



The Owners Manual

A PUBLICATION FOR EMPLOYEE/OWNERS AND RETIREES OF NORTHWESTERN STEEL AND WIRE COMPANY

December, 1991

Life in Silver City

Boxcars provided homes for Northwestern employees during the 1940s and 1950s

Following World War II, the United States found itself in a post-war boom. Those strong economic times favored the steel industry – so much so, that Northwestern began a major expansion program that would continue for several decades.

With NSW's expansion, came an

information about life in the boxcars are the former residents.

Fortunately, quite a few people who grew up in Silver City work today at Northwestern.

One of these former residents is Bob Menz, Brickmasons. Bob came to Sterling from a small town in

Minnesota where his father heard about jobs at Northwestern through their employment office. Bob was six years old when his family moved into Silver City. "The silliest thing to me is that they always called it Silver City, but for most of the time it existed, we just called it 'the boxcars' - and they were green," Bob recalled. He remembers that the boxcars were painted silver later. While most aren't positive why the boxcars were given the name Silver City, it is most widely believed that they were painted silver to reflect the sun's heat, and then given the name.

remembers that his family had to stay with his uncle.

According to Frank, the most difficult aspect of life in Silver City was the lack of indoor plumbing. There were water pumps outdoors every few yards and families had to carry their water from these pumps as it was needed. Outdoor plumbing also meant outhouses, and Frank and Bob agreed that having to go outside to go to the bathroom in the winter was the most inconvenient part about living in Silver City.

Melvin Wade, Brickmasons, came to Sterling from a small town in Tennessee. His father and older brother already had been working at Northwestern for a short time when he arrived. Melvin explained that his family really had very little choice but to leave Tennessee. "It got to be that you couldn't make a living down there. You'd work for \$1 a day – \$1.50 at the most. Up here, they offered you \$1 an hour."

Larger families sometimes received two boxcars. Such was the case for Melvin's family, and he remembers that one boxcar was used for sleeping while the other was their living area.

Melvin said his home in Silver City was a great improvement on the one he left in Tennessee. "Compared to what I was used to down south, it was really a pretty nice place to live. People made them look pretty decent; they had nice furnishings in them," he recalled.

Even with the hardships that went along with living in a boxcar, none of these men have bitter feelings about the years they spent in Silver City. Frank noted, "I really don't have any bad memories. To me, as a

child, it was just a way of life. You adapt to what you have, and at the time, it didn't seem like a hardship to me."

Bob remembers that he and his childhood friends had some great adventures in Silver City. "Near the end, there were a lot of vacant boxcars as families moved out. We used to play Cowboys and Indians in the empty boxcars," Bob commented.

As a young teenager, Melvin recalls that he developed strong friendships with his neighbors in Silver City. "I really enjoyed it, and I have good memories about the place. There were a lot of kids in the neighborhood – probably 15 or 20 of us – and we would get together to play football against groups of kids from Sterling and Rock Falls," Melvin explained.

Most boxcars were heated with coal, and gas or kerosene stoves were used for cooking. Bob recalls that his family was fortunate to have one of the "better" boxcars. It was divided into three sections: a bedroom for his parents, a bedroom for the four children and a living area.

One fond memory that Bob has of Silver City was of a special neighbor. "I remember that these good friends of ours were the only ones there that had a T.V. set – a big 25-inch black and white. I think about every night, half the kids from the boxcars would cram in there to gather around and watch T.V.," Bob recounted.

All three of these men believe that at one time there were probably hundreds of boxcars providing (See SILVER CITY, page four)



On the right in the photo above is Elizabeth Aguilar, sister of Frank Aguilar, Electric Furnace. The Aguilars lived in Silver City from 1948 to 1951. The boxcars in the background were the homes for this family as well as more than 100 others.

urgent need for labor, and then President P.W. Dillon looked to other areas of the country to fulfill this need. Northwestern sent word out to the south, north and east.

Soon, eager workers flooded in from Tennessee, Texas, Minnesota, Virginia, Arkansas and other areas. Unfortunately, many of these people found a severe housing shortage in Sterling and Rock Falls when they arrived. But P.W. found a temporary solution so that his workers and their families would have a place to live. This place came to be known as "Silver City."

Silver City was a "subdivision" of railroad boxcars situated on land owned by Northwestern. The company put the boxcars on foundations and hooked up electricity to them. New employees and their families transformed these boxcars into their homes, and although it may seem like a crude lifestyle to people today, former residents of Silver City share many fond memories of the times they spent there.

The history on Silver City is scarce, and the best sources of

When Bob and his family first came to Sterling in 1948, Silver City was located along the Rock River where the 12-Inch Mill now stands. Bob says that when the 12-Inch Mill was built, the boxcars were moved to an area on Avenue K, approximately where First Aid is now located. Finally, Bob recalls moving a third time to the area between the Blackhawk Training Center and the Truck Scales entrance. This was to be the final location for Silver City, whose last residents probably left in 1953.

Frank Aguilar, Electric Furnace, also came to Sterling in 1948 at the age of six. Frank and his father, mother and two sisters drove from San Benito, Texas to Sterling to visit his uncles. "My mother got homesick for her brothers so we came up here for a short visit – and then we never went back," Frank explained. Frank's father got a job at Northwestern, but there was apparently a boxcar shortage in addition to the housing shortage at that time because the Aguilars could not even get their own boxcar right away. For about four months, Frank

"A" Directors elected

The Annual Shareholders meeting was held on December 4 for the primary purpose of electing the five "A" directors to a new two-year term. Proxies were mailed to the "A" shareholders at the beginning of November, and the results of the election were announced at the meeting.

The five incumbent board members were reelected, while Peter W. Dillon, the sixth candidate, fell short of the necessary votes. Those reelected

are Joseph R. Blasi, Stephen L. Hester, John "Jack" E. Kelly, Othel "Ozzie" O. Osborn and Raymon F. Whitney.

Following the formal meeting, Robert Gurnitz detailed the financial conditions of the company for the fourth quarter of fiscal 1991, as well as the entire fiscal 1991 year.

Finally, the audience, comprised of roughly 75 NSW employees, was invited to ask questions of the board members.



Michael J. Rosenthal, Chairman of the Board, and Ed Maris (standing) conducted the announcement of the five newly elected "A" directors. The Annual Shareholders meeting was held at the Rock Falls Community Building.

In September and October records ‘fall’ fast

NSW employees broke records in several mills during the fall. The *Owners Manual* congratulates these employee/owners for their hard work.

