

Inside This Issue

'Key Ingredients' Make API Supply Successful

API Supply Company is constantly growing and improving its position in the marketplace. Dan Helwig, Buyer for API, attributes this to the Company's attention to three "Key Ingredients". Read about them on page 2.

Plants Flourish In Salesman's Yard

A temporary 12-foot x 30-foot shade house at the Mark Petitgoue home, along with ample irrigation, have made for a bumper crop of flowers and plants despite the summer drought.

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A Day In The IE Department

The Industrial Engineering Department is involved in many aspects of the day-to-day and ongoing management of Northwestern Steel. Read about this department's crucial role in employee incentive rate figuring as the Company utilizes new and modified machinery.

This story appears on page 8.

Nail Packing Machine Speedy, Economical

Northwestern's Twin Line Parallel Nail Packer, currently in operation at the Westwood Nail Facility, will become the featured piece of machinery in the new Nail Packing Facility being constructed at Plant 1.

The fully automated packer completes a series of packing steps: the product container; weighing and dispensing the product; closing and strapping; printing product identification on the package; and palletizing.

The machine is capable of packing 50 tons of nails per shift.

Vern Tichler, Operator, Nail Packer; **Mike Gragert**, Repairman/Group Leader; and **Frank Fritz**, Electrician, have been fine tuning the machine, so that it will be in top performance when it is placed into operation in the new facility.

Bulk nails are placed in the hopper which dispenses the product into two

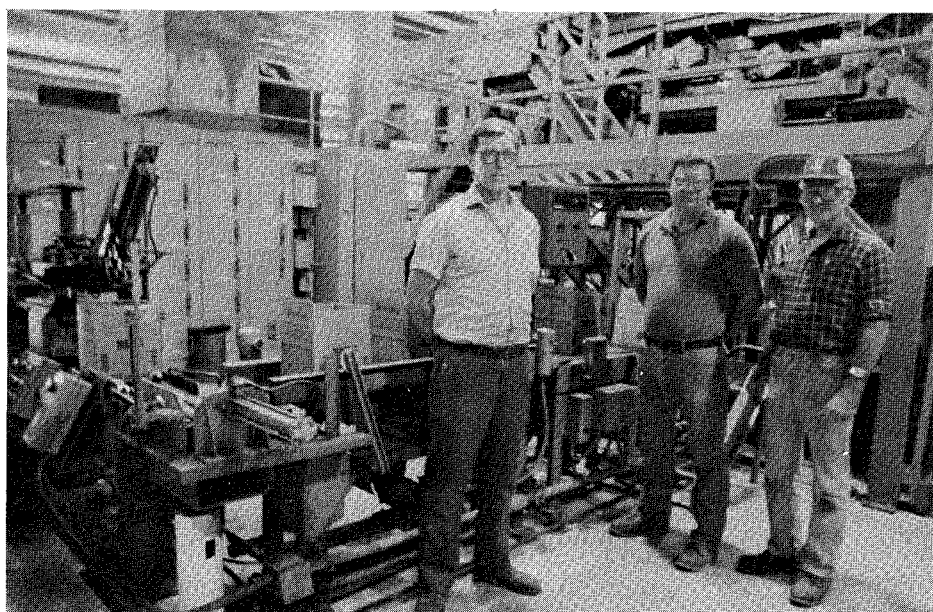
weigh heads which automatically weigh and relocate the product in the magnetic units which polarize the nails.

(continued on page 7)

Shareholders Postpone Vote Until Aug. 11

Northwestern Steel and Wire Company announced that the special meeting of shareholders held July 28 for the purpose of voting upon its proposed merger was adjourned until Thursday, August 11, 1988.

The adjournment motion, which was passed by the vote of over 90% of the shares represented at the meeting, was made by the representative of a major institutional shareholder who stated that additional time was needed to determine its vote on the proposed merger.



Vern Tichler, Operator - Westwood Nail Packer (left); Mike Gragert, Repairman/Group Leader (center); and Frank Fritz, Electrician, have been busy fine tuning the Automatic Nail Packing Machine prior to its relocation in the new East Plant Nail Packing Facility.

API Supply Company Grows With Times

Despite a very competitive environment in the building materials business, API Supply Company is constantly growing and improving its position in the marketplace.

According to **Dan Helwig**, Buyer for API, the reason for this growth is probably most attributable to the Company's attention to three "key ingredients" of success — 1. Good service; 2. High quality merchandise; and 3. Competitive pricing.

"We pride ourselves on these three factors," Helwig said. "They are absolutely vital to the Company's success."

