

Northwestern
SINCE 1879
Sterling

May, 1988

The Lightning Bolt

NORTHWESTERN STEEL AND WIRE COMPANY · STERLING, ILLINOIS 61081

Inside This Issue

Distributing Service The Building Products Way

While many wire products suppliers specialize in selling such products as nails and fencing, Building Products, Inc. prides itself in selling service as its primary commodity. Of course they have a wide selection of building products to service customers throughout the Midwest. Read about this interesting company on page 2.

Grants Make Training Programs Possible

Northwestern has received \$600,000 in training grants from various agencies. Other grant requests are also on file. Read on page 3 how these monies have been put to use and what is in store for the future.

What's New?

Several Northwestern construction projects are currently underway. Read an update on these various projects in this special column on page 6.

A Clean Solution To A Dirty Problem

A QIP Team finds a solution to the dirty problem of keeping the Company's Mobile Equipment clean so that repair costs can be kept to a minimum.

This story appears on page 8.

Northwestern Begins 5-Year East Plant Improvement Plan

Major changes that will eventually mean the razing of the Company's Plant 1 nail and wire drawing facility have already begun at Northwestern Steel and Wire Company.

The changes are part of a 5-year plan to update the Company's nail and wire production so that it is more efficient, according to **John Reynolds**, Nail Department. A primary goal of the Company is to transfer production and storage to a one-floor operation.

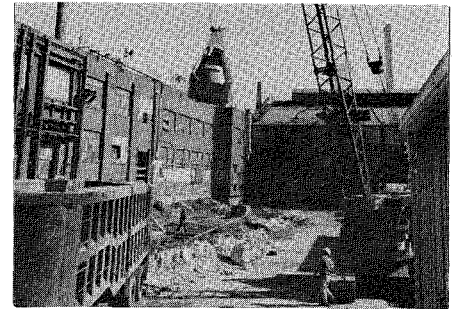
The current facility, which sits just east of the main gate, is multi-leveled, requiring expensive and time consuming materials handling.

The first phase of the plan, which is well underway, involves the relocation of the tractor shop from the existing nail packing building to the old descaler building.

The new tractor shop will be housed inside a separate 80-foot x 80-foot building located within the descaler building. Repair and maintenance for Company tractors is completed in the

tractor shop.

Work is also underway for a new 180-foot x 226-foot Nail Packing Facility, which will be located just north of the descaler building. With the purchase of new equipment and updating of existing equipment, the new
(continued on page 5)



A crane works to clear away the debris left from the razing of the old tractor building at the East Plant. A new Nail Packing Facility will be constructed at this site as part of the Company's 5-year East Plant Improvement plan.

Higher Buyout Offer Approved By Board

On May 26, 1988, Northwestern Steel and Wire Company announced that its Board of Directors approved an amended merger agreement with NW Acquisition Corporation providing for an increased merger consideration to the shareholders of the Company of \$19 in cash and \$6 principal amount of 13% subordinated notes due in 1997.

The original merger agreement, signed on February 5, 1988, provided for merger consideration of \$18 in cash and \$4.50 principal amount of 13% subordinated notes due in 1997. The amended merger agreement also extends its duration from August 3, 1988, to September 2, 1988, and provides for payments by the Company to NW Acquisition Corporation of up to \$3

million of expense reimbursement in the event the merger does not take place for certain reasons. Holders of approximately 22% of the Company's outstanding shares have reaffirmed their agreement to vote in favor of the merger, subject to certain conditions.

NW Acquisition Corporation was formed by a newly established ESOP covering salaried employees of the Company (other than senior management) and employees represented by the United Steelworkers of America, certain members of the Company's senior management and outside investors comprised of persons associated with M.J. Rosenthal and Associates, Inc., persons associated
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Distributing Service To The Midwest

Building Products Inc. is making a big name for itself with Midwest lumber yards and other wire products dealers, by redefining service to its customers.

"At Building Products Inc., service is our most important product. As a wholesale distributor of building materials, service is the only way we are truly able to separate ourselves from the competition," said **Lee Schull**, BPI President.

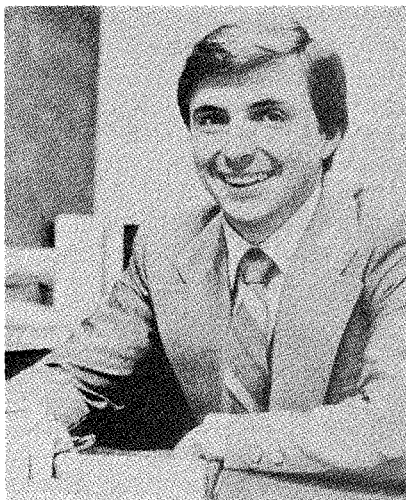
The Watertown, SD, operation was purchased in 1965 by **Lester Schull**, Lee's father, and BPI has found its niche in the Minnesota, Iowa and South Dakota tri-state area by really knowing its customers and how to best serve them.