Plant 1 Drawing Room	
Shift Record	Old Record
16 ga. (.062)	
Sept. 6, 1991	Aug. 30, 1991
12,860 pounds	12,140 pounds
7 to 3 shift	3 to 11 shift
James Cook	Felimon Sandoval

Plant 1 Drawing Room	
Shift Record	Old Record
.325 wire	
Sept. 6, 1991	June 11, 1991
42,370 pounds	39,890 pounds

3 to 11 shift	7 to 3 shift
Ramon Gonzalez	Paul Brunk
Cleaning House	
Shift Record	Old Record
CLC Rod	
Sept. 14, 1991	Dec. 13, 1990
441.4 tons	419.2 tons
7 to 3 shift	3 to 11 shift
David Cummings	Unknown
Ramiro Escobedo	
Joel Gerdes	
Allen Harden	
John Law	
Ventura Morales	
Cleaning House	
Shift Record	New Record
O/S Rods	Established

Sept. 18, 1991	
20 coils	
7 to 3 shift	
David Cummings	
Robert Dir	
Joe Garcia	
Gerald Grove	
Ventura Morales	
Pablo Vazquez	
1 & 5 Lb. Nail Packaging	
Shift Record	Old Record
5 Lb. Boxes	
Sept. 25, 1991	Dec. 5, 1990
480 cartons	475 cartons
7 to 3 shift	7 to 3 shift
Rojerio Cantu	Rojerio Cantu
Ernest Clapper	Dale Haberer
Stan Loechel	Stan Loechel
David Yocum	Clyde Long

Oct. 1, 1991	Sept. 25, 1991
485 master	480 master
cartons	cartons
7 to 3 shift	7 to 3 shift
Stan Loechel	Stan Loechel
David Yocum	David Yocum
Rojerio Cantu	Rojerio Cantu
Ernest Clapper	Ernest Clapper
Plant 1 Drawing Room	
Shift Record	Old Record
16 ga. (.062)	
Oct. 2, 1991	Sept. 27, 1991
13,970 pounds	13,510 pounds
3 to 11 shift	3 to 11 shift
James Cook	Mark Nitsch
1 & 5 Lb. Nail Packaging	
Shift Record	New Record
1 Lb. Packer	Established

Checking the stats

September, 1991

PRODUCTION		
Department/Mill	Produced (tons)	Performance to Plan
Primary Department		
Raw Steel	144,063	N/A
Billets Cast	50,489	78.5%
Blooms Cast	60,276	128.8%
Jumbo Beams Cast	21,074	83.1%
Wire Division		
Rod/Wire	3,865.5	N/A
Plant 1	6,346.1	93%
Plant 4	3,521.0	76%
48-Inch Mill	20,047	105%
24-Inch Mill	30,025	87%
14-Inch Mill	21,501	119%
12-Inch Mill	35,413	105%
	Shipped (tons)	Plan vs. Actual
Total Rod/Wire	17,156	+ 311
12-Inch Mill	15,496	+ 2,496
14-Inch Mill	16,300	- 1,700
24-Inch Mill	30,118	+ 7,088
48-Inch Mill	22,466	+ 1,966
Semi-Finished	11,698	+ 4,198

COMPLAINTS				
Wire Division Products				
Number Recorded	Reason	By Costs \$ %		TOP FOUR COMPLAINTS = 86% OF TOTAL
113	Order Entry	\$14,290	27.87%	
	Service	13,434	26.20%	
	Customer Error	9,736	18.99%	
	Short	6,796	13.25%	
Steel Division Products				
Number Recorded	Reason	By Costs \$ %		TOP FOUR COMPLAINTS = 86% OF TOTAL.
55	Slivers	\$56,112	45.12%	
	Order Entry	25,889	20.82%	
	Price	16,910	13.60%	
	Section	8,639	6.95%	

ABSENTEES			
Normal Work Hours	Total Absence* Hours	% Absence to Normal	% Aug., 1991
404,366	29,224	7.23%	6.93%
* includes off until further notice, i.e. workers compensation, sickness and accident, discipline, etc. and general reporting off.			

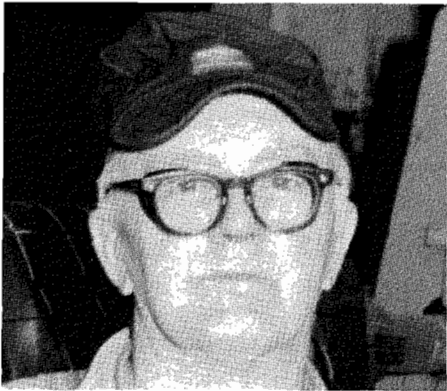
OSHA RECORDABLE INJURIES		
21 OSHA recordables are injuries resulting in time loss, sutures or physical therapy needed, industrial illness, etc.	Rate 10.39% Rate is % per 200,000 man hours (100 employees working 1 year)	Rate - Sept., 1990 14.19%

Plant 1 Drawing Room	
Shift Record	Old Record
16 ga. (.062)	
Sept. 27, 1991	Sept. 6, 1991
13,510 pounds	12,860 pounds
3 to 11 shift	7 to 3 shift
Mark Nitsch	James Cook
12-Inch Mill	
Shift Record	Old Record
5/16-Inch Rod	
Sept. 30, 1991	March 26, 1986
621.3 tons	616.9 tons
7 to 3 shift	11 to 7 shift
ROLLER-Mike Consuelos	
FOREMAN-Mike Mason	
CREW-Alvarez, Martinez, Castro, Thompson, Fliss, Kicksey, O'Brien, Ortiz, Tichler, Hunter, Rank, Steder, Deets, Rhea, Gassner, Gonzalez	
FINISHING CREW-Reneau, Donna, Osborn, Ross, Ward, Mapson, Wessels, Cantu, Pearce, Gardener, Smith, Poffenberger, Manning, Gray, Lancaster	
INSPECTORS-Fowler, Zuidema	
MAINTENANCE-McKenna, Conklien, Imel, Anderson, McCune, Schaver, Shipman, McCoy	
ELECTRICAL-Rubright, Grobe, Sotelo, Keime, Clary, McCulloh, McKenna	
Cleaning House	
Monthly Record	New Record
O/S Rods	Established
September 1991	
531 coils	
48-Inch Mill	
Daily Record	Old Record
Sept. 30, 1991	June 3, 1991
2,215 tons	1,936 tons
48-Inch Mill	
Monthly Record	Old Record
September 1991	August 1991
22,466 tons	22,422 tons
1 & 5 Lb. Nail Packaging	
Shift Record	Old Record
5 Lb. Packer	