A full line distributor of building materials in the Midwest, API boasts of in excess of 2,000 retail accounts. These accounts are serviced by eight distribution points — Rapid City, SD; Aberdeen, SD; Fargo, ND; Sioux City, IA; Sioux Falls, SD; LaCrosse, WI; Minneapolis, MN; and Duluth, MN.

Marc Little, Vice President of Purchasing for API Supply, said "Our belief in high level service has helped us grow. We are providing our customers with a one-stop shopping source."

Owned by the API Group, API Supply has taken on increasing financial importance as its \$60 million in sales last year accounted for more than 40% of the Group's total sales.

API Supply, which is headquartered in Minneapolis, employs 110 people and operates its own fleet of trucks. Integral to distribution performance, a \$1 million computer operations center tracks over \$400,000 in inventory activity each day, balancing stock and reordering materials as needed.

"We have a unique situation here," Little said. "We have centralized purchasing, sales and marketing in Minneapolis, thereby allowing branches to focus on sales and service to the customer."

As a result of volume purchases, API Supply is able to offer economical pricing on a large selection of building materials. Further economy is facilitated through customer-direct drop shipments. The Company has a combined warehouse capacity of 566,000 square feet.

The business relationship between API Supply and Northwestern Steel and Wire Company began in 1985

when API Supply purchased Reserve Supply Company, a long-time Northwestern customer.

Little said an important factor in choosing Northwestern as a supplier has been the fact that Northwestern sells a complete line of wire products. API Supply has increased purchases of Northwestern products, especially nails.

Helwig said API Supply is impressed with Northwestern's prompt response to complaints. "We get quick response from Northwestern. A field representative acts quickly to correct any problems," he said. "We pride ourselves in giving attention to those three key ingredients and we look for suppliers who do the same. Northwestern is one of those suppliers."

"I work very closely with API and in particular with Marc and Dan," **Denny Redfield**, Manager of Sales - Wire Products Division, said. "Their philosophy on business and how to achieve success is much the same as Northwestern's; therefore, we have been able to work together for a common goal. The results of our efforts have been for API to grow from a new company into one of Northwestern's

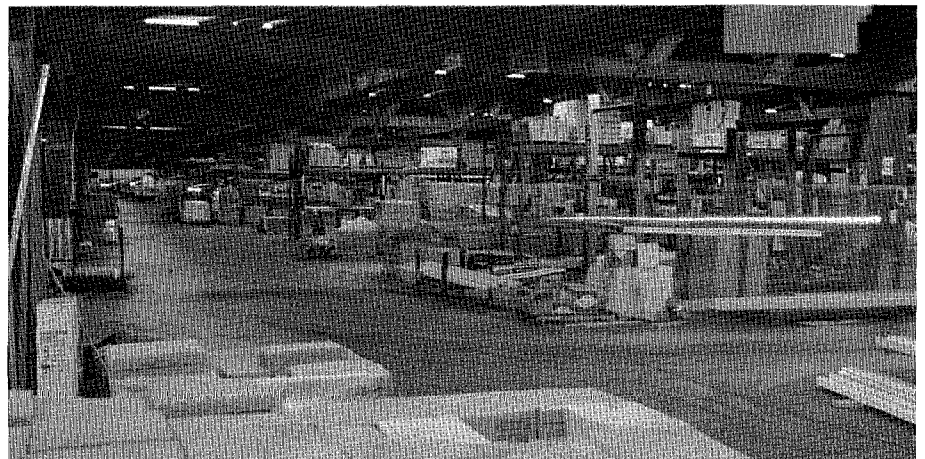
major wire products distributors in the upper midwest. All of this has been accomplished in less than two years. This is a tribute to the dedication and commitment of API Supply and their willingness to work with their suppliers."

"I am confident that with our combined efforts, API will continue to grow and Northwestern is looking forward to being a part of that growth."

Territorial salesman calling on API Supply is **Dan Kindle**, and inside salesmen are **Lonnie Fisher** and **Mike Murphy**.



API Supply Company prides itself in its attention to three "key ingredients" of success — 1. Good service; 2. High quality merchandise; and 3. Competitive pricing.



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Plants Flourish In This Salesman's Yard

While plants and gardens in the rest of the Rock River Valley bake in the summer heat and suffer through the worst drought in recent years, the tropical plants owned by Mark Petitgoue, Steel Division Inside Salesman, are sitting cozy in his back yard.

A temporary 12-foot x 30-foot shade house at the Petitgoue residence keeps a wide variety of exotic plants looking green and healthy. The shade house is made of formed steel tubing with a shade cloth material stretched over the framework.