"Any successes we have been able to achieve are a direct result of how well we have listened and responded to what retail dealers have told us they need from their suppliers to deal effectively with today's changing marketplace," said Schull. "Too many companies seem to be satisfied with just getting a sale."

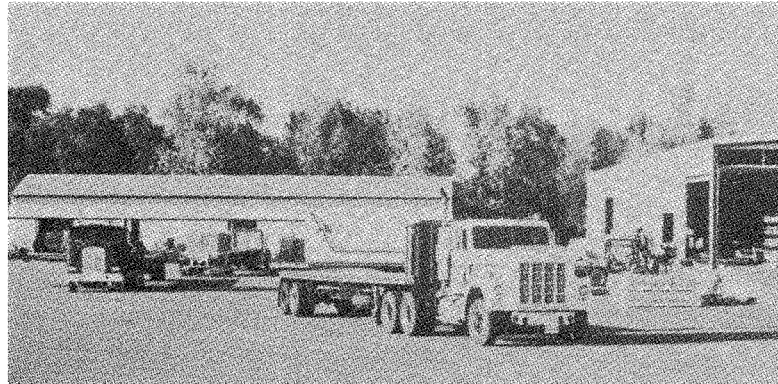
As a result of BPI's intense study on its market share, the company has expanded and decentralized - almost simultaneously.

In 1975, the company purchased Lumbermen's Supply Company in Sioux Falls, SD, and in 1984, the company opened its Waterloo, IA, location.

It was about the time of the Waterloo opening that BPI realized its diversified markets would be best serviced by local distribution. And today,



Lee Schull
BPI President



Distribution to Minnesota, South Dakota and Iowa is carried out with flatbeds, vans or five-wheel trailers. BPI stresses its fast turn-around time and excellent fill rate to Midwest dealers.

the entire company is run on that philosophy.

Lonnie Vetch heads the Watertown facility, **Lyle Schneider** directs the Waterloo operation, while the Sioux Falls operation is under the direction of **Chris Fischer**.

To enhance the branch facilities' decentralization, the corporate office provides budgeting and monitoring.

"We have tremendous confidence in the ability of our people," Schull said. "They have responded with enthusiasm and productivity that is nothing short of fantastic."

"We could not ask for a better group of people to work with than the people at BPI," **Jim Treacy**, Northwestern's Assistant Manager of Sales - Wire Products Division, said. "From their President to the warehouse people, all have contributed to a very successful relationship. But this type of relationship was bound to happen because of the similarity of our companies' philosophies as stated so well by BPI's President Lee Schull - 'Service is our most important product...we listen to our customers and respond.' - BPI is a definite asset to Northwestern."

The company's success is measurable. Northwestern's sales to BPI this year are up 53% over last year's.

Branch managers make decisions on inventory and business strategies, and based on projections and scheduling, Schull monitors the operations to see how successful their plans have been.

With its strong Midwestern tie, Schull said BPI's strongest lines are those products used in the agricultural segment of its market base.

The Company handles Northwestern nails and re-mesh, as well as their complete line of agricultural products. The balance of BPI's product mix consists of non-lumber items such as insulation, sheet rock, roofing, steel roofing for agricultural buildings and hardware, and recently the line has been expanded to include cabinets and storm doors, as well.

"We like to do business with Northwestern because they are people-oriented...they care," Schull said. "We've grown with Northwestern, and I firmly believe that Northwestern's caring for their customers is the reason their business has grown as it has over the past several years."

Inside sales people handling the Building Products account are **Mike Murphy** and **Lonnie Fisher**. **Duane Goetsch** is the territorial salesman calling on the South Dakota branches and **John Asumendi** is responsible for the Iowa branch.

Grants Make Training Programs Possible

In the past two years, Northwestern Steel and Wire Company has received over \$600,000 in training grants from various agencies of the State of Illinois and the Federal government.

Programs Offered

These monies have been used in various training programs offered to hourly and salaried employees of Northwestern. The Multi-Craft training program offered at the Whiteside Area Vocational Center and Sauk Valley Community College has been the program most utilized by our employees.

A pilot program for the Multi-Craft Training Program offered at WAVC and Sauk was partially financed by the State of Illinois under the Prairie State 2000 Authority.

The Illinois Department of Commerce and Community Affairs under the Industrial Training Program has funded a major portion of the Multi-Craft Training Program.

To date, 344 employees have taken courses in the Multi-Craft training program; 135 in Blueprint Reading; 62 in Hydraulics; 40 supervisors in Industrial Electricity; and 234 employees are enrolled in the basic welding course.

