

Q U A L I T Y P E R F O R M A N C E

A SURVEY OF COUNTY MANUFACTURING COMPANIES

WHITE PAPER

FOR

KOSCIUSKO COUNTY LEADERSHIP ACADEMY III

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KOSCIUSKO LEADERSHIP ACADEMY

QUALITY PERFORMANCE: A SURVEY OF COUNTY MANUFACTURING COMPANIES

INTRODUCTION:

Within the last decade, American Industry has cultivated a renewed interest in the quality of its products. This emphasis on quality is embodied in a wide variety of corporate practices -- from the emergence of Quality Circles to the sales pitch of Ford auto dealers reassuring us that "Quality Is Job 1". Foreign competition has been partly responsible for this renewal of the quality ethic. One need only compare what "Made in Japan" insinuated about the quality of a product a few years ago to what it implies now in order to recognize how high-quality, competitively-priced foreign products have affected American industries.

The purpose of this report is to investigate what industries in Kosciusko County are doing about quality and if large and small companies differ in their approaches toward quality performance. To this end, a Quality Survey Questionnaire was used to gather data from large and small companies listed in the Chamber of Commerce Directory of Kosciusko County. The questionnaire consisted of 58 questions regarding quality as a business philosophy, quality performance in general, and the techniques or tools being used to improve or maintain a company's quality performance. Forty-eight companies were polled, representing 77 percent of the total county employment. Data was obtained from 26 of these companies, representing 54 percent of the total county employment. The data was broken down according to company size: Group I companies having an employment of greater than or equal to 200 and Group II companies with less than 200 employees. Nine of the respondents were Group I companies (83 percent of the represented employees) and 17 were in the Group II category (17 percent of the represented employees). It was felt that this cross-section of Kosciusko industry was representative of the trends running through most of the companies in this county.

This report was assembled by George T. Delli Santi, Senior Development Engineer, Zimmer; Fay Iden, Quality Circles Staff Assistant, R. R. Donnelley & Sons; and J. R. Lowe, Vice-President and Manufacturing Manager of Whitley Products. It represents their final project in fulfillment of their participation in the

Kosciusko Leadership Academy (KLA), an organization under the supervision of Dr. Peter J. Murk and dedicated to the development of leadership skills within our community.

QUALITY AS A BUSINESS PHILOSOPHY:

One-third of the questionnaire was devoted to questions regarding how a company viewed quality as a philosophy for guidance of their business practices. This included defining quality as a concept, determining what priority quality held in the corporate structure, the company's view of how it ranks among its peers with respect to quality performance, how employees were motivated to seek quality, and the attitude of industries toward improving quality as a corporate goal.

The Concept of Quality -

Large and small companies alike seemed to be in agreement in their concept of quality. Both Group I & II believed that quality breeds productivity, which in turn leads to profitability. Kosciusko County companies supported the notions that "Quality pays -- not costs", since "Doing it right the first time lowers manufacturing costs significantly."

Motivating factors for maintaining high quality performance levels were also investigated. All respondents were in agreement that, "A clean and safe work environment is a prerequisite for maintaining high quality performance levels." In deciding on the single most important impetus for quality, however, there was no unified consensus. One-half of the companies felt the customer was the primary motivating factor for high standards of quality. One reason for this may be the very nature of the customer. Bill Dohl, President of the Arnold Corporation related:

As a prime Navy supplier of critical parts, a 'no defect' program has been in effect for several years. We are under surveillance of a government inspector at all times. To survive in this business, quality must be job #1.

The remaining one-half of the responses were evenly distributed among the choices of plant management, quality control management, and chief executive as the primary motivating factor for quality. An interesting finding was that none of the respondents felt that production management served as an impetus to quality performance.

It was also determined that only a few of the companies strongly agreed with the statement that, "The primary function of the quality control department is to act as a 'policeman' to assure quality performance levels are maintained." Customer acceptance of product, therefore, appeared to have a greater effect in matters of quality performance than did the influence of management from within a company.

The responses concerning the priority a company places on quality revealed a situation wherein quality is recognized as an essential element for survival of the company. Jim Bricker, Executive Vice-President and General Manager for Whitley Products, illustrated the fundamental necessity for quality with a simple equation for corporate longevity:

$$\text{Quality} = \text{Productivity} = \text{Profit} = \text{Survival}$$

This view was also echoed in Steve Rufenbarger's (Executive Vice-President of Peabody ABC Corp.) astute overview of the cause for the recent furor over quality in American industry:

The economic slump in the U.S. during the past few years has created ... distinctly different scenarios of business strategy. Some industrial firms have elected to produce as 'cheaply' as possible. Product quality has diminished in the process. Some firms have opted for this strategy to survive. It is short-term thinking, and I believe most of these businesses are doomed to fail.

This equivalence of quality and corporate survival was also reflected in the fact that quality as a corporate objective was ranked very high by all companies. As a manufacturing priority it was ranked above safety, costs of production and on-time delivery.

Nearly all the companies polled felt their quality performance, as well as that of most other American industries, had improved as compared to five years ago. Most large companies (Group I) felt that their quality performance could be rated as excellent within the industry they served while the responses of small Group II companies were split between excellent and good.

The fact that most of the companies polled felt that quality in American industry needed improvement at least five years ago is also worthy of note. The tone of the responses gave the impression that most respondents felt we are

"over the hump" in improving the quality of American industries. Bob Eppich, Vice-President of Manufacturing of Dalton Foundries, elaborated on this very point:

It appears that all major corporations are making a serious, significant effort to improve quality and American consumers are enjoying the results of that effort. The Japanese have indeed awakened a 'sleeping giant'.

This was the only reference to Japanese quality performance received in our poll. Japanese quality performance, especially in the automotive field, has indeed received a great deal of press over the past few years. But, is the Japanese success story one which we can duplicate in this country? In an article from Fortune (Why We Can't Imitate the Japanese: May 17, 1982), author B. Bruce-Briggs states that the "Japanese solution" may not be the panacea American business seems to think it is:

{The Japanese} have accomplished wonders by providing the world with good merchandise at good prices. Rarely have Japanese products been highly innovative, but they have, in general, given more value for the money. That is the real Japanese advantage.

How do they do it? With labor that does what is expected of it. In my opinion, good labor, not the art of management, is the key to Japan's ascendancy.

Japanese workers come in the door properly trained by family, schools, the entire society. To be sure, the system is full of what we call reinforcement. That is the purpose of company songs and the social and recreation programs that keep workers in a directed mass.

What ought to be learned from Japanese success is the value of adhering to the fundamentals of commerce -- give the customer what he wants and control the costs -- of working hard and running like hell. But once upon a time we knew all that -- and America had double-digit growth rates.

Employee Incentives -

Motivation of the employee is a concern not only in Japanese industry. It is also a factor in maintaining the quality ethic in American corporations. As pointed out by Marti Sacks, Research & Development Engineer and Director of Quality Control, of Sun Metal Products, Inc.:

The most effective method of maintaining consistent high quality is to motivate the production worker and supervisor by keeping them informed and involved in the quality control program, and aware of its importance and benefits.

Of the many methods for stimulating productivity in employees, numerical quotas and piecework wages were judged to be compatible with maintaining or improving quality performance levels by the majority of the questionnaire's respondents. Most companies in the county, however, were found to compensate hourly employees by straight wages.