Tending this shade house is a flourishing hobby for Petitgoue and his wife, Laura, who spend each spring and summer cultivating the plants in order to sell them in one big sale at the end of summer.

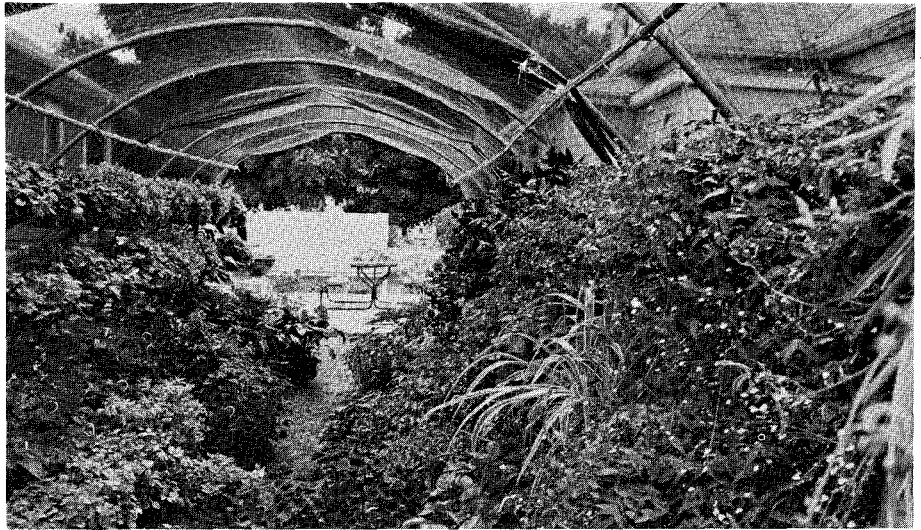
The hobby grew out of necessity for the Petitgoues when Mark was laid off from Northwestern during the early 1980's. The Petitgoues purchased a semi-load of plants from Florida and a how-to book on plants and opened up their own traveling floral shop.

"We learned from the college of hard knocks," Mark explains. At first when people asked us questions on the plants we just looked them up in a book. We sometimes learned the hard way which plants to not leave in the sun."

The Petitgoues traveled to communities of 50,000 or more population across the midwest - from as far south as Rogers, AR, to as far north as Fargo, ND, living in a motor home the entire time.

"We worked five months and had seven months off, but it was like working as many hours in those five months as I do now in 12," he said. "We began in the south in early spring and spent the whole time on the road."

The Petitgoues peddled a variety of plants from their roadside stands, including Bolivian Jew, Bridal Veil, Purple-Back Swedish Ivy, Wandering Jew, Begonias, and Spider Plants.



There was no drought this summer for plants at the Mark Petitgoue residence as a temporary shade house and a garden hose provided relief from the elements. Petitgoue, a Steel Division Inside Salesman, and his wife, Laura tend the plants as a hobby.

Editorial

Does Clean Water Have A Future?

The year 1988 was expected to be one of crowning achievement for proponents of clean water in the U.S. After 16 years of concerted effort by the federal government and an expenditure of some \$50 billion, 1988 was supposed to be the year to measure the program's success and set in motion the mechanisms necessary to meet clean water needs into the next century.

Recent events, however, have put the program's future into question.

July 1, 1988 was the deadline for municipal sewage treatment plants to achieve secondary treatment standards. Approximately 300 to 400 municipalities are expected to fall short of the required standard and may face legal action.

In addition, EPA's 1986 survey of wastewater treatment needs estimated that \$60.3 billion is needed to provide the required levels of sewage treatment for the current population. To cover population growth through the year 2005, an additional \$15.9 billion is needed. The total amount needed to cover current and future needs, therefore, is \$76.2 billion.

As the clean water program enters fiscal 1989, it has been the target of two major assaults. The first came in November 1987, when EPA decided that, instead of paying capitalization grants as cash to the states, it would make the payments as a "letter of credit." This move effectively eliminates over \$2 billion in funding.

The second assault came in February of this year in the form of the Reagan Administration's budget proposal for fiscal 1989. The request proposes to reduce both the existing construction grants program and the new revolving loan fund program by more than 37%, from \$1.2 billion each, down to \$750 million - a total cut of \$900 million.

Without sufficient seed money to get the revolving loan funds off to a running start, it is questionable whether they can ultimately be successful.

It is imperative for states to move quickly to establish their revolving loan fund mechanisms, or they may lose their allotment of funds forever.