These courses have usually been limited to those employees eligible to upgrade themselves in the Multi-Craft program. However, in March the course in Blueprint Reading was made available to all hourly employees.

Plans are being made to offer advanced welding this fall at the Whiteside Area Vocational Center, as well as a basic course in pipefitting, pneumatics, and mechanical equipment at Sauk Valley Community College.

Another use of training funds is a Dale Carnegie Course at Sauk Valley Community College, in which 14 inside sales personnel are enrolled.

SPC

Other courses being offered are in Statistical Process Control techniques, with approximately 30 hourly and salaried employees being enrolled; a four-hour workshop in casting techniques recently taken by approximately 250 employees; and an eight-hour introductory workshop on Statistical Process Control currently being of-

fered to 150 middle management employees.

There are plans to have all QIP Teams receive some type of training in Statistical Process Control next year.

Obtaining Training Grants

Training grants have been received and/or applied for through various agencies of the federal and state levels of government. Federal funds are obtained through the Northwest Illinois JTPA that offers on-the-job training grants for new employees, and Employment Generating Activities (EGA) grants for training employees in Statistical Process Control techniques.

In fact, Northwestern received an award from Northwest Illinois JTPA for having the most innovative use of EGA funds in companies located in the five counties of Northwestern Illinois.

Federal funds have also been received through the High Impact Technical Services (HITS) administered by the Illinois State Board of Education through Sauk Valley Community College.

Recently, a grant application was filed with the Federal Mediation and Conciliation Service for \$35,000 to help defray the costs of the Quality Improvement Program. Also, Northwestern has completed the "paperwork" necessary to participate in the

Veterans Training Assistance Program which will enable Northwestern to receive partial reimbursement for qualified veterans hired as new

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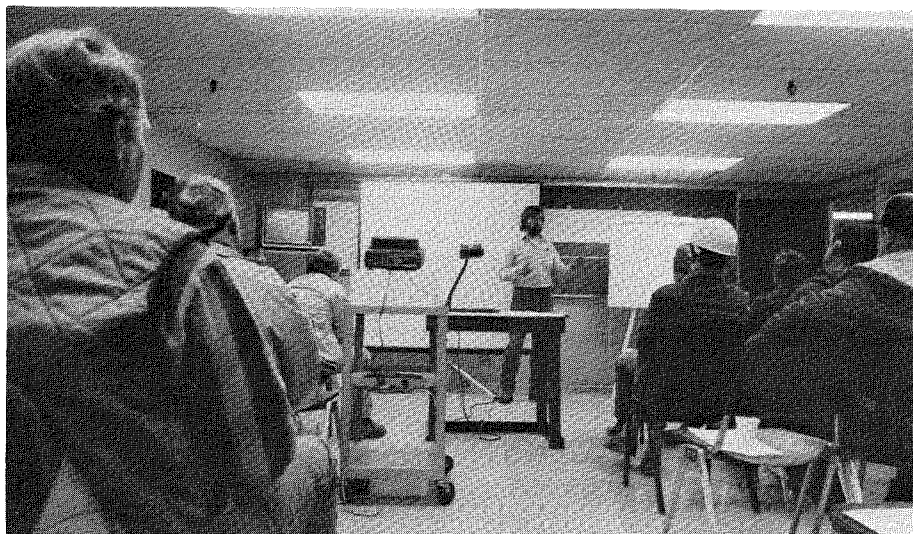
Dave Bushman Holds Day Long Seminar On Scrap Utilization

Members of the Furnace Department and Switch Crew participated in a one day seminar conducted by Northwestern's Dave Bushman, Assistant Scrap Inspector.

The seminar, entitled "Scrap Utilization from Yards to Furnaces," covered such topics as scrap grades, quality groups, melt schedule, yard preparation, bucket SOP's and trial heats.

Bushman said he spent several months preparing the seminar. "We explained the advantages of using different grades of scrap. We feel it is important to let people know the different costs involved with the different grades," he said.

Also coordinating the seminar were **Jerry Shinville**, Manager — Quality Control, and **Chuck Bennett**, QIP Facilitator.



Dave Bushman, Assistant Scrap Inspector, conducts a special seminar on "Scrap Utilization From Yards To Furnaces" to members of the Furnace Department and Switch Crew. Such topics as scrap grades, melt schedule, yard preparation and trial heats were discussed. About 120 people participated in the one day classes.

Northwestern Personnel Files

Mary Kay McCue

Mary Kay becomes Employment Supervisor following the resignation of **Steve Johnson**, who took a position with another firm.

Mary Kay has been with the Company seven years, having worked in Traffic, Sales, and Human Resources Departments before becoming Schedule Clerk in the Employment Department.

In her new position, Mary Kay is in charge of hiring hourly employees and supervises the general operation of the employment office.

She and her husband, James, who live on a farm in rural Sterling, have eight children and four grandchildren.