Strategies for Improving Quality -

The last consideration examined of quality as a business philosophy was the attitude of industries toward improvement of their quality performance. All respondents said that ever-improving quality was an important strategy in their company. There existed a disparity, however, in how Group I and Group II companies approached the execution of this strategy.

Nearly all large companies strongly agreed that an on-going corporate management commitment is needed in order for a company to achieve ever-increasing levels of quality performance. Small companies were somewhat less enthusiastic in supporting this doctrine. It was also found that all large companies have set short and long-range goals for quality performance and have established company-wide priority programs for improving quality. This could not be said of approximately one-third of the small companies in this survey.

This difference in approach towards improving quality could exist for a number of reasons. It may be that the situation in industry parallels the impact that agriculture had on developing civilization. The advent of agriculture freed-up more time for society to devote to activities other than basic survival, such as the arts, sciences and industrialization. Likewise, it may be that only large corporations have the time, resources and personnel to devote towards the development of a formal program for the long-range improvement of their quality performance, while small companies devote their manpower to day-to-day survival in the marketplace. There is also justification, however, in the view that it is the small company that is at an advantage in the improvement of quality performance. A small company often exists with less bureaucracy and inertia towards rapid change than a large company. This may allow a small company to implement improvements in quality performance without the need for elaborate long-range goals and priority programs.

QUALITY TOOLS AND TECHNIQUES:

There are many tools and techniques available to industry today to improve product quality. What are some of the tools and techniques used by Kosciusko county industry?

Group I industries for the most part have a formal written quality assurance manual and a formal written quality improvement plan. Although one-half of Group II industries report having a formal written quality assurance manual, only one company in the group had a formal written quality improvement plan.

Formal orientation and training for new employees seems to play a major part in acquainting them with company policies and procedures. Group I companies spend, on the average, one to five hours in formal orientation and training with three companies devoting more than five hours to this activity. Fifty percent of Group II industries have a program consisting of one to five hours.

Some companies believe that employee participation in problem solving is essential for quality and productivity improvement. These involvement groups are most commonly called Quality Circles or Task Force teams. Seven companies in the county have established this concept. Time spent in group meetings varies from one hour per month to one hour per week. Half of the companies reported their groups as being effective and half felt them to be somewhat-effective in problem solving. Peabody ABC's Rufenbarger stated, "We have established a Quality Circle program to assist management, and maintain high safety standards, improved productivity, and high product quality standards." Of the remaining companies, three are planning to organize such groups in the future.

Continuing education for all employees is widely recognized today as a method for improving employee performance. Various methods are used, such as seminars, university sponsored courses, outside consultants, audio/visual programs, and the resources of management and line supervisor personnel. The largest percentage of Group I companies uses seminars, management, line supervisors, and audio/visual programs for employee training. Almost all training is done in-house and through line supervisors in Group II companies with some use of management as instructors.

Many companies within the county have adopted statistical process control (SPC) as a tool for continuing quality improvement. SPC focuses on the prevention of problems -- not detection. Statistical measurements are applied to assure that processes are in full control so that products conform to specifications. There are nine Group I companies which employ SPC and of the companies which do not currently have SPC programs, three companies are planning to implement such programs in the future. Personnel within these companies receive anywhere from a few hours to 60 hours of training depending on their job function. Measurement techniques most commonly used by the companies which have a SPC program are range charts, X bar charts, control limits, histograms, and capability studies. Over two-thirds of these companies reported improved quality performance. The success of a SPC program is dependent on the condition of the machinery used to manufacture product. A Preventive Maintenance program for machinery, equipment, and tooling is therefore necessary to achieve and maintain high quality performance levels. Ninety percent of all companies responding have a formal preventive maintenance program.

Although SPC is rapidly being adopted by American industry it is not a new technique. Michael Carlson, Quality Assurance Manager of Owens-Illinois states:

As our product line is used to package pharmaceutical products, quality performance (dimensional uniformity, visual appearance) is a must. Many of the "new" SPC programs have been part of our manufacturing operation since the 1950's. Over the past two years, Pareto studies, cause and effect studies and other data collection/presentation techniques have greatly assisted us in a re-machining effort. By addressing those areas associated with losses, recurring quality problems, labor intensity and maintenance difficulties, we have developed and are still developing equipment that has enhanced productivity in its truest sense -- significantly increased output with significantly improved quality.

QUALITY PERFORMANCE:

In the last few years most area manufacturing companies have spent considerable time and effort communicating quality performances to their employees and in making them aware of customers' needs and expectations as it relates to quality. All the companies surveyed responded that they kept their employees informed using several different methods -- with plant-wide meetings, departmental meetings and bulletin board postings being the most commonly used methods. In addition, all of the larger companies and one-fourth of the smaller companies include quality topics in employee newsletters with

frequency of distribution ranging from weekly to quarterly editions. All of the companies employ at least one type of quality performance measurement with most companies using a combination of several measurement methods. Customer returns, final audit rejects, warranty costs, customer complaints and ratings, internal quality audits, scrap costs and rework/salvage costs were measurement methods most often mentioned in the survey responses.

All reporting companies except one stated that operators are responsible for the quality of their own output and that quality performance is a criteria used in job performance appraisals for managers, supervisors, and hourly employees.

Production supervisors spend approximately two-thirds of their time supervising, 15 to 20 percent performing administrative duties such as completing reports and awaiting time cards, eight to 10 percent expediting parts through the plant and six to ten percent training employees. There were not any appreciable differences between large and small companies. However, supervisors in larger companies tend to devote more time to training than their counterparts in smaller companies.

SUMMARY:

For the most part, companies in the survey reported that their quality performance records had improved during the past five years and that current performances rate from "good" to "excellent". However, none of the companies are satisfied with current levels and all are striving for continuing improvement. Whether the impetus comes from customers or management, ever-improving quality performance is an important business strategy for large and small companies. Eighty percent of the manufacturers have set short and long-range goals and established company-wide priority programs for improving quality.

Philosophy, actions, and activities are basically the same for large and small companies -- the difference being varying degrees of magnitude:

- . An on-going management commitment followed by action.
- . A safe and clean work environment which promotes a greater quality awareness.
- . Communicating to all employees records of quality performance, present activities, and future goals.
- . Possibly most important is greater employee involvement in identifying and solving problems.

Local industries are committed to quality improvement and see a direct correlation between quality and productivity. A company with good productivity attained through improved quality performance will be cost-effective. And a cost-effective company will be the one that survives and prospers.

Whitley

Whitley Products, Inc., P.O. Box 154, Perceton, Indiana 46562 Telephone 219 594-2112 FAX 219-332-7406

March 26, 1984

Dear Sir:

Fay Iden, Quality Circles Staff Assistant, R. R. Donnelly & Sons Company; George Delli Santi, Senior Development Engineer—Advanced Technology, Zimmer; and I are participants in this year's class of the Koskiusko Leadership Academy (KLA). One of the requirements of the KLA course is to do a "White Paper" project on a topic that is an issue or problem within our county—a paper which eventually will appear as an article in the Times-Union.

The three of us have chosen "quality" as our topic—probably the single biggest topic of discussion for American industry these past few years. More specifically, we wish to conduct a survey of selected manufacturing companies within the county to determine what companies are doing as it relates to their quality performance.

The attached KLA Quality Survey Questionnaire is the method we have selected for gathering the survey information. Please be assured that all information will be kept confidential. However, we encourage you to add your comments on the last page of the Questionnaire and to note any of your remarks for which we would have your permission to quote in the newspaper article.