Oct. 3, 1991	
270 master	
cartons	
7 to 3 shift	
John Echebarria	
Clyde Long	
Plant 1 Drawing Room	
Shift Record	Old Record
.444 PQ Wire	
Oct. 4, 1991	Aug. 13, 1991
25,610 pounds	15,030 pounds
7 to 3 shift	7 to 3 shift
Mike Kinnaman	Mike Kinnaman
Plant 1 Drawing Room	
Shift Record	New Record
.375 IQ Wire	Established
Oct. 11, 1991	
51,060 pounds	
7 to 3 shift	
Paul Brunk	
48-Inch Mill	
Daily Record	Old Record
Oct. 16, 1991	June 11, 1991
1,817 tons	1,634 tons
Cleaning House	
Shift Record	Old Record
CLC Rod	
Oct. 19, 1991	Sept. 14, 1991
487.4 tons	441.4 tons
7 to 3 shift	7 to 3 shift
John Armstrong	David Cummings
David Cummings	Ramiro Escobedo
Robert Dir	Joel Gerdes
Joe Garcia, Jr.	Allen Harden
Gerald Grove	John Law
Robert Holloway	Ventura Morales
48-Inch Mill	
Weekly Record	Old Record
Week ending 10/18/91	Week ending 8/30/91
6,194 tons	6,073 tons
Poultry Fence	
Shift Record	Old Record
Nov. 14, 1991	Feb. 24, 1988
94 rolls	91 rolls
7 to 3 shift	7 to 3 shift
Everett Yates	Bob Menz

Senior employee a record breaker

Breaking a Northwestern production record is a great accomplishment for any employee,



Everett Yates

but consider how extraordinary it is for the oldest employee currently working at the company to break a record that has stood for nearly four years!

Everett Yates, 64½, is the oldest employee at NSW and he is currently working in the Netting Department. In November, Everett produced 94 rolls of poultry fence on his shift, shattering the previous record of 91 rolls on number 19 machine. The 91-roll record was set by Bob Menz in February 1988.

In 1946 Everett began his career at Northwestern, and he is still a valued employee, putting forth an extra effort for the company.

The President's Corner

Robert N. Gurnitz,
President &
Chief Executive Officer

Dear Fellow Employee:

Recently, I had the honor of giving the keynote speech at the American Institute of Steel Construction (AISC) convention in Pebble Beach, California. As the first person from Northwestern ever asked to be the keynote speaker, this was a great opportunity for me to present our

company as not only a viable and competitive mini-mill, but also one serving the needs of the fabricators.

When giving a speech about Northwestern, it is not difficult to list numerous "firsts" the company has achieved. At the AISC convention I had the opportunity to explain how P.W. Dillon pioneered the use of electric furnaces in

melting steel, paving the way for what today is the largest single-site electric furnace facility in North America.

The formation of the ESOP in 1988 and the acquisition of the JIS certification nearly a year ago, are two more achievements which I recounted with pride for my audience of steel fabricators.

The accomplishments of this company continue, and I am proud to be a part of Northwestern – a feeling that I hope every employee of this company shares with me.

As you read through this issue of the *Owners Manual*, I think you will find many signs of exactly the type of pride of which I am speaking. The tremendous number of company anniversaries that employees are celebrating is one indication of the respect this

company has earned.

In another area, the long list of employees and departments who broke production records is proof of the pride Northwestern employees have in their work.

Without doubt, Northwestern's employees are its greatest asset.

Northwestern Steel and Wire has come far in 112 years, and it can go even farther. With employees who care about their future, Northwestern will remain a strong and competitive force in the steel industry for at least another 112 years.

I wish you all a healthy and prosperous 1992.

Robert N. Gurnitz
President and
Chief Executive Officer

Northwestern adds sexual harassment policy to manual

Northwestern has implemented a sexual harassment policy into the company policy manual.

Seeing a need for protection of NSW employees against sexual harassment, the Human Resources department saw the need to include a policy in NSW's manual.

The policy as it will be incorporated into NSW's manual is stated verbatim below.

"It is the policy of Northwestern Steel and Wire Company that each employee is entitled to a working environment free from all forms of sexual harassment and to insist that all employees be treated with dignity, respect, and courtesy.

"Any behavior towards any employee, vendor, or visitor, by a manager, supervisor, or employee which constitutes unwelcome sexual advances, requests for sexual favors, or the display of derogatory posters, calendars, cartoons, or drawings, or verbal or physical conduct of a sexual nature will be considered sexual harassment when any of the following occur:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's

employment.

2. Submission to or rejection of such conduct by an individual is used as the basis for promotion, transfer, compensation, or discipline.

3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment."

"Any incident believed to be sexual harassment should be reported to the Vice President of Human Resources. There will be no reprisals nor retaliations for making this report. All complaints will be investigated and treated with appropriate confidentiality. When the Company determines this policy has been violated, it will take immediate and appropriate corrective action up to and including discharge.

"If you are uncomfortable in discussing with the Vice President of Human Resources, an incident that might constitute sexual harassment, contact any other Manager in the Human Resources Department."

Annual ESOP stock valuation received

The annual valuation of Northwestern's ESOP shares was completed during October. The independent appraisal firm of Houlihan, Lokey, Howard & Zukin, Inc. informed the ESOP Administrative Committee that the per share value of the company had fallen to \$14.00 from \$29.00 posted one year earlier. Interim quarterly informational valuations during the fiscal year were \$20.78 for 10/31/90, \$22.28 for 1/31/91 and \$22.97 for 4/30/91.

The July 31 annual valuation is more significant because it is used to cash out shares to participants drawing benefits during the entire subsequent plan year.

Retirees and others who took their first-half ESOP distribution in plan year 1990-91 will automatically receive their final ESOP distribution in the form of common shares of stock in plan year 1991-92. These participants are reminded they do not have to cash in (put) their shares to the company immediately. They have two options.

The first option is to cash in their shares within 60 days of receiving distribution at the \$14 per share value. A second option is to wait until the new valuation in October 1992 is received, at which time a second sixty day window period for cashing in shares will be available. Of course, the shares could go up or down in value, leaving the participants at risk to the new valuation.

The ESOP Administrative Committee would like to thank all ESOP participants that attended the annual board meeting December 4. Committee member Jim Olson says that he hopes all employee/owners will continue to participate actively in company matters, especially elections for their representatives on the Board of Directors.