Production Record Set

A record 3,986.0 tons were cast through the Company's billet caster machine on June 15 for a daily record.

Northwestern's Personnel Files

Colleen Stauffer

Colleen joins the Company as a Steno-Clerk in the Transportation Services Department.

A graduate of Dixon High School, Colleen earned her Secretarial Science Certificate from Sauk Valley College.

Colleen and her husband, Tim, who is a construction worker, make their home in Polo with their two boys, Tim, 9, and Jake, 22 months.

In her leisure time Colleen said she enjoys sporting activities. She plays on a volleyball league in Polo and also sings in the church choir.



Tom Beien

Tom becomes a Transportation Clerk in the Transportation Services Department.

A Sterling native, Tom attended Newman High School. He is a May graduate of Northern Illinois University, where he received a B.S. degree in Marketing.

As a Transportation Clerk Tom is responsible for organizing outbound materials and handling bills of lading.

In his leisure time Tom, who is single, said he enjoys water skiing and fishing.



Northwestern's August Anniversaries

40 Years

James E. Baker, 8/14/48, 14-Inch Mill.

Cecil E. Monnier, 8/16/48, Electric Furnace.

35 Years

Thomas H. Mullen, Jr., Salaried, 8/11/53, Electric Furnaces.

25 Years

Vernon R. Smith, 8/12/63, Plant 2 Machine Shop.

Gerald L. Heather, 8/15/63, 14-Inch Shipping.

Jerry A. Fry, 8/21/63, Plant 2 Welders.

Jerry R. Downey, 8/28/63, Plant 3 Electrical.

15 Years

James R. Hardt, Salaried, 8/2/73, 14-Inch Shipping.

Paul S. Walls, 8/3/73, Nail Department.

Ramiro Canas, Jr., 8/3/73, Nail Department.

Miles W. Gladhill, 8/6/73, Wire Mill Millwrights.

Peter W. Shore, Salaried, 8/6/73, Wire Galvanizer.

Roger R. Kulas, 8/6/73, Wire Galvanizer.

Ronald R. Rogers, 8/6/73, Plant 2 Machine Shop.

Michael K. Balsley, 8/10/73, Plant 4 Electrical.

Mitchell K. Foreman, 8/13/73, General Millwrights.

Stanley L. Frank, 8/13/73, Clerical.

Thomas K. Johnson, 8/13/73, 14-Inch Finishing.

George W. Brown, 8/15/73, Nail Department.

Michael J. Oltmans, 8/20/73, Billet Caster.

David H. Clark, 8/21/73, Electro Weld.

Rudy J. Attebury, 8/21/73, Electro Weld.

Malcolm G. Conduff, Salaried, 8/27/73, Plant 2 Mechanical.

Fermin Arocho, 8/27/73, Rock Falls Drawing.

David W. Duncan, 8/31/73, Rock Falls Shipping.

Mark L. Pyron, 8/31/73, Rock Falls Shipping.

10 Years

Mark W. Smith, 8/7/78, Wire Mill Drawing.

Ray K. McMillen, Jr., 8/7/78, 14-Inch Finishing.

Larry L. Bonnell, 8/16/78, Nail Department.

Michael B. Vancil, 8/17/78, 24-Inch Mill.

David J. Galvan, 8/18/78, 14-Inch Finishing.

Carlos R. Lemus, 8/21/78, Wire Mill Drawing.

Edward B. Long, 8/21/78, Electro Weld.

Thomas L. Jones, 8/21/78, Nail Department.

J.V. Tenboer, 8/22/78, Nail Department.

Mark E. Clevenger, 8/22/78, 12-Inch Mill.

Victor M. Reyes, 8/22/78, 14-Inch Finishing.

Larry L. Schuchard, 8/23/78, Plant 2 Electrical.

Timothy C. Potts, 8/24/78, Wire Mill Drawing.

Allen L. Wagenecht, 8/27/78, 12-Inch Mill.

Clarence E. Renner, Jr., 8/27/78, Wire Galvanizer.

David W. Burtlow, 8/27/78, Nail Department.

Dennis G. Magill, 8/27/78, Wire Galvanizer.

Fred Aguilar, 8/27/78, No. 1 & 5 Packaging.

Herman D. Shaw, 8/27/78, Wire Galvanizer.

James R. Lawrence, Sr., 8/27/78, Guards.

Robert L. Pistole, 8/27/78, Scrap Yard.

Steve R. Buckman, 8/27/78, 12-Inch Mill.

Donald D. Law, 8/28/78, Nail Department.

Raymond E. Wolf, 8/28/78, Field Fence.