We are requesting that you complete the Questionnaire and return it to my attention (c/o Whitley Products Inc.) by April 2nd.

On behalf of Fay and George, I want to thank you for your assistance.

Sincerely,

J. R. Lowe
Vice President - Mfg. Manager

JRL/bg

Attachments:

KLA QUALITY SURVEY QUESTIONNAIRE

1. What is the current total company employment within the county? _____
2. What is the change in employment compared to five years ago? _____% inc/dec
3. If the answer to Item #2 is greater than 25% (increase or decrease), what is the one major reason?
____cost competitiveness ____quality performance other(explain)_____
4. "Quality breeds productivity. And as productivity improves, so does profitability."
____strongly agree ____agree ____agree somewhat ____disagree
5. "Quality pays—not costs."
____strongly agree ____agree ____agree somewhat ____disagree
6. Rank the following manufacturing priorities in order of importance:
____cost of producing ____delivery ____quality ____safety
7. How much more attention is quality getting now than in the past within your company?
____quite alot ____more ____about the same ____less
8. How is your company's quality performance generally rated within the industry it serves?
____excellent ____good ____fair ____poor
9. How do you perceive your company's quality performance now as compared to five years ago?
____much improved ____improved ____about the same ____worse
10. Have you set short and long-range goals for quality performance and established company-wide priority programs for improving quality?
____yes ____no
11. Are the goals of your organization published and available to all employees?
____yes ____no
12. "A clean and safe work environment is a prerequisite for maintaining high quality performance levels?"
____strongly agree ____agree ____agree somewhat ____disagree
13. Where does quality rank in corporate priorities?
highest _____ lowest _____

14. How do you communicate quality performance, customer needs and expectations to your employees?

- plant-wide meetings how often _____
- departmental meetings how often _____
- employee newsletters how often _____
- bulletin board postings how often _____
- other (explain) _____

15. Are supervisors and managers' job performance appraisals based on the quality performance of their departments?

yes no

16. Are hourly employees' job performance appraisals based on their quality performance?

yes no

17. How does your company measure its quality performance?

- customer returns rejects at final audit warranty costs
- customer complaints customer ratings scrap reports
- internal quality audits rework/salvage costs
- other (explain) _____

18. "'Doing it right the first time' lowers manufacturing costs significantly?"

strongly agree agree agree somewhat disagree

19. The single most important quality impetus comes from:

- customers production Mgt. plant mgt. QC mgt.
- chief executive other (explain) _____

20. Is ever-improving quality an important strategy to your company?

yes no

21. How do you perceive American industry's quality performance now as compared to five years ago?

much improved improved about the same worse

22. "An on-going corporate management commitment is needed in order for a company to achieve ever-increasing levels of quality performance."

strongly agree agree agree somewhat disagree

23. Who has overall quality performance responsibility at the plant operations level?
 quality control department production management
other (explain) _____
24. Do your customers routinely visit your plant to conduct quality audits?
 yes no
25. Do company representatives routinely visit your vendors to conduct quality audits?
 yes no
26. Do you routinely send hourly employees to visit customers and vendors in order to review product applications and manufacturing processes?
 yes no
27. What percent of your production supervisors' time is spent in the following areas:
 %supervising %administrative %expediting %training
 %other (explain) _____
28. Do you have "roving" inspectors?
 yes no
29. Do you have a formal written quality assurance manual?
 yes no
30. Do you have a formal written quality improvement plan?
 yes no
31. To whom does the Quality Control Manager report?
 president plant manager other (explain) _____
32. "The primary function of the quality control department is to act as a policeman to assure quality performance levels are maintained?"
 strongly agree agree agree somewhat disagree
33. Are operators responsible for their own quality?
 yes no
- If your employees are represented by a union, is there a formal joint union-management program to address quality issues?
 yes no n/a

35. How do you compensate hourly employees?
 straight wages piecework group bonus other (explain) _____
36. "Work standards that establish numerical quotas are not compatible with maintaining or improving quality performance levels."
 strongly agree agree agree somewhat disagree
37. Do new employees undergo a formal orientation and training program?
 yes no
38. If the answer to Item #37 is "yes", how many hours?
 1-5 hours 6-10 hours 11-20 hours > 20 hours
39. Does your company have a tuition reimbursement program for salaried employees?
 yes no
40. Does your company have a tuition reimbursement program for hourly employees?
 yes no
41. Does your company have QC Circles, task teams or other types of employee groups whose primary function is to identify and solve problems?
 yes no
42. If the answer to Item #41 is "yes", how many hours per month do these groups meet?
 1-3 hours 4-6 hours 7-9 hours ≥ 10 hours
43. If the answer to Item #41 is "yes", how effective are these groups in solving problems?
 very effective effective somewhat effective not effective
44. If the answer to Item #41 is "no", are you planning to organize such groups in the future?
 yes no
45. What resources are used in training your employees?
 seminars tech schools university courses outside consultants
 management line supervisors audio/visual
other (explain) _____
46. Has your company implemented statistical process controls (SPC)?
 yes no

47. If the answer to Item #46 is "no", are you planning to implement SPC in the future?
___yes ___no
48. Which of the following are areas where SPC is being used?
___purchased raw material ___machine qualifications ___manufacturing process
other (explain)_____
49. Which of the following SPC measurement techniques are used?
___range charts ___X bar charts ___control limits ___histograms
___capability ratios ___other (explain)_____
50. Do you award business to your vendors based on statistical controlled processes?
___yes ___no
51. If the answer to Item #50 is "no", are you planning to initiate a program whereby business is awarded to vendors based on statistically controlled processes?
___yes ___no
52. How much quality improvement has been achieved since implementing a SPC program?
___much improved ___improved ___about the same ___worse
53. List the average number of hours of SPC training each of the following groups has received:
- | | | |
|----------------------------|-----|-------|
| chief executive/president | ___ | hours |
| plant manager | ___ | hours |
| production supervisors | ___ | hours |
| quality control manager | ___ | hours |
| engineering | ___ | hours |
| purchasing manager | ___ | hours |
| tool & die employees | ___ | hours |
| quality control inspectors | ___ | hours |
| set up operators | ___ | hours |
| production employees | ___ | hours |

54. "SPC is the single most effective tool in assuring good quality performance."

 strongly agree agree agree somewhat disagree

55. Do you have a formal preventive maintenance program for machinery, equipment and tooling?

 yes no

56. "A preventive maintenance program is necessary to achieve and maintain high quality performance levels."

 strongly agree agree agree somewhat disagree

57. Please list those books you have recently read that have had a profound effect on the ways in which you view the subject of quality.

58. The space provided below is for any comments you may wish to make regarding the subject of quality. Please note that these comments might be used as quotes in the Times-Union newspaper article.

Date _____ Company Name _____ Signed by _____

please mail completed questionnaire to J. R. Lowe, c/o Whitley Products Inc
P.O. Box 154, Pierceton, Indiana 46562

Thank you.

Ken Anderson Films, Inc.

