weights and binders. Working at Union is also a family affair for Charles. His son Brian works in the Lab and has worked at Union for 15 years.

Jack Wolfe started working in Union's Pipe Department in 1969 for two dollars an hour. Jack, like Bruce, Charles, Diane and Carole, began working in the business when the foundry was called Alabama Pipe, then changed to Woodward Iron, then Mead Corporation and finally to Union Foundry.

In their more than four decades at Union, they have worked through a strike that required them to perform their usual jobs and additional duties too. They worked during the day and hustled to complete special projects during the evenings.

They've seen the very fabric of Anniston change with the shutdown of Fort McClellan and most of the other old foundries. But the very biggest changes have occurred with their help right here at

Union Foundry. It is a culture of progress that they all see, from the bottom all the way to the top at McWane. It is a big reason Union remains where so many others have disappeared.

What hasn't changed, however, is their commitment to the company and to each other. They embody an impeccable work ethic and say that they never dread coming to work. Forty-plus years can attest to that. And they all echoed the same sentiment: "We love our co-workers -- they are like family."

There is talk of eventual retirement among the group, but even in that there is a loud note of workplace pride. As Joan said when the group was assembled earlier this year: "I just cannot express how great it is to finish my 40+ year career on such a good note and, believe me, that is all thanks to Kent Brown! He is fair and treats everyone the same and with respect from the top to the very bottom."

We're proud of our team, especially our Union Foundry wisdom corps! And it's great to know that pride is shared. ■



RICK BRYAN KEEPS HIS HANDS FULL

I was a 17-year-old high school senior when my shop class toured a small plant in Oskaloosa, Iowa. That's how I first learned of Clow Valve. Having been raised on a farm in Montezuma, the fourth of seven kids, I was no stranger to hard work and loved doing it well. So, when I was offered a job with Clow in March of 1969 assembling small valves, I accepted without hesitation. Within a year, I became a machine operator and five years later found myself as a supervisor, where I remained until my retirement in May 2010.

During my 41 years at Clow, I became a husband, a father of three and a grandfather of seven as my job evolved into a successful career. While meeting the challenges of my long and satisfying career at Clow, I also served eight years on the City Council, six years on the Park Board, coached Little League, co-founded the Mahaska Community Recreation Foundation and served on many other church and city committees.

For years I had dreamed of owning a resort, so in 1999 I acquired land in Boone and started *Seven Oaks Recreation*. My dream now offers year-round outdoor recreation ranging from skiing in the winter to canoeing in the summer.

So, while I have retired from Clow—I haven't retired from work. It's what I was born doing, and there is still plenty more of it to be done.

THE McWANE WAY IS THE GREEN WAY

At McWane, we believe in doing things the right way. While protecting the health and safety of our employees, we are committed to the environment, striving to take every possible measure to preserve our planet through caring corporate responsibility. The McWane way is the green way.



For Generations



Our commitment
to the environment
is reflected in the
**COMPANY
WE KEEP.**

DUCTILE IRON PIPE DIVISION

Atlantic States Cast Iron Pipe Company
Canada Pipe Company, LTD
Clow Water Systems
McWane Cast Iron Pipe Company
Pacific States Cast Iron Pipe Company
McWane Coal Company

INTERNATIONAL SALES & TRADING

McWane Global
McWane Poles
McWane International

WATERWORKS VALVES & FIRE HYDRANTS

American R/D
Clow Canada
Clow Corona
Clow Valve Company
Kennedy Valve
M&H Valve

WATERWORKS FITTINGS

Tyler/Union Foundry Company
Tyler Xianxian

SOIL PIPE, SOIL FITTINGS & COUPLINGS

AB&I Foundry
Anaco
Bibby-Ste-Croix
Founderie Laperle
Tyler Pipe Company
Tyler Coupling
Wade

PROPANE & COMPRESSED AIR TANKS

Manchester Tank & Equipment Company

FIRE EXTINGUISHERS

Amerex
Getz Manufacturing
Janus



For Generations