

WINCHESTER

Production was commenced at Winchester on February 3rd, 1948. Net shipments from Winchester amounted to \$2,164,119 for the year.

Being a new plant, the biggest problem was to train and organize a working force. A large majority of the people were inexperienced and unfamiliar with our type of manufacturing. Much was accomplished along these lines, but there is still considerable work to be done to develop a smooth working organization. In April a gross profit on shipments was realized, and this continued for the year.

The new compounding methods at Winchester developed by the Division Engineering Department, Construction and Maintenance Department, and Scott Fraula have proven very successful and efficient. Material handling in the Rolling and Finishing Departments has been greatly improved through the use of conveyors and hoppers. In the Press Department, the A-B-K Safety Tile presses have been converted for pressing brake blocks as well as tile. In the Shipping Department a new system of conveyors has proven efficient, but the lack of storage space in Shipping is a great problem.

Operation at Winchester during the last three quarters was about 50% of one shift capacity.

A photograph of the Winchester Plant is included in this report.

DETROIT

With the bulk of our replacement lining business being produced at Winchester, the Detroit plant has been able to concentrate on improved methods for original equipment production. Conveyors have been installed in the Finishing Department for sawing operations.

All shipments between the Detroit Plant and the Wayne Warehouse have been converted to the use of pallets, and all shipments to the larger manufacturers in the Detroit area have been palletized. In some cases shipping cartons have been eliminated, and the material is strapped to pallets and handled by power fork trucks.

Modern semi-automatic carton sealing and imprinting equipment was installed in 1948 for packaging brake lining in replacement car sets sold to automobile manufacturers. As far as can be learned, our packaging methods are the most modern in the brake lining industry. Similar equipment will be installed at Winchester for packaging replacement car sets sold to the N.A.P.A. Estimated annual labor and material savings approximate \$10,000.

The installation of Do-All saws in the Finishing Department was completed in 1948 at a total cost of approximately \$60,000. Saw-cut ends rather than sheared ends were made necessary by tolerance requirements and the development of cementing lining to shoes. Product improvement and cost reduction have been realized through improved rolling processes, premixing solvents and resins, and the extended use of carbide drilling tools. Cost estimating has been further refined by the