1520 East Winona Avenue
Box 618

Winona Lake, IN 46590

PH: 267-5774

16mm Motion Picture Producer

Foreign Trade

Employees: T-16, M-7, F-9

Non-union

Ken Anderson, President

Armstrong Products Company

P.O. Box 647

Warsaw, IN 46580

PH: 267-3226

SIC: (2821)

Powder Coatings and Industrial Adhesives

Foreign Trade

Employees: T-79, M-66, F-13

Non-union

T.J. Scattoloni, V.P. & General Manager

Arnolt Corporation

2525 Durbin Street

P.O. Box 317

Warsaw, IN 46580

PH: 267-7111

SIC: (3728)

Precision Machining of Aerospace Components

Limited Foreign Trade

Employees: T-34, M-30, F-4

Union-United Auto Workers

Michael I. Arnolt, President

Arvco Container Corp. of Indiana

1515 Armstrong Road

P.O. Box 14

Warsaw, IN 46580

PH: 267-3800

SIC: (2651)

Corrugated Boxes

Employees: 15

Steve Bolinger, General Manager

Bartel Printing Co., Inc.

502 East Winona Avenue

Warsaw, IN 46580

PH: 267-7421

SIC: (2752)

Printing, Instant Offset

Employees: 8

Wilmer L. Bartel, President

Bertsch Vending Co., Inc.

P.O. Box 815

Warsaw, IN 46580

PH: 267-6051

Vending & Foodservices

Employees: T-81, M-42, F-39

Non-union

C.E. Bertsch, President

Big Boy Products, Inc.

P.O. Box 223

Warsaw, IN 46580

PH: 267-2222

SIC: (3537)

Tire Pumps, Trailer Hitches

Foreign Trade

Employees: 75

Brooks Dalton, President

Blomat, Inc.

P.O. Box 587

Warsaw, IN 46580

PH: 267-6639

Orthopedic

Foreign Trade

Employees: T-88, M-50, F-38

Non-union

Dane A. Miller, President

Bituminous Materials

P.O. Box 1295

Warsaw, IN 46580

PH: 267-5076

SIC: (2951)

Asphalt, Driveway Sealer, Roofing Materials,

Dust Palliative

Employees: T-9, M-8, F-1

Non-union

Philip Ehrman, Vice President

Bixel Paint Corp.

513-17 West Market Street

P.O. Box 1275

Warsaw, IN 46580

PH: 267-8641

SIC: (2851)

Paint Products

Employees: 2

Donald O. Bixel, President

Burns Construction Inc.

Beachwood Lumber Co.

R.R. 4, Box 44

Warsaw, IN 46580

PH: 858-9325

SIC: (2452)

Industrial, Commercial & Farm Post Buildings

Employees: 175

Dan Burns, President

Champion Door Corp.

State Road 15 North

P.O. Box 995

Warsaw, IN 46580

PH: 267-7155

SIC: (2431)

Pre-Hung, Pre-Fit Wood & Steel Door Units, Windows

Employees: 25

William Cupp, Jr., President

Comfortemp, Inc.

1130 East Winona Avenue

Warsaw, IN 46580

PH: 267-5300 or 267-3500

Heating-Air Conditioning & Sheet Metal Fabrication

& Installation

Employees: T-11, M-9, F-2

Non-union

Miriam V. Paage, President

Craftech, Inc.

R.R. 7, Box 37-C

Warsaw, IN 46580

PH: 267-5744

SIC: (3471)

Metal Finishing Shop & Electropolishing

Employees: T-21, M-18, F-3

Non-union

Michael Foreman, President

Creighton Brothers

P.O. Box 1058

Warsaw, IN 46580

PH: 267-3101 or 858-2514

Shell Eggs, Frozen Egg Products

Employees: T-134, M-92, F-42

Non-union

W.E. Creighton, General Manager

Da-Lite Screen Co., Inc.

P.O. Box 137

Warsaw, IN 46580

PH: 267-8101

SIC: (3861)

Projection Screens, Television Projection Screens

Foreign Trade

Employees: 250

Non-union

George Lenke, President

The Dalton Foundries, Inc.
Lincoln & Jefferson Streets
P.O. Box 1388
Warsaw, IN 46580
PH: 267-8111
SIC: (3321)

Gray & Ductile Iron Castings
Employees: T-563, M-486, F-77
Union-United Steel Workers of America
W.M. Dalton, Chairman
Eugene E. Paul, President

DePuy, Inc.
U.S. 30 East
P.O. Box 988
Warsaw, IN 46580
PH: 267-8143
SIC: (3842)

Orthopedic Products
Foreign Trade
Employees: T-443, M-311, F-132
Union-Local Union #809, International Union,
A.I.W.A.-A.F.L.-C.I.O.
Robert J. Williams, President

R.R. Donnelley & Sons Company
Old 30 West
P.O. Box 837
Warsaw, IN 46580
PH: 267-7101
SIC: (2789)

Printed Material - Catalogs/Tabloids
Foreign Trade
Employees: T-1650
Non-union
Don C. Fleming, V.P., Division Director

Drudge Screw Products
R.R. 7
Warsaw, IN 46580
PH: 269-4224
SIC: (3451)

Screw Machine Products, Light Stampings
& Assemblies
Employees: 15
Lynn Kyler, Owner

Endicott Industries, Inc.
765 West Market Street
Warsaw, IN 46580
PH: 267-5181
SIC: (3079)

Church, Restaurant & Other Institutional Furnishings
Employees: T-49, M-37, F-12
Union-Carpenters & Joiners
James D. Camp, President

Evans Plastics, Inc.
Box 862
Warsaw, IN 46580
PH: 269-3587
SIC: (3599)

Grinding & Pulverising of PVC Plastics
Employees: 5
Keith Evans, Owner

Fabricated Foundry Flask, Inc.
Airport Industrial Park
R.R. 7, Box 93
Warsaw, IN 46580
PH: 269-1671
SIC: (3559)

Ingot Mold, Foundry Equipment
Employees: 16
Non-union
Ken Johnston, Manager

Exhaust Co.
Division of Callaman Mining
1510 W. Armstrong Road
P.O. Box 823
Warsaw, IN 46580
PH: 617-388-9700
H.D. Boggs

G I Printed Tape & Polishing
1000 North Lake Street
P.O. Box 76
Warsaw, IN 46580
PH: 267-5217
SIC: (2641)

Printed Pressure Sensitive Tapes, Converters of
Printed Tape & Labels & Metal Polishing
Employees: 19
Jerry Irvine, Owner

Garber Aluminum Foundry
Boggs Industrial Park
P.O. Box 136
Warsaw, IN 46580
PH: 267-2952
SIC: (3361)

Aluminum Castings & Press Feeding Tools,
Powder Coating Equipment
Employees: 15
Frank Garber, Sr., President

Gatke Corporation
2321 East Winona Avenue
Warsaw, IN 46580
PH: 267-3171
SIC: (3562)

Friction & Non-Friction Products (Job Shop)
Foreign Trade
Employees: T-151, M-114, F-37
Union-U.A.W.
Frank Gatke, Jr., Vice President

Grace Manufacturing Inc.
P.O. Box 856
Warsaw, IN 46580
PH: 267-8000
SIC: (3429)

Drawer Slides, Drip Caps & Camper Jacks
Robert M. Hoepfner, President

Hamelin Industries, Inc.
Fox Farm Road
P.O. Box 1215
Warsaw, IN 46580
PH: 267-4005

PVC Plastic Tires, Wheel Assemblies
Foreign Trade
Employees: 38
Non-union
Thomas W. Cain, Executive Vice President

Hand Industries, Inc.
939 West Market Street
Warsaw, IN 46580
PH: 267-3525
SIC: (3541)

Metal Finishing, Machined Parts
Employees: 70
William Hand, President

Indiana Coated Fabrics, Inc.
State Road 15 North
P.O. Box 643
Warsaw, IN 46580
PH: 269-1280
SIC: (2295)

Window Shades, Fabrics
Foreign Trade
Employees: 25
William Haldewang, President

Indiana Vac-Form Inc.
Airport Industrial Park
R.R. 7, Box 96-C
Warsaw, IN 46580
PH: 269-1725
SIC: (3079)

Plastic Parts
Employees: 8
Donald Robinson, President

Inmont Corporation

P.O. Box 287
 Warsaw, IN 46580
 PH: 269-4603
 SIC: (2899)

Publication Gravure Printing Ink
 Employees: 19
 Larry Krise, Plant Manager

Jomac Products, Inc.