Steven M. Merrill, 8/28/78, Guards.

James A. Byvick, 8/29/78, Rock Falls Drawing.

Mack W. Fowler, 8/29/78, Electro Weld.

Timothy R. Manning, 8/29/78, Wire Galvanizer.

William R. Reedy, 8/29/78, Guards.

Larry E. Johnson, 8/30/78, Electro Weld.

Northwestern Retirements

Northwestern Steel and Wire Company wishes the following employees a long and happy retirement:

Effective July 1, 1988

Inocencio Saucedo, 24-Inch Furnace, 41 years.

Herschel Deadmond, Drawing Die Room, 22 years.

Metal Rod Coil Tag System Pleases Customers

Customers asked for it, now they have new rod coil tags on Northwestern rod.

The new tags not only are easy to read (even from a distance) but contain information about the rod which allows easy identification of the exact specification of the product.

The new tag system has been praised by customers, and has helped in-house operations through inventory control utilizing bar-code technology.

"This was a great move for us," said **Ed Matthews**, Product Manager - Wire and Rod Division. "Customers had requested that we develop a more readable tag. From a customer relations standpoint this was very crucial. But the tags have also allowed us to do some new things in-house."

Matthews said the Company can now keep track of a variety of information pertaining to the rod mill. As rods from a given heat are taken off the rod train they are tagged with a computer-printed tag which lists coil number, heat number, rod size, grade, cooling practice and often, the customer's name.

According to Matthews, use of the tags will ensure repeatability in a customer's order. Fewer mistakes are expected to be made since each coil will bear the critical information. Such information as the grade of steel used and how the coil was cooled are crucial to some applications. Customers are pleased because such information can be gleaned from a quick glance at any given rod coil.

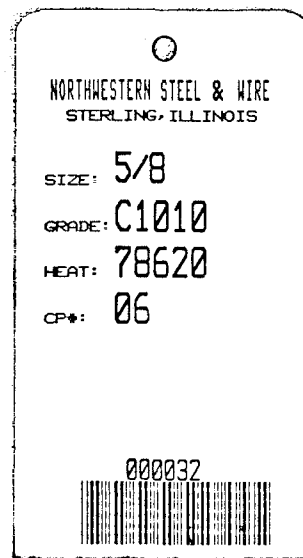
Should a problem arise with a given coil or group of coils, Northwestern will be able to easily trace the coils to their origin. This capability will be a big advantage for Northwestern's quality control program.

The metal tag system was the culmination of the efforts of a Rod and Wire Mechanization Committee, which researched possible tagging methods and developed the procedures used at Northwestern.

"We began with the idea that we wanted to develop a first class tag to let the customer know what material he has. It took coordination of various departments to make the whole system come together," **Carl Fisher**, Data

Processing Supervisor, said. "The tags should help us to improve control over inventories and give us accurate tracking of Cleaning House products."

Members of the Committee were: **Fisher, Jim Galloway**, Manager - Production/Inventory Control; **Dick Bennett**, Manager - 12-Inch Mill Rod Train; **Dick Friel**, Assistant Manager -12-Inch Mill; **Ken Church**, Manager -Shipping and Inventory; **Bob Elsasser**, General Supervisor -12-Inch Mill Shipping; **Roger Larson**, Chief Inspector -12-Inch Mill; **Allan Huggins**, Operations Auditor; **Jack Bonneville**, Assistant General Foreman, Rod Train Shipping; **Jerry Shinville**, Manager - Quality Assurance; **Lyn Proeger**, Plant 2 Metallurgist; **Roy Sheldon**, SPC Coordinator; **Tom Handel**, Systems Analyst - Steel Division; **Mike Fritz**, Systems Programmer.



New rod coil tags have been praised by customers and have helped in-house operations through inventory control utilizing bar-code technology.

Old-Style "Square" Nails Make Come-Back

Cut nails, otherwise known as "square" nails, are not exactly a well-known steel product.

Unless you are a skilled carpenter or nail maker, your answer might be a blank stare if you were asked: "What is a cut nail?"

But the four-edged cut nail, known for its hardness and used mostly for fastening wood and other material to masonry, is an old steel product that has refused to bow to modern technology.

The manufacture of these nails dates back almost 200 years. Wire nails, hammered out by automatic machines fed with steel wire, have long held more than 98% of the U.S. nail market.

The cut nail's great virtue, which is the secret of its continuing success in the marketplace, is that it has much greater holding power than the conventional wire nail. Thus fewer nails are needed in many applications.