John Haglund

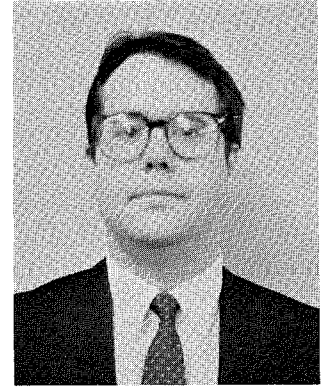
John becomes the resident salesman for Steel Division products, serving Iowa, Minnesota, Wisconsin, and portions of North and South Dakota.

He replaces **Jim Weaver**, who formerly served that area.

John has been a member of Northwestern's sales team for three years.

John, a graduate of the University of Illinois, was just recently married to **Debbie Dillon**, a graduate of the University of Iowa. Debbie is the daughter of Company Chairman, Peter Dillon.

The couple will make their home in the greater Des Moines, Iowa area.



Northwestern's June Anniversaries

40 Years

William D. Mathes, 6/3/48, 14-Inch Shipping.

35 Years

Lee Ledford, 6/2/53, 20-24-Inch Shipping & Finishing.

Calvin C. Bryant, 6/9/53, Electro-Weld.

25 Years

Richard E. Nolan, 6/9/63, Plant 2 Pipefitters.
Yrineo Munoz, 6/10/63, 20-24-Inch Shipping & Finishing.

20 Years

Arnulfo R. Lerma, 6/3/68, Billet Yard.
Edward G. Conner, 6/3/68, Over-The-Road Truck Driver.

Phillip L. Smith, 6/3/68, Billet Caster.
Homer R. Salmon, 6/4/68, 12-Inch Mill.
Donald P. Simpson, Salaried, 6/5/68, Purchasing.

James F. Anselmo, 6/9/88, Billet Caster.
Richard Kradle, 6/16/68, Billet Caster.
Simon Olalde, Jr., 6/24/68, Plant 5 Welders.

15 Years

Donald L. Topp, 6/4/73, 46-Inch Mill.
Gregory T. Johnson, 6/4/73, Plant 2 Elec-

trical.

Robert G. Angier, 6/4/73, Trial Crew West.
Joseph H. Porter, 6/5/73, Wire Galvanizer.
Denise M. Frey, Salaried, 6/11/73, Secretary, Wire Mill.

Thomas E. Biller, 6/11/73, Barbed Wire.
John E. Lewis, 6/12/73, Wire Mill Drawing.
Calvin L. Hermes, 6/14/73, 14-Inch Finishing.

Arthur A. Cardwell, 6/15/73, Wire Mill Drawing.

David L. Dravis, 6/15/73, 12-Inch Mill.
Donald F. Hussung, 6/18/73, 12-Inch Finishing/Bars.

Terrence L. Batten, 6/18/73, Wire Mill Shipping.

Terry P. Tichler, 6/21/73, 12-Inch Mill.
John M. Blum, 6/22/73, 46-Inch Mill.
Michael J. Fliss, 6/22/73, 14-Inch Finishing.
Elbert E. Shaw, 6/25/73, 14-Inch Mill.

10 Years

Annette D. Thompson, Salaried, 6/1/78, Employee Benefits.

Merrill A. Geesey, 6/3/78, Barbed Wire.
Alfred R. Lopez, Salaried, 6/5/78, Wire Products Division - Inside Sales.

Carol J. Naffziger, Salaried, 6/5/78,

Secretary, Steel Division.

Alvin M. Russell, 6/5/78, 14-Inch Finishing.
Nelson Vasquez, 6/5/78, Electro-Weld.
Brian D. Sheley, 6/6/78, Scrap Yard.
Hector Valdez, 6/6/78, Wire Mill Drawing.

Daniel Rodriguez, 6/8/78, Nail Department.
Terry J. Cook, 6/12/78, Over-The-Road Truck Driver.

Laura L. Heckman, 6/19/78, 24-Inch Mill.

5 Years

Timothy J. Sheley, 6/3/83, Scrap Yard.
Allen D. Rosenow, 6/30/83, 24-Inch Mill.

May Retirements

Northwestern Steel and Wire Company wishes a long and happy retirement to the following employees who retired May 1, 1988:

Ronald Mintun, Plant 1 Mechanic, 26 years.

Jose Barron, 24-Inch Shipping, 26 years.

John R. McCullough, Chief Clerk, 28 years.

Safety

Safety Department Conducts CPR Training

Northwestern's Safety Department recently conducted a Cardio-Pulmonary Resuscitation (CPR) refresher course for supervisors, guards, and office personnel.

The yearly refresher course, which takes about an hour, was conducted in small groups over a period of about four months, according to **Bruce Stevens**, Northwestern Security Chief.

About 210 employees took the refresher course and received a re-certification card.