1624 East Winona Avenue
 Warsaw, IN 46580
 PH: 267-3135
 SIC: (2295)

Work Gloves, Coated Gloves & Fabrics, Rainwear
 Safety Clothing, Aprons, Terry Cloth
 Foreign Trade
 Employees: 150
 Gordon Hackworth, Plant Manager

Kinder Manufacturing Co.

Div. Congoloum Corp.
 602 North Leiter Drive
 P.O. Box 916
 Warsaw, IN 46580
 PH: 267-7033
 SIC: (2512)

Upholstered Furniture, Bedding, R/V Cushions, Beds
 Employees: 85
 Jack Moon, General Manager

Kosciusko County REMC

523 South Buffalo Street
 P.O. Box 588
 Warsaw, IN 46580
 PH: 267-6331

Rural Electric Distribution
 Employees: T-29, M-19, F-10
 Non-union
 Lynn E. Collyer, Manager

Ko Mfg. Co.

South McClellan Street
 P.O. Box 211
 Warsaw, IN 46580
 PH: 267-6217
 SIC: (3589)

Water Treatment Equipment
 Foreign Trade
 Employees: 5
 Non-union
 William I. Chapel, Owner

Kustom Koaters, Inc.

701 South Buffalo Street
 P.O. Box 1051
 Warsaw, IN 46580
 PH: 267-7057
 SIC: (3471)

Metal Finishing, Powder Coating
 Foreign Trade
 Employees: T-30, M-22, F-8
 Non-union
 Robert D. Kissell, President

Lawn Rangers

310 Argonne Road
 P.O. Box 284
 Warsaw, IN 46580
 PH: 267-2422

Weed Control Services & Sales
 Employees: T-6, M-5, F-1
 Non-union
 Darwin E. Call, President

L.M. Berry

Box 998
 Warsaw, IN 46580
 PH: 267-5151

Yellow Pages
 Employees: T-133, M-21, F-112
 Non-union
 R.L. Bebo, Division Manager

LRC Products

1607 North Detroit Street
 P.O. Box 706
 Warsaw, IN 46580
 PH: 267-6561
 SIC: (2439)

Laminated Wood Beams, Wood Roof Decking, Wood
 Roof Decking Insulation
 Employees: T-9, M-8, F-1
 Non-union
 Phillip W. Barkey, Vice President, General Manager

Levernier Labs Inc.

P.O. Box 224
 Warsaw, IN 46580
 PH: 267-5349
 SIC: (3586)

Soap & Alcohol Medical Dispensers
 Foreign Trade
 Employees: 2
 Kenneth Perry, President

Levin, Myer & Sons Inc.

U.S. 30 & State Road 15 North
 P.O. Box 1042
 Warsaw, IN 46580
 PH: 267-5141
 SIC: (3339)

Scrap Iron & Metals
 Employees: 15
 Howard Levin, President

Little Crow Foods

201 South Detroit Street
 Box 1038
 Warsaw, IN 46580
 PH: 267-7141
 SIC: (2041)

Consumer Food Products
 Employees: 35
 Non-union
 Robert D. Maish, President

Miner Lumber Co.

659 West Jefferson Street
 P.O. Box 173
 Warsaw, IN 46580
 PH: 267-6521
 SIC: (2426)

Grade Hardwood Lumber, Pallet Grade Hardwood
 Lumber & Pallet Mfg.
 Foreign Trade
 Employees: 4
 Non-union
 Robert P. Wolfram, Owner

Northern Indiana Public Service Co.

216 West Center Street
 P.O. Box 257
 Warsaw, IN 46580
 PH: 267-8121

Gas & Electric
 Employees: T-80, M-60, F-20
 Union-United Steelworkers of America
 T.D. Retseck, District Manager

O.E.C. Medical Systems

501 Argonne Road
 Warsaw, IN 46580
 PH: 269-1120

Image Intensifiers & Tables for Orthopedic Surgery
 Foreign Trade
 Employees: T-62, M-54, F-8
 Non-union
 Benno Lotz, President

Osborn Mfg. Corp.
960 North Lake Street
P.O. Box 676
Warsaw, IN 46580
PH: 267-6156
SIC: (3622)

Safety Equipment Mfg. & Thermoforming
Plastic Parts
Limited Foreign Trade
Employees: T-15, M-9, F-6
Non-union
Iia Joan Taylor, President

Othy, Inc.
Route 15 North & C.R. 350 North
R.R. 7, Box 266
Warsaw, IN 46580
PH: 267-8700
SIC: (3544)

Orthopedic Instrument & Implant Fabrication
Foreign Trade
Employees: T-72, M-65, F-7
Non-union
James L. Cherpes, Vice President/General Manager

Owens-Illinois, Inc.
Boggs Industrial Park
P.O. Box 798
Warsaw, IN 46580
PH: 267-6121
SIC: (3229)

Pharmaceutical Glassware Ampuls & Vials
Foreign Trade
Employees: 249
Union-American Flint Glass Workers
Al Lippincott, Plant Manager

Peabody ABC Corp.
301 Kings Highway
P.O. Box 77
Warsaw, IN 46580
PH: 267-5168
SIC: (2295)

Mine Shaft & tunnel ventilation equipment, i.e.
Brattice cloth ventilation tubing & ventilation fans
Foreign Trade
Employees: 88
Robert M. Ellison, President

Rayco Steel Process Co.
Lincoln & Market Streets
P.O. Box 1016
Warsaw, IN 46580
PH: 267-7676
SIC: (3398)

Special Heat Treating, Cutting Tools, Piercing
Punches, Orthopedic Instruments
Employees: 5
Ray Bockman, Owner

Recon Co./Div. Whimot Inc.
R.R. 4, Box 257-X
Warsaw, IN 46580
PH: 267-8062
SIC: (3842)

Surgical Instrument Repair
Employees: 22
Murvel D. Whitehead, President

Safe-Way Door
State Road 18 North
R.R. 7, Box 270
Warsaw, IN 46580
PH: 267-4061

Mfg. Garage Doors & Openers
Limited Foreign Trade
Employees: T-36, M-30, F-6
Non-union
Harold James, President

Sun Metal Products Inc.
2155 North Detroit Street
P.O. Box 1508
Warsaw, IN 46580
PH: 267-3281
SIC: (3714)

Wire Spoke Wheels
Foreign Trade
Employees: 175
Non-union
Robert M. Piecuch, President

The Paper
114 West Market Street
Warsaw, IN 46580
PH: 269-2932

Advertising, Printing & Publishing
Employees: 3
Non-union
Kip Schumm, Advertising Representative

Tool Specialties Inc.
P.O. Box 661
Warsaw, IN 46580
PH: 267-7019
SIC: (3544)

Tools, Dies, Jigs, Fixtures, Production Machining,
Special Machines
Employees: 10
D. Willis/R. McDonald, Owners