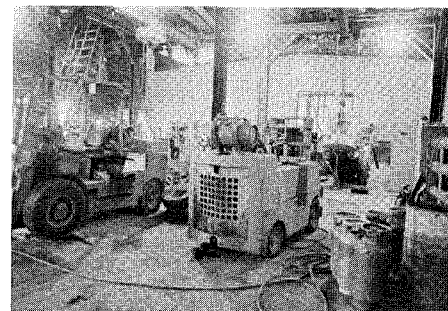
Another virtue of the cut nail is that the sharp-corners bite through wood, cutting the fibers, whereas the round wire nail tends to split wood.

Wheeling-Pittsburgh, which shipped about 4,000 tons of cut nails last year, is by far the largest producer today.

Northwestern Steel buys these hardened-cut masonry nails from Wheeling-Pittsburgh and distributes them to customers as part of the Company's specialty nail line.



Cut masonry nails have a square "cut" point.



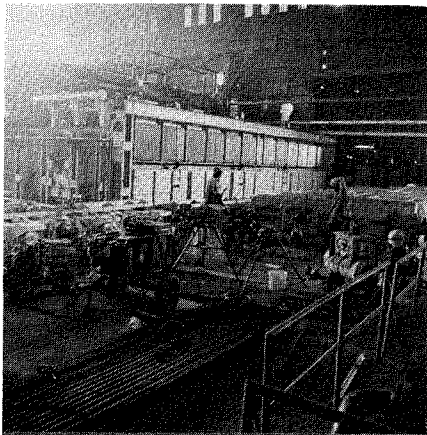
A temporary tractor repair shop is set up just outside the new building which will house the shop when the building is completed.



A section of ground is prepared for the pouring of concrete in the new Nail Packing Facility.



Workmen install lighting in the new Nail Packing Facility which is still under construction.



Northwestern's new 24-Inch Mill Reheat Furnace nears completion.

What's New At Northwestern

Binns Lathe

Foundations for the Binns Lathe have been completed. Workers are awaiting the arrival of the equipment which is due in late July.

The lathe will be used to turn and contour mill rolls by a numerically controlled tool path generated by computer geometry.

The lathe will be capable of turning material as hard as 90 shore hardness at high speed and can remove 300 cubic inches of material per minute.

24-Inch Mill Reheat Furnace

The brickmasons have completed the refractory work on the 24-inch Mill Reheat Furnace and the final hydraulic and control systems are being installed.

Beam Blank Trials Successful

Trial runs for the new 16" x 12" x 3-7/8" beam blanks are proving successful, with minor modifications to the first zones and the cutting torches.

Nail Packing Facility

Construction on the new Nail Packing Facility is proceeding on schedule. The concrete flooring has been completed and finishing touches on sidewalls and roofing are underway.

The 180-foot x 226-foot facility is targeted to be operational as soon as nail packing machines can be installed in early August.

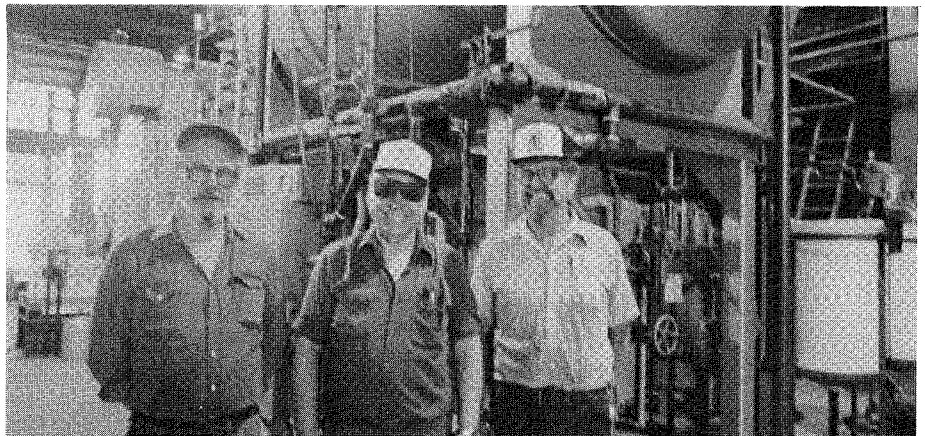
One twin-line packing machine will be moved from the Westwood Nail Facility. A new DSR twin-line machine will also be installed.

To be installed at a later date will be a spike packer.

Boiler Operational

Northwestern's boiler, located at Plant 1, has now been debugged and is operational.

The boiler is capable of producing 25,000 lbs. of steam per hour and should save the Company approximately \$23,000 per month in reduced fuel costs.