Stevens said the supervisors, guards, and office personnel were given the training so that there would be a trained person in the vicinity should an employee be stricken with a heart attack at work.



Bruce Stevens, Northwestern Security Chief, demonstrates the correct procedure for administering CPR. About 210 Northwestern supervisors, guards, and office personnel took the refresher course and received a certification card.

East Plant Improvement Plan

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facility will be completely automated. Currently, most of the nail packing process is done manually.

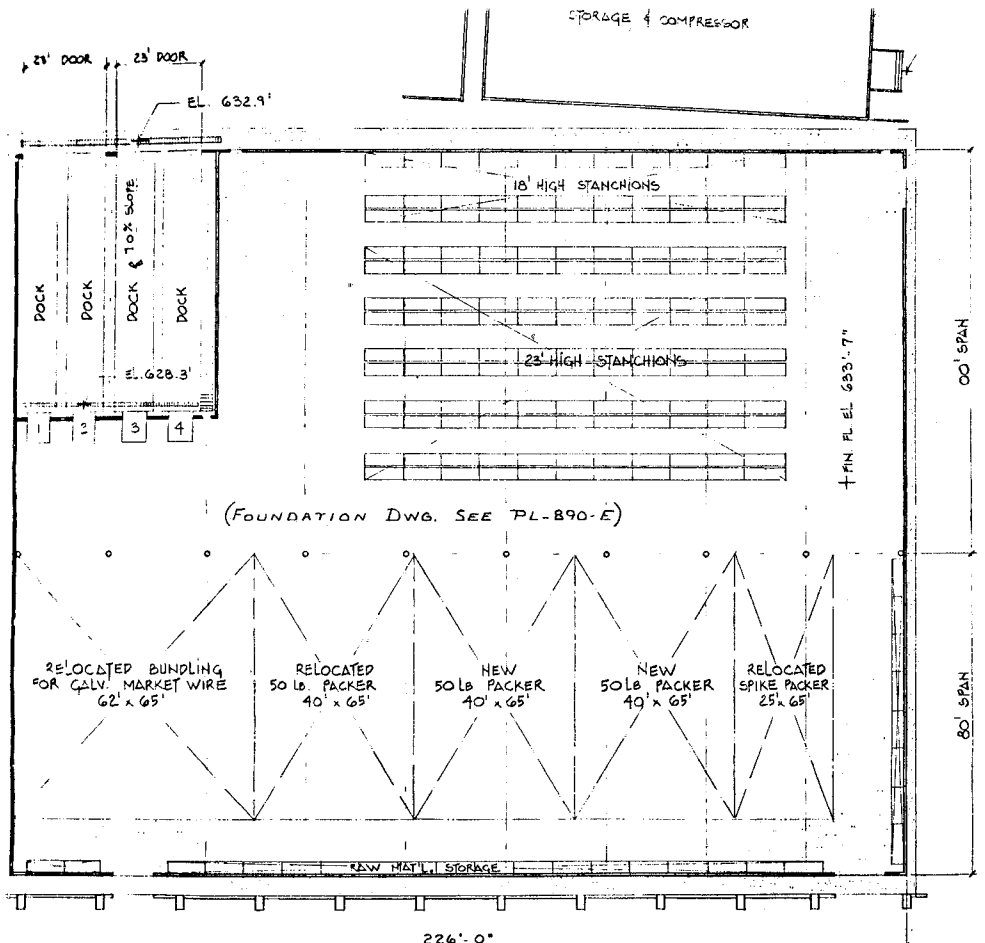
A new nail warehouse with 26 feet of standing height inside will implement a computerized rack storage and retrieval system. "This will enable us to ship products faster and reduce costs," Reynolds said.

A new nail tagging system will help Northwestern track raw materials from scrap to finished product, which will greatly assist in the Company's continued efforts at quality control.

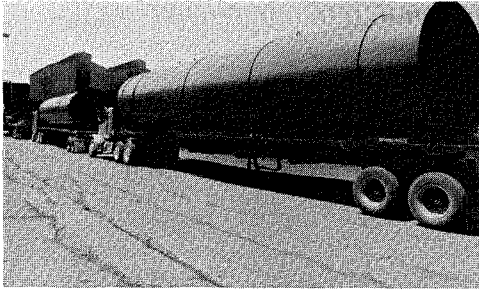
The nail packing facility is targeted for completion by the end of June.



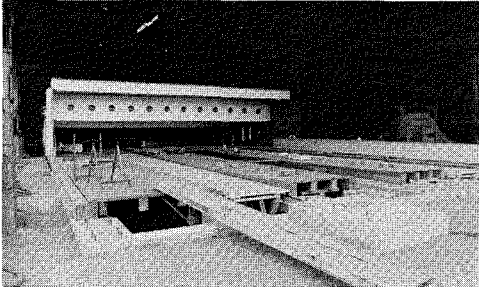
Is June 19!