Tri-Namic Printing Co., Inc.
1101 West Winona Avenue
P.O. Box 1024
PH: 269-1452
SIC: (2752)

Commercial Printing
Employees: 6
Larry Kennedy, President

Tri-State Advertising Co., Inc.
307 South Buffalo Street
P.O. Box 928
Warsaw, IN 46580
PH: 267-5178
SIC: (3993)

Advertising Displays, Sales Literature
Employees: 16
William L. Kreicker, President

Tyler Machinery Co.
658 South Detroit Street
Warsaw, IN 46580
PH: 267-3530
SIC: (3553)

Laminating Press, Saws, Tenoners, Special Wood-
working Machines, Special Plastic Processing
Machines
Foreign Trade
Employees: 35
D.T. Tyler, President

Union Tool Corp.
State Road 15 North
P.O. Box 935
Warsaw, IN 46580
PH: 267-3211
SIC: (3559)

Roller Coaters, Vacuum Lifts, Hi-Frequency Air &
Hydraulic Special Machinery, Material Handling
Equipment
Foreign Trade
Employees: 30
Charles Simpson, President

Uniroyal Inc./Plastic
State Road 15 North
P.O. Box 958
Warsaw, IN 46580
PH: 267-7127
SIC: (3079)

Plastic Sheet Stock & Formed Parts
Employees: 205
L. Schmitt, Plant Manager

Walmer Supply Inc.
Boggs Industrial Park
P.O. Box 937
Warsaw, IN 46580
PH: 267-3693

Plumbing, Heating, Well & Industrial Supplies,
Kitchen Cabinets, Appliances, Bath Accessories
Employees: T-15, M-12, F-3
Non-union
Warren D. Walmer, Chairman
Robert G. Walmer, President

Warsaw Chemical Co., Inc.
P.O. Box 858
Warsaw, IN 46580
PH: 267-3251
SIC: (2842)

Chemical Raw Materials & Cleansing Compounds
& Janitor Supplies
Foreign Trade
Employees: 80
Non-union
Robert F. Steele, President

Warsaw Coil Co.
State Road 25 West
P.O. Box 1057
Warsaw, IN 46580
PH: 267-6041
SIC: (3677)

Electrical Coils for Controls
Employees: 100
Tom Joyner, Sales Manager

Warsaw Cut Glass Co.
505 South Detroit Street
P.O. Box 1322
Warsaw, IN 46580
PH: 267-6581
SIC: (3231)

Cut Glassware
Employees: 4
Edy Kirkendall, Owner

Warsaw Foundry Co., Inc.
1212 North Detroit Street
P.O. Box 227
Warsaw, IN 46580
PH: 267-8772
SIC: (3322)

Gray Iron Castings
Employees: 100
William Petro, Jr., President

Warsaw Orthopedic, Inc.
P.O. Box 903
Warsaw, IN 46580
PH: 267-6801
SIC: (3599)

Machine Parts, Stampings, Orthopedic Supplies
Foreign Trade
Employees: 50
Miles D. Igo, President

Warsaw Packaging
402½ Argonne Road
P.O. Box 526
Warsaw, IN 46580
PH: 267-2699
SIC: (3079)

Packaging Materials
Employees: 14
Robert Pater, Owner

Warsaw Plating Works, Inc.
P.O. Box 914
Warsaw, IN 46580
PH: 267-6185
SIC: (3571)

Electro Plating
Employees: T-85, M-62, F-23
Union-Local #50- International Metal Polishers,
Buffers, Platers & Allied Workers
Jerry Aker, President

Warsaw Printing, Inc.
202 West Center Street
Warsaw, IN 46580
PH: 267-7591
SIC: (2752)

Commercial Printing
Employees: 15
Joseph F. Jordan, General Manager

Whimet, Inc.
R.R. 4, Box 257-X
Warsaw, IN 46580
PH: 267-8062
SIC: (3471)

Polishing & Buffing, Metal Finishing
Murvel D. Whitehead, President

White Machine
655½ South Buffalo Street
Warsaw, IN 46580
PH: 267-5895
SIC: (3599)

Machine Building & Repair, Tools, Dies
Employees: 2
Non-union
John H. White, Owner

White Metal Rolling & Stamping
711 South Buffalo Street
Warsaw, IN 46580
PH: 267-5121
SIC: (3499)

Magnesium & Aluminum Stepladders & Extension
Ladders
Foreign Trade
Employees: 100
Harold Lamberg, President

Zimmer/Div. Bristol-Myers Co.
P.O. Box 708
Warsaw, IN 46580
PH: 267-6131
SIC: (3842)

Orthopedic & Fracture Equipment,
Surgical Specialties
Foreign Trade
Employees: 1320
Thomas Hughes, President

ATWOOD**M & K Corporation**

P.O. Box 127
Atwood, IN 46502
PH: 858-2151
(3341)

Aluminum & Copper Shot, Processor Complex, Non-Ferrous Metals & Non-Metals, Steel Pellets Out of Bi-Metal Beverage Containers

Employees: 40
Non-union
Michael Knezevich, President

Rajowalt/Carthers, Inc.

P.O. Box 97
Atwood, IN 46502
PH: 858-2511
SIC: (3842)

Fracture & Rehabilitation Equip, Wheel Chairs

Employees: 15
Foreign Trade
Gus Dimberg, President

BURKET**Burket Agri-Service, Inc.**

P.O. Box 37
Burket, IN 46508
PH: 491-3195
SIC: (2875)

Fertilizer, Farm Chemicals
Employees: 5
Roger Ring, President

Burket Elevator**Div. N.K. Assocs., Inc.**

P.O. Box 7
Burket, IN 46508
PH: 491-2415
SIC: (2048)

Grain, Feed
Employees: 11
James Newlin, President

Tip-E-Pak, Inc.

Main Street, Burket
P.O. Box 645, Rochester, IN 46975
PH: 491-4445

Hard Cooked Eggs
Employees: 44
Foreign Trade
Non-Union
Wayne Bowser, Plant Superintendent

Warsaw Black Oxide, Inc.

P.O. Box 38
Burket, IN 46508
PH: 491-2975 and 267-6609
SIC: (3471)

Metal Finishing
Employees: 35
Byron Doran, President

CLAYPOOL**Lasuer Industries, Inc.**

202 S. Main St./Box 45
Claypool, IN 46510
PH: 566-2555
SIC: (3479)

Electrostatic Paint Finishing
Employees: 11
Robert W. Lasuer, President

Packerton Saw Mill

Route 2
Claypool, IN 46510
PH: 639-2945
SIC: (2448)

Grade Lumber, Pallet and Dimensional Lumber from native hardwoods
Employees: 8
Doyle Gunter, Owner

ETNA GREEN**Etna Elevator Co.**

P.O. Box 156
Etna Green, IN 46524
PH: 858-2615
SIC: (2048)

Feeds
Employees: 8
Robert Hartzell, President

J & M Gravel, Inc.

P.O. Box 196
Etna Green, IN 46524
PH: 858-2594
SIC: (3295)

Sand & Gravel, Crushed Stone, Agricultural Limestone
Employees: 15
Peter Jansma, President

Village Green Homes, Inc.