Checking the stats
October, 1991

PRODUCTION

Department/Mill	Produced (tons)	Performance to Plan
<u>Primary Department</u>		
Raw Steel	150,410	N/A
Billets Cast	54,469	88.7%
Blooms Cast	53,211	121.3%
Jumbo Beams Cast	26,959	75.4%
<u>Wire Division</u>		
Rod/Wire	4,134	N/A
Plant 1	7,608	106%
Plant 4	4,119	80%
<u>48-Inch Mill</u>	21,698	102%
<u>24-Inch Mill</u>	30,677	103%
<u>14-Inch Mill</u>	19,691	114%
<u>12-Inch Mill</u>	35,265	101%
	Shipped (tons)	Plan vs. Actual
Total Rod/Wire	17,369	+ 454
12-Inch Mill	19,701	+ 6,701
14-Inch Mill	24,223	+ 3,223
24-Inch Mill	30,004	- 171
48-Inch Mill	21,507	+ 1,507
Semi-Finished	20,042	+ 1,767

COMPLAINTS

Wire Division Products				
Number Recorded	Reason	By Costs		TOP FOUR COMPLAINTS = 79% OF TOTAL
		\$	%	
86	Service	\$10,041	34.03%	
	Tangle	5,523	18.72%	
	Order Entry	4,802	16.27%	
	Miscellaneous	3,063	10.38%	
Steel Division Products				
Number Recorded	Reason	By Costs		TOP FOUR COMPLAINTS = 76% OF TOTAL.
		\$	%	
157	Caster Crack	\$49,875	26.79%	
	Price	38,482	20.67%	
	Section	36,969	19.86%	
	Customer Error	16,941	9.10%	

ABSENTEES

Normal Work Hours	Total Absence* Hours	% Absence to Normal	% Sept., 1991
430,022	30,208	7.0%	7.23%
* includes off until further notice, i.e. workers compensation, sickness and accident, discipline, etc. and general reporting off.			

OSHA RECORDABLE INJURIES

34 OSHA recordables are injuries resulting in time loss, sutures or physical therapy needed, industrial illness, etc.	Rate 15.81% Rate is % per 200,000 man hours (100 employees working 1 year)	Rate - Oct., 1990 12.25%
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The Owners Manual

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Silver City

(continued from page one)
homes for Northwestern employees until the last dwellers moved out around 1953.

Fairview and Steelton

Northwestern again played a large part in securing permanent housing for its workers. Two large housing projects were built in the 1940s and 1950s, solely for NSW employees and their families. The first was Fairview, which contained about 250 housing units. Fairview was located on the south edge of Rock Falls, near what is today Dillon Park and Dillon School.

Melvin's family moved out of Silver City in 1952, when his father bought a house in Fairview. "As a matter of fact, the house we bought is still in our family. My nephew now lives there," Melvin noted.

In a second project started in 1950, Northwestern built another 100 houses in an area called Steelton. Steelton is located north of the Truck Scales and the 14-Inch Mill. Employees were required to make a down payment of approximately \$750, and monthly payments were deducted from their paychecks. The two-bedroom houses were set on slabs and included a living room, kitchen and bath with septic tank.

Bob's father bought a home in Steelton in 1952. "My dad paid \$5200 for our house in Steelton, and his monthly payments were \$50.

Today he still lives in that same house," Bob mentioned. Bob said it took a little while to get used to the luxuries of indoor plumbing and a telephone when he moved into their new home in Steelton.

Frank says that the company's concern for its employees was evident in the building of the two housing projects. "I believe the combination of a housing shortage in the area plus the expansion of the

mill caused the need for something like this. And I think it was a very humane thing of Northwestern to create Steelton and Fairview so the employees could afford to buy their own homes."

Silver City, Fairview and Steelton were all important elements of Northwestern's history because their existence was primarily due to the success and expansion of the company following World War II. Without the employees that lived in Silver City, Northwestern and this community would not be what they are today.



Frank Aguilar's sister, Elizabeth (far left), is shown standing in front of one of the boxcars in Silver City in the early 1950s.

"Young Riders" cast and crew welcome NSW employee to the set

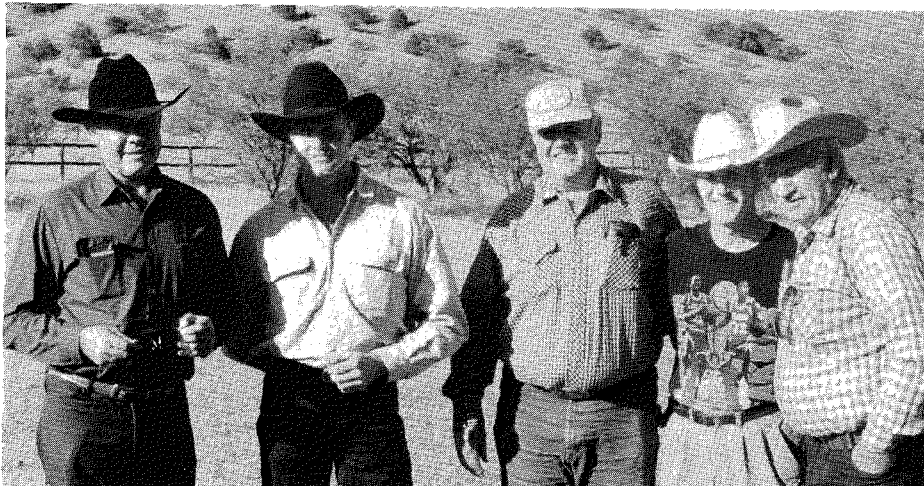
When the children are grown and move away from home, most parents enjoy the opportunity to pay them a visit and spend time with them. And most parents expect no more than that. But when Gil Quick, 24-Inch Assistant Roller, visits his son, Dan, in Tucson, Arizona, he gets an extra special vacation.

That is because Dan works on the set of ABC television's "The Young Riders." Dan is the transportation coordinator for this weekly television series, which is shot at several locations in and surrounding Tucson.

Gil spent a week in Arizona meeting and visiting with people that work both in front of and behind the camera, and he came back to Sterling treasuring an experience he will never forget.

Gil spent a week in Arizona meeting and visiting with people that work both in front of and behind the camera, and he came back to Sterling treasuring an experience he will never forget.

During two days of his visit, Gil was outfitted in the traditional "old West" attire of a cowboy hat, vest, trousers and boots which is the normal dress for the entire cast of the show. He then waited for instructions from the director, and made his acting debut as an extra for the episode entitled, "Sweet Charlotte."