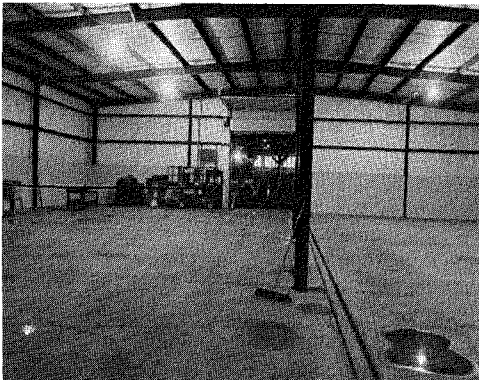
Schematic Drawing of New East Plant Nail Packing Facility



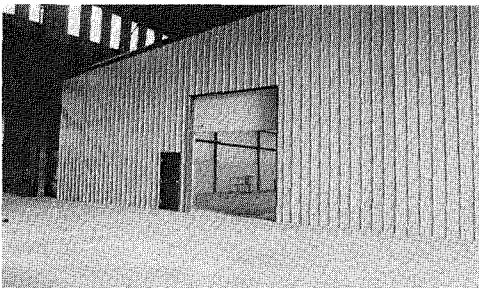
The new air pollution stack for the No. 7 Electric Furnace sits in pieces atop three semi-trailers parked along Wallace Street recently. The stacks were lifted via crane to the Furnace Department.



Progress on the 24-Inch Mill Walking Hearth Reheat Furnace is going according to schedule. The furnace is scheduled for a July 1 start up.



Shown is an outside view of the new tractor shop housed inside the descaler building.



The tractor shop building is an 80-foot x 80-foot building located inside the descaler building at the Company's East Plant.

What's New At Northwestern

24-Inch Mill Walking Hearth Reheat Furnace

The 24-Inch Mill Walking Hearth Reheat Furnace is scheduled for start up July 1, 1988. The new operator's pulpit was set May 4th, and work on the electrical wiring is proceeding.

Foundation work for the furnace is complete and foundations for the additional equipment are 75% complete. The furnace structural steel and burner walls are being erected and the refractory work will start no later than May 16.

Ladle Met Furnace For Melt Shop

Engineering studies are in progress for a Ladle Met Furnace for the Melt Shop. Alloy stirring and maintaining proper temperature will be beneficial for the casting machines.

Bloom Machine Down

The bloom machine will be down for one week starting June 5 to install the new straighteners for strands five and six for casting the new 16" x 12" x 3 7/8" cast beam blanks for rolling our 16" and 18" wide flange beams at the 24-Inch Mill.

New molds and housings and 1st and 2nd zones and modification of the support aprons will occur during this downturn.

Air Pollution Stack

The new air pollution stack for No. 7 Electric Furnace has been received and a date for erection has not been established.

Building Inspections Nearly Complete

Ashton and Barnes Consulting Engineers have finished their building inspections of all Northwestern Mill Buildings, with the exception of the 14-Inch Mill, which will be completed in June.

The engineers provide a complete analysis and recommendation for building repairs. The Company has been making the necessary repairs following the inspections.

Ashton and Barnes will conduct a yearly inspection and a complete inspection every five years, including a complete analysis and written report.

Northwestern crane mechanics will continue their weekly inspections and report any additional building problems to the Engineering Department.

Health Risk - Lifestyle Or Germs

In 1900 the major killers in our country were pneumonia, flu, and tuberculosis, accounting for 200 deaths per 100,000 population.

Today these diseases account for only 35 deaths per 100,000 population. The killers now are heart disease, which has risen from 110 to 340 per 100,000 since 1900, and cancer which has risen from 50 to 160 per 100,000 over the same span.

In looking at this data, it is apparent that *lifestyle* has become the killer, not germs. Tobacco, alcohol, drugs, stress, and obesity are the major causes of death.

Reduce salt, fats, and sugar, in your diet, relax, exercise, don't smoke or drink and you eliminate many of the life-threatening elements in today's existence.

The local Y's still offer discounted fees to Northwestern employees and families through the Corporate Membership Plan arranged by the Company/Union Health Care Cost Containment Committee.

Many diet centers are located in the local area. Summer is coming soon but it is not too late to slim down, get in shape and enjoy not only the summer but life in general.

Salaried Employees Plan July Picnic

Watch next month's *Lightning Bolt* for final details on the pig roast being planned for all Northwestern salaried employees and their spouses or friends.

Tentative plans call for the event to be held on Saturday, July 16th, at the Dixon Elks Page Park. A map with directions to the site will be furnished.

The festivities are planned to begin mid-afternoon, and music furnished by a disc jockey will start between 7:00 and 8:00 p.m. for dancing.