P.O. Box 157
Etna Green, IN 46524
PH: 858-2537
SIC: (3448)

Modular Homes & Offices, Multi-Family Homes
Employees: 40
Georgo Slabaugh, President

LEESBURG**Clunette Elevator Co., Inc.**

Route 2
Leesburg, IN 46538
PH: 858-2281
SIC: (2048)

Grains, Feed, Fertilizer, Chemicals, Sales, Egg and Pullet Production
Employees: T-16, M-13, F-3
Non-union
Jack Anglin, Secretary/Treasurer, Manager

GT! Corp./Circuits Div.

P.O. Box 217
Leesburg, IN 46538
PH: 453-3261
SIC: (3679)

Rigid & Flexible Circuit Boards
Employees: 103
James K. LaFleur, President & C.E.O.

Galloway Fabricating

Route 2, Box 512A
Leesburg, IN 46538
PH: 453-3802
SIC: (3469)

Metal Stampings, Mobile Home Stampings
Employees: 3
Larry Galloway, Owner

Harris Machine Co., Inc.

Route 1, Box 281-A
Leesburg, IN 46538
PH: 834-2866
SIC: (3599)

Repair of industrial pump and compressor, general machining, Screw machine products
Employees: T-8, M-7, F-1
Non-union
Jim Harris, President, Owner

Leesburg Lumber, Inc.

P.O. Box 158
Leesburg, IN 46538
PH: 453-3144
SIC: (2431)

Lumber, Millwork, Windows, Doors
Employees: 7
Ava Barth, Owner

LEESBURG continued

Leesburg Mill

P.O. Box 216
Leesburg, IN 46538
PH: 453-4114
SIC: (2041)

Feeds, Fertilizer, Chemicals, Seeds & Farm Supplies
Employees: 8
Floyd Smith, Owner

Phend & Brown, Inc.

P.O. Box 246
Leesburg, IN 46538
PH: 453-4351
SIC: (3295)

Sand and Gravel, Asphalt
Employees: 30
Parker Phend, President

MENTONE

C & E Precision Welding, Inc.

116 W. Main/P.O. Box 492
Mentone, IN 46539
PH: 353-7815
SIC: (3443)

Prdtn. Welding for medical Prdt. Mfrs.
Employees: 4
Donald D. Elick, President

Cargill, Inc. - Nutrena Feed Division

P.O. Box 336
Mentone, IN 46539
PH: 353-7621
SIC: (2041)

Livestock & Poultry Feeds
Employees: T-30, M-25, F-5
Non-union
Greg Michaelsen, District Manager

Craig Welding & Mfg. Inc.

Route 1
Mentone, IN 46539
PH: 353-7541
SIC: (3441)

Steel Fabricating
Employees: 5
Don Craig, President

Frank Mfg. Co., Inc.

101-111 W. Main St.
Mentone, IN 46539
PH: 353-7541
SIC: (3842)

Rehabilitation Equipment
Employees: T-35, M-23, F-12
Non-union
F.I. Saemann, President

Guy's Bending Fixtures

Route 1, Box 270
Mentone, IN 46539
PH: 353-7136
SIC: (3599)

Small hand bending fixtures
Employees: 2
Non-union
Guy L. Alspaugh, President

Kraiss Bros. Foods, Inc.

P.O. Box 398
Mentone, IN 46539
PH: 353-7721
SIC: (2038)

Eviscerated Fowl
Employees: T-210, M-120, F-90
Union-United Food & Commercial Workers
Jerome Kraiss, President

Mid-West Spring Mfg. Co.

P.O. Box 332
Mentone, IN 46539
PH: 353-7611
SIC: (3495)

Springs, Wire forms and stamping
Employees: T-70, M-60, F-10
Non-union
D.L. Muealhausen, Executive Vice President

Mollenhour Lumber Co., Inc.

P.O. Box 85
Mentone, IN 46539
PH: 353-7351
SIC: (2448)

Wooden Pallets
Employees: 12
Non-union
Dale J. Wallace, President

Norris, Lee Construction-Grain

Route 1
Mentone, IN 46539
PH: 353-7855
SIC: (2041)

Belt-o-matic dryers, Grain Processing
Employees: 2
Non-union
Lee E. Norris, President

MILFORD

The Arrow Corporation

P.O. Box 236
Milford, IN 46542
PH: 658-4813
SIC: (3799)

Van Conversions
Employees: 2
Larry Bray, President

B & B Machine Shop

Route 1/Box 246
Milford, IN 46542
PH: 658-9317
SIC: (3716)

Hand, Power Tube Benders, Machining
Employees: 5
Richard Bohnstedt, Owner

Barth, Inc.

Route 2, P.O. Box 768
Milford, IN 46542
PH: 658-9401
SIC: (3716)

Motor Homes
Employees: 100
M.D. Umbaugh, President

Brock Manufacturing, Inc.

P.O. Box 368
Milford, IN 46542
PH: 658-4191
SIC: (3523)

Feed Storage & Grain Bins
Employees: T-174, M-149, F-25
Foreign Trade
Non-union
Paul M. Brembeck, President

Chore Time Equipment, Inc.

P.O. Box 518
Milford, IN 46542
PH: 658-4101
SIC: (3523)

Automatic Poultry and Livestock Feeding, Watering
and Ventilation Systems
Employees: T-186, M-139, F-47
Foreign Trade
Non-union
Howard S. Brembeck, President

MILFORD continued

Kosko Printers
P.O. Box 446
Milford, IN 46542
PH: 658-4180
SIC: (2751)
Commercial Printing
Employees: 3
Harold P. Yeater, Owner

Maple Leaf Farms, Inc.
Route 1
Milford, IN 46542
PH: 658-4121
Ducklings
Employees: T-337, M-188, F-149
Foreign Trade
Union-United Food & Commercial Workers
Terry L. Tucker, President

Phend & Brown, Inc.
P.O. Box 248
Milford, IN 46542
PH: 658-4166
SIC: (2851)
Asphalt, Sand, Gravel Production and Paving
Employees: 35
Parker Phend, President

Pioneer Machine & Tool Co.
Route 1, Box 239
Milford, IN 46542
PH: 658-9336
SIC: (3599)
General Machining, Tool & Die, Mfg. of Generators
Employees: 4
Otto Miesel, President

Ralston Purina Co.
P.O. Box 606
Milford, IN 46542
PH: 658-4137
SIC: (2048)
Feeds
Employees: 20
Larry G. Moorman, Plant Manager

Sellers Mfg., Inc.
Route 1, Box 245-A
Milford, IN 46542
PH: 658-9461
SIC: (3469)
Structural, Plate and Sheet Metal Fabrication
Employees: 50
Howard E. Sellers, President

Serenade Foods, Inc.
Route 1
Milford, IN 46542
PH: 658-9421
Gourmet Chicken Products and Duckling
Employees: T-168, M-56, F-112
Foreign Trade
Non-Union
Terry L. Tucker, President

NORTH WEBSTER

Accur-Cut Machine Co.
P.O. Box 272
North Webster, IN 46555
PH: 834-2877
SIC: (3599)
Production Machining
Employees: 7
Non-union
Joe Harris, President

Heaters, Inc.
P.O. Box 337
North Webster, IN 46555
PH: 834-2818
SIC: (3255)
OEM heaters, for refrigeration, air conditioning and
small appliance - epoxy molded, tubular flexible bulk
resistance wire
Employees: 100
Eugene Coverstone, Executive Vice President

J C Mfg.
Route 1, Box 5
North Webster, IN 46555
PH: 834-2881
SIC: (3443)
Pontoon Boats, Trailers
Employees: 30
Non-union
John W. Cripe, President