A few of the friends Gil made while he was visiting the set of "The Young Riders" took a moment to pose with him for a photo. From left, Joseph Paul Summers Brown; Gil's son, Dan; Harry McCrorey; Gil and Jack Swauger.

Charlotte."

For many, this would be more than enough to constitute a dream vacation, but Gil also had the opportunity to develop friendships with some of the most interesting people he had ever met. These people have backgrounds that would intrigue almost anyone, but they were all the more fascinating to Gil because he shared many of their same interests.

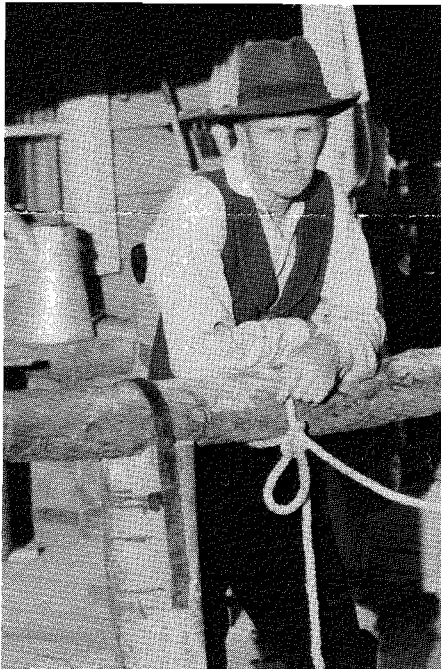
About forty years ago, Gil began taking the hobby of boxing seriously. He fought mostly in Golden Gloves tournaments, and although he says most of his losses were in the championship match, he kept a close eye on the boxing world, nurturing his love of the sport.

As fate would have it, Gil met a former boxer on the set of "The Young Riders" who just happened to have boxed during the same years as Gil, and he was of particular interest to Gil because he also has a past filled with an incredible number of experiences and accomplishments.

This man is Joseph Paul Summers Brown, a Notre Dame graduate who is currently working on the set of "The Young Riders." For the past two decades, Brown has earned fame and acclamation as an author of Western novels. Aside from his boxing career, he has also been a private pilot, gold miner, rodeo rider, cattle buyer and ranch owner,

furnishing livestock to the motion picture industry.

Gil found Brown to be a friendly, hard-working and dedicated man. He



Gil Quick, 24-Inch Assistant Roller, is pictured above in costume for his television acting debut on the ABC series "The Young Riders."

noted that during breaks, Brown could often be found on the set taking notes for his next book. And now that he has met this author, Gil has taken up a new hobby. "I don't usually read fiction, but now I can't wait, and I try to read a chapter every night," he said referring to four novels presented to him by Joe. Two of these are *The Arizona Saga* and *Jim Kane*, which was made into a movie called *Pocket Money*.

Other friends Gil made on the set included former rodeo riders Harry McCrorey and Jack Swauger, and former rodeo clown Chuck Henson. Swauger appeared in a full-page color photograph in a 1963 issue of *National Geographic*. The photo appeared in an article about Arizona, and it captured Swauger clinging to only stirrups during a bronc ride in a rodeo. Swauger autographed the photo for Gil and gave him an original copy of the 1963 magazine.

These men made a great impact

on Gil, and he hopes the new friendships he gained will only grow stronger in the years to come. "These are people that I would like to get to know better as I grow older. We have so much in common, being the same age and sharing common interests," he explained.

"When I retire in a few years, I might decide to go to Arizona during the winter and spend more time with these people," Gil added.

Gil was fortunate enough to meet not only many of the crew working behind the scenes on this television series, but also the entire acting cast of "The Young Riders." "I couldn't have met any more interesting people. And I was so impressed with how well they work as a team," he commented.

A friend in Sterling was in Gil's thoughts during his trip to Arizona. Five-year-old Andy Higley, the son of Bruce Higley, 24-Inch Rougher, is currently fighting leukemia. Gil asked several members of the acting cast to autograph a poster for Andy. "I just wanted to do something to help cheer Andy up, and I thought this might help," Gil commented.

Dan, Gil's son, has been working in the movie and television business for 14 years. His first work was on *The Muppet Movie*, and he has worked on numerous films, such as *Nuts*,

"These are people that I would like to get to know better as I grow older. We have so much in common being the same age and sharing common interests."

Sharky's Machine, Cannonball II, Joe vs. the Volcano and the Academy Award winning *On Golden Pond*. He also was transportation coordinator of the television series "In the Heat of the Night" before joining "The Young Riders."

A 33-year veteran of Northwestern, Gil and his wife, Marilyn, have four other children: Brad a chiropractor in Los Angeles; Randy, a mortgage broker in northern California; Gregory, an electrician at the 14-Inch Mill and Amy, a radiation therapist in Waukesha, Wisconsin. Gil and Marilyn have a family of which they can be very proud.

Christmas Fund benefits 82 children

The 1991 Northwestern Steel and Wire Christmas Fund for Needy Children wrapped up its activities in December. With the retirement of former organizer Bill Boesen, the responsibilities were shared by Beth Lancaster, Executive Secretary for Steel Division Operations, Karen Galbreath, Secretary for QIP/LMPT and Lavonne Morgan, wife of Don Morgan, Engineering.

The organization raised \$7,042.96 during the year, with two major fund raisers being completed in November. Dave Dravis coordinated a cash-prize raffle in the 12-Inch Mill raising \$1,090.92 for the fund. Several volunteers helped man buckets for a Bucket Brigade for the Needy Children which raised \$2,119.63. The Nail Galvanizer Department also contributed \$79.25, which was the total amount earned from the recycled aluminum cans the

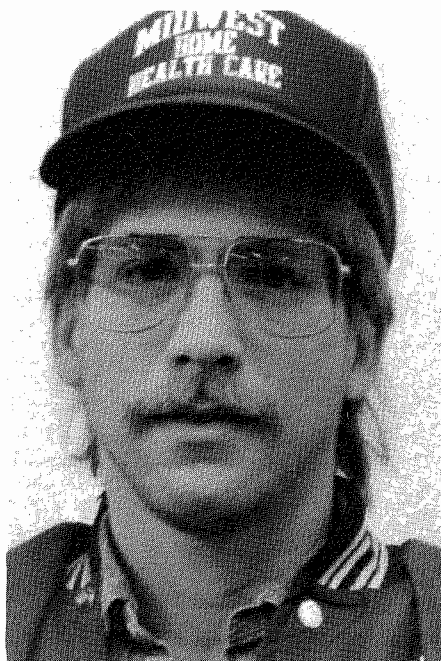
department saved during the year. In addition, several personal donations were made, which were greatly appreciated by the organizers.