The cost will be approximately \$10 per couple, with each couple being asked to bring a dish to pass.

Training Programs

(continued from page 3) employees.

Included in the grant applications are historical data on Northwestern, rationale for the monies requested, letters of support from local government officials, Job Service, and the local banks documenting the impact Northwestern has upon the local economy. Detailed budgets must also be submitted to show how the funds will be used. Integral parts of the grant application are training schedules and methods used.

Filing Grant Applications

The filing of grant applications, documentation of expenditures under the various grants, and audits of these training grants is a time-consuming process, says **Frank Rausa**, Manager of Training and Development. However, it's a matter of proper timing, finding out what grants are available from the numerous governmental agencies, and getting your application in before a specified deadline.

"The monies are there. If we don't get these grants, there are other companies that will. However, the competition for these training grants is becoming quite competitive in light of budgetary cuts being experienced by most governmental agencies.

In order to remain competitive, training must be an ongoing process. It is necessary in order to operate and maintain state-of-the-art equipment and upgrade the skills of all of our employees.

If you have any questions or would like further information regarding the courses being offered, please feel free to contact Frank at Ext. 456.

Record Breakers



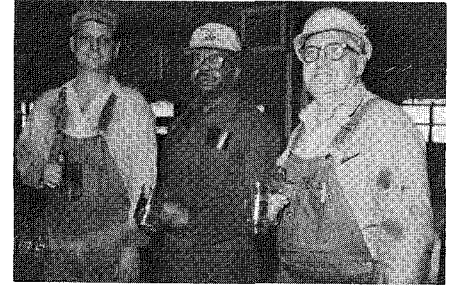
Eric Langley (right) recently ran 158,400 ft. of barb wire for a shift record. Helping Eric to achieve this goal was **Herman Maxey (left)**, Barb Wire Adjuster, who kept the machine running through adjustment and repair during the shift. Presenting the two with record-breaker mugs was **Vern Schwenk**, Agri Supervisor.

Caster Records Set

Several caster production and shipping records were established in April.

A record 75,095.6 tons were run through the Company's bloom caster during the month. Contributing to the record month was a daily record established on April 12, when 4,019.7 tons were produced.

Ingot production for April also was a record 35,135.1 tons.



A new record of 100 rolls of 47-12-B field fence for an 8-hour shift was established on April 19. Contributing to the record were **Glenn Landherr**, operator; **John Duffy**, repairman; and **William Yarbrough**, adjuster.

Board Approves Amended Merger Agreement

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with McLarnon Enterprises, Inc., and Ampco-Pittsburgh Corporation.

Consummation of the proposed transaction is subject, among other things, to the approval of the Company's shareholders at a special meeting, the date of which will be announced as soon as it has been set.

The Company also reported increased quarterly sales and earnings for the eleventh consecutive quarter.

Net sales for the third quarter of fiscal 1988 which ended April 30, 1988 were \$142.3 million, versus the comparable period of the prior fiscal year when sales were \$111.9 million. Shipments for the current quarter were 408,017 net tons, versus the prior year's third quarter when shipments were 352,814 net tons.

Quarterly operating profit before profit sharing and tax increased to \$14.4 million from last year's comparable period of \$6.8 million. After an extraordinary tax credit, the fiscal third quarter net income of \$10.5 million or \$1.39 per share compares to last year's quarterly results of \$4.9 million or \$.66 per share.

The fiscal nine month net sales of \$364.0 million on shipments of 1,102,955 net tons are an increase of

26% and 19%, respectively, compared to the last year's period. The fiscal nine month operating profits before profit sharing and tax reached \$30.1 million compared to last year's period of \$12.1 million. The nine month net income increased to \$22.0 million or \$2.92 per share versus \$9.1 million or \$1.22 per share in the prior period after extraordinary tax credits.

R.M. Wilthew, President and Chief Executive Officer, stated that Northwestern Steel and Wire Company has benefited from strong overall steel product demands in the steel consuming marketplace. The market demand, in conjunction with rapid steel scrap price increases over the past ten months, has promoted moderate selling price improvement for Northwestern's products.

Wilthew stated that the profit improvements experienced have been achieved through the installation of timely capital projects that have generated significant cost reductions. Other factors have been the continued growth of the Company's employee involvement teams currently totaling 37 teams that are working daily to support the competitive position of the business.

Steel Facts Update

March Raw Steel Production Highest Since May 1984

Raw steel production in the United States rose in March to the highest single-month level since May 1984, according to the American Iron and Steel Institute.

Production in March was 8,763,000 net tons, compared with 7,984,000 tons in February and 7,375,000 tons in March 1987. The total for the first quarter of 1988 was 25,141,000 tons, compared with 19,619,000 tons in the same 1987 period.

Steel Industry Employment Down Slightly In February

Steel industry employment declined slightly from January to February, according to the American Iron and Steel Institute.