Lake Line Cabinets
Route 1, Box 7
North Webster, IN 46555
PH: 834-4261
SIC: (2434)
Custom Cabinets, Wood Products and Counter Top
vanity and vanity tops
Employees: 3
D.D. Salter, Sr., Owner

Reimers Ice Service
P.O. Box 281
North Webster, IN 46555
PH: 834-2888
SIC: (2097)
Ice
Employees: 35
Stephen H. Borhman, President

Webster Machine Co., Inc.
P.O. Box 272
North Webster, IN 46555
PH: 834-2737
SIC: (3599)
Machining of alloys, castings, industrial sawing

PIERCETON

Perry, C.M. Co., Inc.
P.O. Box 388
Piercetion, IN 46562
PH: 594-2641
SIC: (3469)
Stampings and tool engineering, truck hardware,
vibrators
Employees: 10
James M. Perry, President

Starlite Corporation
P.O. Box 135
Piercetion, IN 46562
PH: 594-2637
SIC: (3471)
Zinc Plating, Epoxy Lacquer, Fluidized Bed Coating
Employees: 40
Mick Melvin, President

Whitley Products, Inc.
P.O. Box 154
Piercetion, IN 46562
PH: 594-2112
SIC: (3498)
Fabricated metal tubing, assemblies and diesel
assemblies
Employees: T-130, M-70, F-60
Foreign Trade
Union-UAW, Local 1671
Phil O. Lowe, Chairman of the Board

SILVER LAKE

Miller & Sons Structures, Inc.

P.O. Box 7
Silver Lake, IN 46982
PH: 353-2168
SIC: (2439)

Roof Trusses, Pre-fab farm buildings, wall sections
and components
Employees: 35
Loren Miller, President

Parker Industries

State Road 15 North
Silver Lake, IN 46982
PH: 352-2141
SIC: (3523)

Refuse containers
Employees: T-46, M-40, F-6
Foreign Trade
Non-union
Stephen R. Parker, President

Strauss Elevator Co., Inc.

P.O. Box 307
Silver Lake, IN 46982
PH: 352-2350
SIC: (3534)

Grain, Feed, Seed, Grinding, Fertilizer
Employees: 7
Don Strauss, Owner

Supreme Farmstead Equipment

P.O. Box 157
Silver Lake, IN 46982
PH: 352-2162
SIC: (3523)

Hog and cattle feeders, farm material handling
equipment
Employees: 15
W. Wehmuller, General Manager

SYRACUSE

Commodore/Home Systems, Inc.

P.O. Box 176
Syracuse, IN 46567
PH: 457-3154
SIC: (2451)

Mobile Homes
Employees: 115
Louis C. Zabona, General Manager

Dana Corporation

P.O. Box 67
Syracuse, IN 46567
PH: 457-4422
SIC: (3714)

Components for light truck axles
Employees: 320
Foreign Trade
Union-UAW
Richard C. Rice, Plant Manager

Ener-Trek Corporation

P.O. Box 86
Syracuse, IN 46567
PH: 457-4660
SIC: (2522)

Furniture, sofas, chairs, tables, etc.
Employees: 22
Ray Franke, President

Jonasch Plastics Co.

Route 5/Box 138
Syracuse, IN 46567
PH: 658-4581
SIC: (3728)

Reinforced Plastics, Prototypes, Aircraft Components
Plastic Tooling
Employees: 5
Edward A. Jonasch, Owner

Laktronics, Inc.

Route 2, Box 253
Syracuse, IN 46567
PH: 856-4588
SIC: (3822)

Wiring Harnesses
Employees: 40
Robert C. McNary, President

Premiere Corporation

P.O. Box 446
Syracuse, IN 46567
PH: 457-4481
SIC: (3231)

Mobile Home Windows, Aluminum windows for
mobile homes & awning, windows for travel trailers
Employees: 75
Matthew Joefrieda, President

Riblet Products Corporation

72298 S.R. #13
Syracuse, IN 46567
PH: 457-4471
SIC: (3443)

Steel framing for mobile and modular homes
Employees: 18
Emmit Cobb, Plant Manager

Rinker Built Boat Co.

207 Chicago St.
Syracuse, IN 46567
PH: 457-3433
SIC: (3732)

Boats: Fiberglass
Employees: 15
John J. Rinker, Owner

Rogers Electro-matics, Inc.

P.O. Box 186
Syracuse, IN 46567
PH: 457-2305
SIC: (3822)

Electronic controls
Employees: 8
Edwin Ted Rogers, President

Sea Nymph Boats, Inc.

801 E. Chicago St.
P.O. Box 337
Syracuse, IN 46567
PH: 457-3131
SIC: (3732)

Mfg. aluminum boats and canoes
Employees: 175
Non-union
Paul Phillabaum, President

Sudlow's Pier Shop

Route 4, Box 264
Syracuse, IN 46567
PH: 457-3514
SIC: (3429)

Pier sections, pipe standards, metal boat houses,
rafts and other water-front equipment
Employees: 5
David Heckaman, President

Syracuse Rubber Products, Inc.

1135 S. Sycamore Street
Syracuse, IN 46567
PH: 457-3141
SIC: (3069)

Molded rubber goods
Employees: 195
Foreign Trade
Non-union
Dean Pittman, President

SYRACUSE continued

Tekonsha Corporation

P.O. Box 128
Syracuse, IN 46567
PH: 457-4133
D: (2842)

Auto polish, white tire cleaner, pre-polish car cleaner,
car wash detergent, aircraft & marine surface care
products

Employees: 5
Wayne M. Campbell, President

Vyfactos Labs/Diy. P.M. Co.

800 S. Huntington
Syracuse, IN 46567
PH: 457-3171
SIC: (2048)

Feed, dehydrated molasses, mineral products for
livestock

Employees: 40
Gene Ludwig, General Manager

Wawasee Electronics Co., Inc.

P.O. Box 36
Syracuse, IN 46567
PH: 457-3191
SIC: (3679)

Electronics, communication accessories

Employees: 9
Dick Maresh, President

WINONA LAKE

Winona Corporation

P.O. Box 278
Winona Lake, IN 46590
PH: 267-8311
SIC: (3444)

QWIK-COOK newspaper grill, boat anchor pulleys
cemetery bouquet holders, custom powder coaters,
metal specialties

Employees: 28
Non-union
Foreign Trade
Elmer D. Miller, President

Brethren Missionary Herald Co.

1104 Kings Highway
P.O. Box 544
Winona Lake, IN 46590
PH: 267-7158
SIC: (2731)

Publishers of church literature
Employees: 26

Charles W. Turner, General Manager

Free Methodist Publishing House

999 College Ave.
Winona Lake, IN 46590
PH: 267-7161
SIC: (2731)

Sunday school literature, religious books and
magazines-misc. printing

Employees: 60
Wilmer Bartel, Director

National Structural Plastics

2411 Hendricks, Warsaw, IN
P.O. Box 308
Winona Lake, IN 46590
PH: 267-2567
SIC: (3079)

Fiberglass, fabricating, fiberglass runabout boats,
vacuum forming, thermo-plastics

Employees: 20
Non-union
Stan Long, President

Word Music

100 Publishers Drive
Winona Lake, IN 46590
PH: 267-5116

Warehouse and shipping, mail order, copyrighting
Employees: 55

Non-union
Foreign Trade
N. Bruce Howe, Jr., Vice President