Beth says they were able to help 35 families and 82 children in the area have a merrier Christmas. Thirty-three Northwestern employees and/or spouses, as well as a few other volunteers, gave up their time during the busy season to do the shopping and deliver the gifts.

The organizers suggested to the buyers that they purchase mostly clothing for the children along with a few toys. Also, the 12-Inch Mill donated turkeys for several families.

Beth would like to thank everyone who helped with the fund raising. "We couldn't have done it without the help of all the Northwestern employees and their spouses."

Blanton wins grand prize in Work & Win II drawing



David Blanton

Twenty-two Northwestern employees who had one or no report-offs for six months were the lucky winners in a random drawing for Work and Win II.

More than 1,500 employees had perfect attendance from March 1 through August 31, 1991, giving them the opportunity to win vacation and cash prizes in the random drawing.

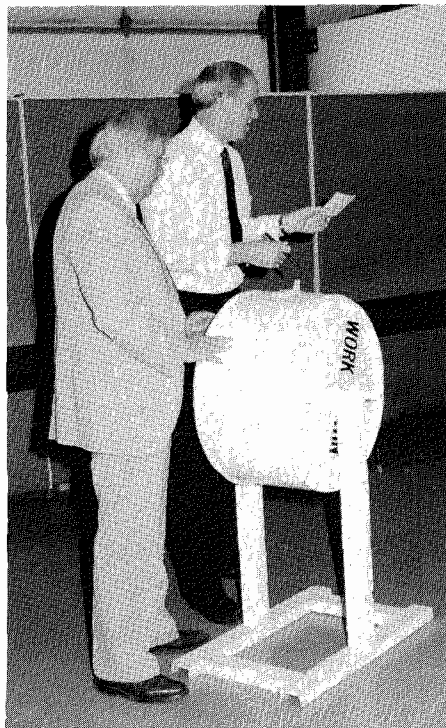
The first prize of four weeks vacation plus \$1,500 cash was won by David R. Blanton, Galvanizer. David says he plans to use a couple of his additional vacation weeks to spend time in Colorado. It was quite a surprise for this 25-year-old when he heard the news. "It took quite awhile for it to sink in that I had actually won," David commented.

Other prize winners in the drawing included Don L. Ziegler, Nail Room, who won the second place prize of two weeks vacation.

Third prize for Work and Win II was twenty \$460 cash awards. Cash prizes were given in Work and Win II rather than one week of vacation, which was awarded in the first drawing. The twenty third prize winners are listed below.

John J. Eirschele, Electric Furnace; Arthur Zinke, Drawing Die Room; Edward P. Troye, Plant 4; John W. Abbas, West Plant Pollution; Chris L. Erikson, 14-Inch Shipping; Marc L. Wilson, Plant 1 Shipping; James E. Donovan, 24-Inch Mill; Dale E. Nehring, Plant 4 Electrical; Tim W. Nehr Korn, Wire Mill Drawing Clerk; Terry R. Williams, Plant 2 Machine Shop; Peter L. Barajas, Caster; James Treacy, Wire Sales; Everett Yates, Netting; Norman E. Poston, Nail Room; Robert L. Porter, Electro-Weld; Carl D. Scott, Scrap Yard Clerk; Peter A. Razo, Scrap Yard Repairman; William E. Blair, Jr., 24-Inch Inspection; Paul Fritz, 24-Inch Cranes; Leroy Jones, Plant 4 Drawing.

The Work and Win Committee had established that savings to the company would occur if there was an absentee rate of 6.25% or lower during the six-month period. The actual rate from March through August was 6.79%, so the committee could not recommend to the company to continue the Work and Win program.



William Warmbier, Area Supervisor, District 32, USWA (left), and Fred McCloud, Manager of Employee Relations, drew the winning names for Work and Win II. The drawing was held in October at the Blackhawk Training Center.

Alex gets a taste of "Small Town, America"

Student from France works at NSW to study U.S. business

A new face was seen around Northwestern's Sales Department this fall. Alexandre Gaertner left his homeland of Paris, France to visit



Alex Gaertner

Sterling and train at Northwestern for about a month.

Alex attends business school in Paris and one requirement he must fulfill for the school is to receive training in five countries other than France during his third year of study. Students in this school are not always compensated by the employers that provide training. Such was the case with Alex, who received no salary from Northwestern while he trained in the Sales Department, and he was responsible for his own personal expenses.

This 21-year-old student was

"I was surprised by the size of the plant (NSW) and I was also surprised this company wasn't exporting more. France is so small that most companies have to export in order to survive. The U.S. is big enough to get business from within the country," Alex commented.

nearing the completion of his third year of studies and travel when he came to Northwestern. His business school takes five years to fulfill the requirements for graduation. In his first two years, Alex worked for Harrod's Department Store in London, a fiberglass producing company in Madrid, Spain and traveled to the Canary Islands off the coast of Africa.

Previously this year, Alex worked for Holiday Inn in Thailand and a Dutch company which produced

special electrical cables. He traveled throughout Spain and Portugal meeting competitors and customers of this company, trying to find more business for the firm.

At Northwestern, Alex worked on refining our export plan. "I tried to find the most popular size of beam in the different countries of Europe, Africa, South America and the Far East," he explained.

A couple of different things took Alex by surprise when he came to

Alex attends business school in Paris and one requirement he must fulfill for the school is to receive training in five countries other than France during his third year of study.

NSW. "I was surprised by the size of the plant and I was also surprised that this company wasn't exporting more. France is so small that most companies have to export in order to survive. The U.S. is big enough to get business from within the country," Alex commented.

During the past year, Alex was required to train and travel in five different countries within eight months. Alex has only been to four countries, but he says his school will be making exceptions to the requirements this year because of the Gulf Crisis.

"This year was very hard for us because of the Gulf War. Many students couldn't go where they wanted to go because they were afraid to travel," he explained.

Alex chose to take the risks and travel anyway. "People told me three days before I left for Thailand to be careful of the terrorists in American places, and I was going to Holiday Inn, which is a very familiar American name," he said.

Alex safely completed his third year of training, though, and he is now looking ahead to his anticipated graduation in 1993. Following the completion of his business school studies, he plans to attend a University for one year to study finance or exporting.

He said the Universities are very selective, and if he cannot get into the school, he will complete his

compulsory year of service in the army at that time. In France, all men are required to serve in the army for one year unless they are physically or mentally incapable.