Average employment in February was 168,100 persons, including 124,600 production workers. These figures compared with 168,800 total and 125,300 production personnel in January, and with 149,400 and 109,800, respectively, in February of last year.

February Steel Shipments Continue Ahead Of 1987 Pace

Shipments of steel mill products by American mills rose in February and continued to run well ahead of the 1987 pace, according to the American Iron and Steel Institute.

February shipments were 6,848,000 net tons, compared with 6,608,000 tons in January and 5,527,000 tons in February 1987. The first two months of 1988 were 19.1% ahead of the same 1987 period.

Steel Imports Rose Again In Feb.

Imports of steel mill products into the United States rose again in February, reaching the highest single-month level since November 1986, the American Iron and Steel Institute reported.

Imports in February were 1,916,000 net tons, compared with 1,818,000 tons (revised) in January and 1,809,000 tons (revised) in February 1987.

The increase in February was accounted for almost entirely by larger imports from Japan.

NSW QIP Teams
In Action

QIP Team Solves Dirty Mobile Equipment Problem

Repair of the Company's Mobile Equipment should be completed faster, and at reduced cost with the implementation of a portable high pressure washer and the installation of a wash slab.

The Engineering and Support Team No. 1 QIP Team recently made its recommendation to the Steering Committee after researching the problem of excessive downtime being experienced on the Company's mobile equipment due to caked on dirt and debris.

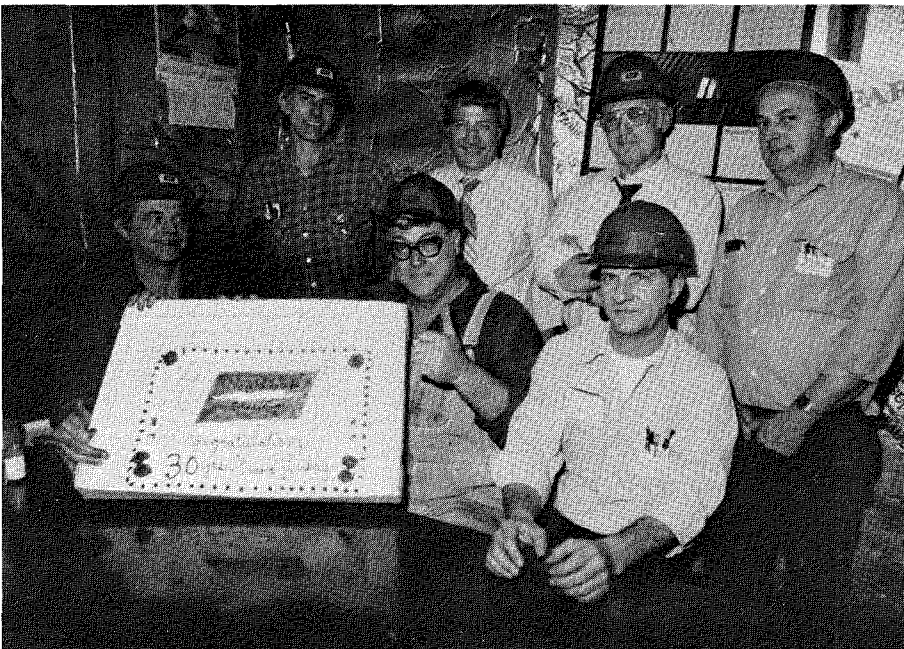
Northwestern's maintenance people have been forced to spend considerable time cleaning off the equipment before it could be serviced.

After researching possible solutions to the problem the team recommended that the Company purchase a Pamline Portable high pressure washer. In addition a slab is to be poured south of the 12-Inch Mill and East of the 12-Inch Billet Yard for cleaning purposes. Waste will then be diverted to the cooling pond.

The members of the team feel that implementation of the recommendations will significantly reduce the time this equipment is down for repairs. It is estimated that approximately \$20,000 can be saved in maintenance labor costs per year.

Members of the team are: **Jim Downey, Bob Angier, Dick Crawford, Bob Meinsma, William Hart, Frank Norman, Michael Johnson, Chuck Burton, Mario Segura, Leo Hammes, Jr., Ed Howerton, Jr., Ray Espinoza, David Hendrix, and David Hurd.**

Members of the Engineering and Support Steering Committee are: **Ken Burnett, John Smith, Jim Patterson, Al Ernst and Don Morgan.**



Harold Jackley, (second from left), recently celebrated 30 years of service with Northwestern Steel and Wire Company. Members of the 14-Inch Mill provided a cake honoring Harold. Pictured with him are (from left to right) Ed Munson; Jackley; John Slonneger; Max Knowles; Ken Burnett; Dick Frasor, Superintendent, 14-Inch Mill; and Chuck Rhode.

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