Ray Carlson, Millwright (left); Russ Spencer, Boiler Fireman; Richard Hutchison, Pipefitter (right); and Guy McConnell, Pipefitter (absent) were primarily responsible for the setup of the new East Plant boiler (background).

Nail Packing Machine

(continued from front page)

Nail boxes are then conveyed to an automatic box closer which holds the box in place while the package is shifted into the Signode Strapping Machine. The Strapping Machine places a ¼-inch plastic band around the box before sending it along the conveyor to the printer.

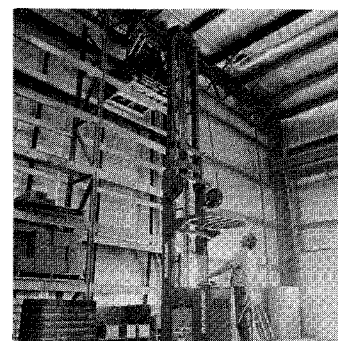
A Marsh dot matrix jet ink printer prints specification information on two ends of the box. This information includes the Julian date, machine number, shift code, and the product specification. This information is valuable to Northwestern for inventory purposes and is also helpful to customers. The printer also has the ability to print in bar code.

Information on each of Northwestern's 270-plus specifications of nails is stored in the printer's micro-processor for easy recall.

The full cartons of nails are then conveyed to an automatic palletizer, which stacks a complete load of boxes on a pallet. Full pallets are then conveyed off of the machine line.

Another feature at the new Nail Packing Facility will be the computerized rack storage system, which will be capable of storing up to 2300 tons of product. Special Raymond high lift forklift trucks, which are capable of lifting palletized loads up to 25-feet in the air, will be utilized in the new facility.

Construction in the new facility is going according to schedule, with completion scheduled in August.



This Raymond high lift fork lift is capable of lifting palletized nails 25 feet in the air. The lift will be used in conjunction with the computerized rack storage system in the new Nail Packing Facility.

Salaried Golf Outing Planned

The NSW Salaried Golf Outing is coming up soon - polish up those clubs and join the fun.

Place: Lakeview Country Club

Date: August 13th

Tee Time: 12 to 1 p.m.

Cost: \$7.00 Entry Fee Plus Green Fees
(Make Your Own Golf Cart Arrangements)

Meal Tickets Available At \$7.50 Each.
(Buffet Style With 2 Meats
- This Includes Tips)

For Information Contact:

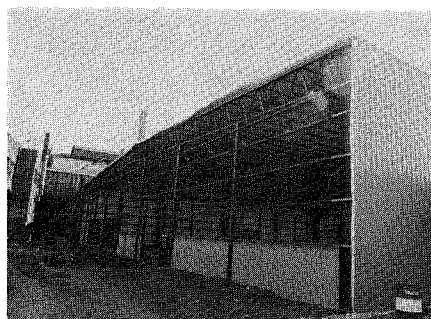
Harold Or Marge Parks (625-3014)

Don Or Linda LaFavre (625-6639)

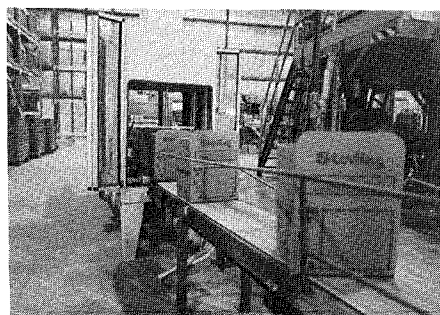
Denise Frey (625-2626)

Vella Simpson (625-5990)

Dan Willman (West Plant)



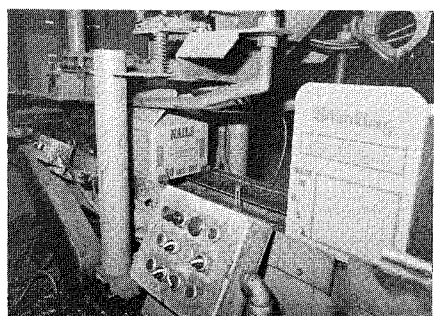
The Nail Packing Facility building begins to take shape.



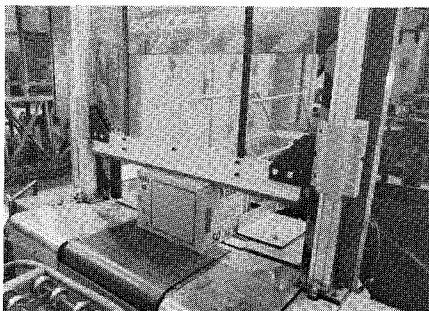
The one piece nail box assembler is capable of producing 20 boxes per minute.