English is just one of three languages Alex studies besides his native French; he also speaks Spanish and Portuguese – a language he picked up when his family lived in Brazil for five years. In French schools, students are required to learn English or German at age 12, and by age 16, they must begin to learn a second language.

Alex believes he has learned the most about a country's native language during his travels. "The best way to learn a language is to go to the country and talk with people, watch their television and listen to their radio," he said.

"Here (in the U.S.) you don't have to get out of your car for anything...you can get food, go to the bank, get your dry cleaning and even talk on the telephone without leaving your car."

The only other city in the U.S. that Alex had been to before coming to Sterling was New York City, and friends stressed to Alex how much smaller Sterling would be. Alex was pleasantly surprised, though, finding much more to do than he anticipated. He attended his first football game at Sterling High School, and a few people in the Sales Department included him in their tennis matches.

Alex noticed right away that the privacy of homes is very different in U.S. cities than in France. In France, Alex said the yards are enclosed by fencing and they are very private. He said he prefers this to the open yards in the United States where everyone can see what his neighbor is doing.

Alex also said he was not used to the quick service in the U.S. "Here, you don't have to get out of your car for anything," he said jokingly. "You can get food, go to the bank, get your dry cleaning and even talk on the telephone without leaving your car!"

Crow handles responsibilities in 14-Inch

Rollers keep mills running smooth

The job of roller is one that many people would not want to have, because it carries a great deal of responsibility. Much of the 12-Inch, 14-Inch, 24-Inch, and 48-Inch Mills' success depends on their rollers.

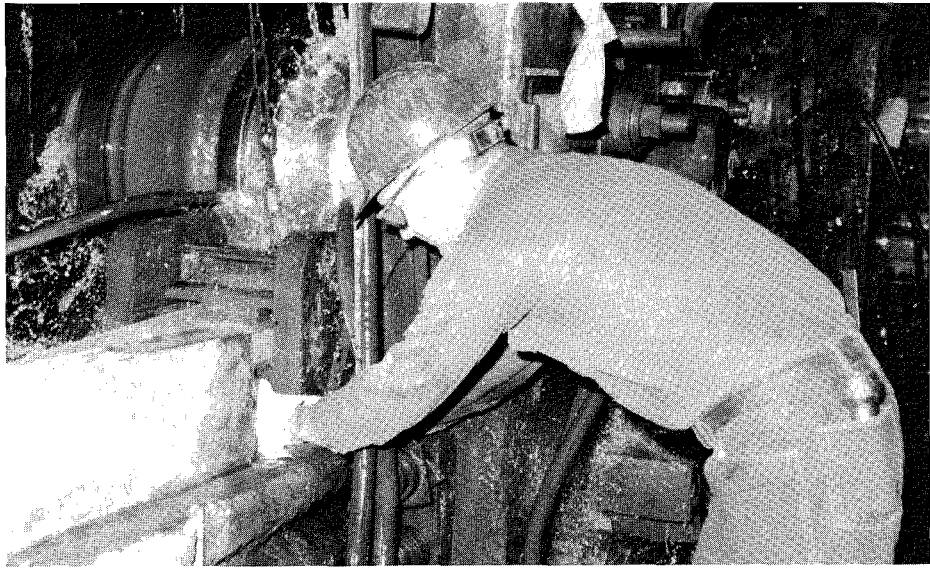
Wes' duties as roller include measuring the bar at each roll stand to make sure it is a certain thickness and height. If the measurements are not within the requirements, Wes is responsible for shutting the mill

and broken rolls as we can," Wes noted.

At the end of his shift, Wes works in the office filling out time sheets and writing a daily report for his supervisor on all the activities in the mill during those eight hours. As a foreman, Wes also makes himself available to workers in the mill to help them with any problems they may have.

Wes' duties as roller include measuring the bar at each roll stand to make sure it is a certain thickness and height.

With his experience on several different jobs in the 14-Inch, Wes finds that giving advice and assistance to other employees is one of the most enjoyable parts of his job. "I really like working with the guys and helping them solve the problems they run into," Wes said.



Wes Crow, 14-Inch Roller, measures a channel as it passes through one of the roll stands. These measurements indicate to Wes whether or not the rolls need to be adjusted.

A roller's job is twofold because it requires not only knowledge of how a bar rolls through the mill, but also a wide range of experience on the mill to handle the day to day problems that occur.

In the 14-Inch Mill, Wes Crow has been a roller for the past three years. Prior to that, he held several positions in Plant 5 during his 23-year career with Northwestern. Some of the jobs he has held include hot bed operator, mill builder, rougher, gauger and assistant roller.

He says that by working his way up through the mill in these different jobs, he received enough on-the-job training to prepare him for his present job as roller. "The experience I got from my other jobs helped me understand the job of roller, especially when I worked as an assistant roller and rougher, because those jobs are similar to that of roller," he commented.

down long enough to adjust the roll stands. As bars pass through the mill, the rolls wear down, and Wes said he usually has to adjust the rolls because of this three or four times each shift.

While he takes the measurements, he also makes a spot check of the mill stands. Wes checks the liners to be sure they are in place. The liners hold the delivery guides in place, and if the liner falls off the guide, there is an increased chance for a cobble.

Although the roller is credited for much of the smooth operation of a mill, he is also looked to when a roll breaks or a cobble occurs, so Wes says he keeps a close eye on the condition of the mill stands.

"The 14-Inch Mill runs so fast and we change sections so often, there is more of a chance for cobbles. We have to watch the mill stands carefully to prevent as many cobbles

Four NSW employees retire in fall

The following NSW employee/owners retired in October and November. The *Owners Manual* congratulates these persons for their dedication and service to the company.

OCTOBER

31 Years

William Howard, Providing

24 Years

Carl R. Lundquist, 14-Inch Crane Mechanic.