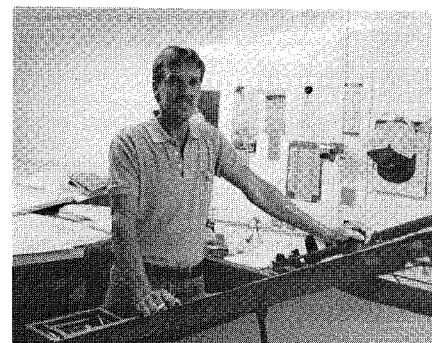
The Marsh ink jet system sprays production information on two sides of each box.



An automatic box closer prepares nail boxes for strapping.



An automatic strapping machine places a plastic band around each nail box.



Don Bielema stands before his drafting table at the relatively new East Plant Drafting Room in the Main Office Basement. John Reynolds, Project Engineer, and Bielema moved into the area last fall when the old phone equipment was removed. Recent construction plans at the East Plant have kept both Reynolds and Bielema extremely busy.

A Day In The Industrial Engineering Department

At the start of a day in the Industrial Engineering Department one may find all five staff members busy at their desks on the first floor of the Office Annex Building - each working on one of a variety of projects.

Later in the day two of them might be working at the keyboards of the personal computers developing a project spreadsheet from study data or entering data into another spreadsheet program being used to develop the rates for a new or revised Wire Mill Drawing Room incentive rate.

On another day the office may be empty because **Don Anderson**, Manager of Industrial Engineering, and **Phil Droege**, Supervisor of Industrial Engineering, are attending meetings with Operating Staff or Union Representatives - or discussing a project or problem area with **Merlyn Bruns**, Director - Human Resources while **Carl Calvert** and **Elwin Neal**, Analysts, and **Diane Cooper**, Industrial Engineer, are participating in an around-the-clock study in the Primary Department.

This arm of the Human Resources Division is involved in many aspects of the day-to-day and ongoing management of Northwestern Steel. The development, installation and maintenance of the employee incentive rate program, which covers most of our hourly employees, is a major responsibility of this department. This has been particularly true in the past year with many new and modified equipment changes taking place at all three plant locations, requiring a new or revised rate plan.

In addition several innovative additions to this program have been made, including providing incentive opportunity for the 24-Inch and 14-Inch Crews when making mill changeovers from one product line to another.

Other responsibilities and activities of Industrial Engineering include developing new and revised Job Descriptions; developing and evaluating cost reduction projects; providing statistical analysis of operating and manhour activities, including relative cost evaluations of alternatives; providing equipment capability and statistical operating data for use in product costing; and assisting management with methods and management engineering assistance.

All five members of the Industrial Engineering staff make extensive use of their two personal computers in many of their activities. Anderson says

this has expanded the ability to analyze data in order to draw conclusions and provide results on various projects quickly and accurately.



Members of the Industrial Engineering Department are (from left to right) Carl Calvert, Analyst; Diane Cooper, Industrial Engineer; Don Anderson, Manager of Industrial Engineering; Elwin Neal, Analyst; Phil Droege, Supervisor of Industrial Engineering.

Prescription Drug Program Changes

Over the past year many Northwestern employees, retirees, and dependents have benefited from our Prescription Drug Program with Walgreen pharmacies.

Due to increases in the wholesale price of drugs and the increased number of medications being prescribed to our employees it has become necessary to change the employee co-payments for the plan.

(Co-payments are the amounts paid by the employee to the pharmacist at the time the prescription is picked up.)

Beginning August 1, 1988, the employee or dependent will be required to make a co-payment of \$1 per generic prescription or \$4.50 per brand name prescription.

Even with the increased co-payments the Prescription Drug Program can save both Northwestern and its employees money, especially when generic drugs are used. The joint Company/Union Health Care Committee continues to recommend the Prescription Drug Plan. Any questions regarding the plan should be addressed to the Insurance Department or your Union Committeeman.

★ ★ ★ ★ ★

Northwestern Personnel Attend Furnace Classes

Bricmont & Associates, supplier of the new 24-Inch Mill Reheat Furnace, recently held two three-day classes on the operation of the furnace.

Furnace operators, electronics technicians, operating maintenance personnel, along with maintenance and operating supervisors, attended the classes.

An actual operating model furnace was used to show the benefits of "Firing On Ratio."



Herschel Deadmond shows off a cake given to him by fellow employees on his final day at work. Deadmond retired from the Die Room following 22 years of service.