13 Years

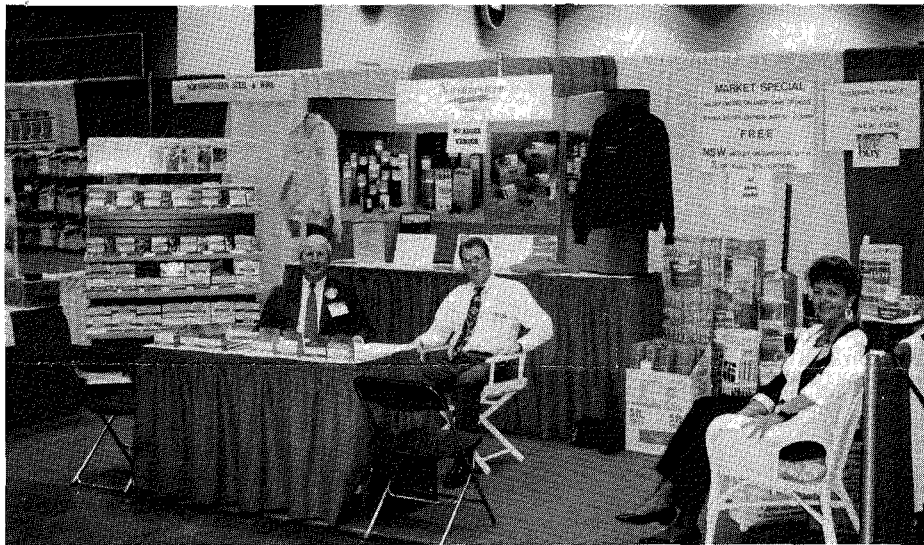
Roger Jackson, Deferred Vested

NOVEMBER

34 Years

Berton Hollis, 24-Inch Mechanic

NSW attends HWI Show in Indianapolis



The Wire Sales Division attended the Hardware Wholesalers Inc. show in Indianapolis this fall. The HWI show is one of the largest that Northwestern attends, and HWI is one of the top five accounts for the Wire Division. Pictured above are Ed Sanders, Territorial Sales (far left); John Tschosik, Inside Sales and Sally Sanders, Ed's wife.

Quality Stores impressed with Sterling facilities

Wire products customer gets first-hand look at NSW

One of Northwestern's top five agri-products customers visited NSW in October. The visitors were from Quality Stores, Inc., headquartered in North Muskegon, Michigan.

Quality has 61 stores in the states of Indiana, Michigan and Ohio. They are very similar to the Farm and Fleet stores in this area.

With a 20-year business relationship, Quality buys North-

western's complete line of agri-products, as well as the lawn and garden line. This privately-held company is also a large buyer of NSW nails through a wholesale distributor in Michigan.

Wayne McCollum, Vice President of Merchandising at Quality Stores, said he and his co-workers drove to Sterling because they wanted to get to know NSW better. "We wanted to

get a first-hand experience with your facilities, your people and get a real good feel for who Northwestern really is," McCollum commented.

Other quality employees who visited NSW were Dave McGettigan, Vice President of Transportation and Distribution; Jim Hammitt, Buyer of Farm Commodities; Mark Sheneman, Rebuyer of Inventory Replenishment; and Tom Puckett, Hardware Buyer.

Other than Jim Hammitt, who has visited Northwestern a couple of times previously, the Quality customers had never seen a steel mill. Dan Willman, NSW's Assistant Manager of Primary Operations, conducted an excellent tour of the Primary facilities according to the visitors from Quality.

McCollum said one of the more exciting aspects of their plant tour was the Furnace Department. "It was awesome to see the kind of energy used to melt steel," McCollum noted.

"We were real impressed with the capital improvement, the use of technology and the workers. You

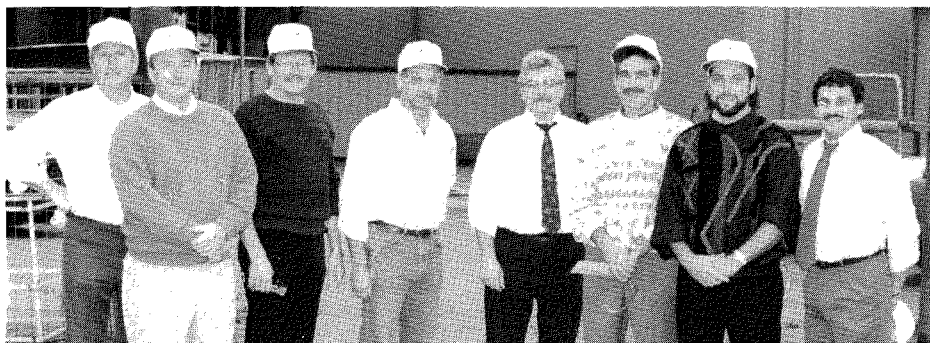
could truly feel a sense of ownership from the employees. They have a real commitment to product quality and to work standards," McCollum concluded.

Northwestern's outside salesman handling the Quality account is Ed Sanders, from Fort Wayne, Indiana. He noted that Quality is by no means a small account, having already achieved \$2 million worth of business with Northwestern this calendar year.

Having served Quality Stores since he began working the Michigan territory about five years ago, Ed has developed a strong business relationship with the Quality people.

"They've been great to work with. They're patient and understanding, and they know that our relationship can benefit both companies," he commented.

While in Sterling, the visitors from Quality and NSW's sales staff sat down to discuss how the new Wire Division shipping facility will play a major part in increasing service levels during the 1992 buying season.



Visitors from Quality Stores went on a mill tour with the salesmen that handle their account. Pictured above, from left, Ed Sanders, NSW Territorial Salesman; Dave McGettigan, Vice President of Transportation and Distribution at Quality; Jim Hammitt, Buyer of Farm Commodities at Quality; Tom Puckett, Hardware Buyer at Quality; Wayne McCollum, Vice President of Merchandising at Quality; Jim Treacy, NSW Sales Manager; Mark Sheneman, Rebuyer of Inventory Replenishment at Quality and Al Lopez, NSW Inside Salesman.

December, January and February anniversaries

The following employee/owners are celebrating anniversaries with Northwestern this December, January and February. NSW commends these employees on their dedication and service to the company.

DECEMBER

30 Years

Jimmie J. Jackley, 12/9/61, Plant 2 Pipefitters.
Keith A. Cook, 12/17/61, 24-Inch Mill.
John J. Duffy, 12/17/61, Field Fence.
Dean J. Dace, 12/18/61, Plant 3 Welders.
John E. Taets, 12/18/61, Plant 2 Electrical.
Earl Devers, 12/20/61, Carpenter Shop.
Robert H. Wasmund, 12/20/61, 14-Inch Finishing.
John R. Bonneville, 12/21/61, 12-Inch Shipping.
Kenneth J. Wolf, 12/23/61, Plant 3 Welders.
Alfred Silva, 12/26/61, Plant 3 Welders.
Lee Kramer, 12/29/61, Electric Furnace.
James J. McKenna, 12/31/61, Plant 3 Welders.

25 Years

Charles R. Burton, 12/19/66, Trial Crew West.
Gene DeJarnette, 12/26/66, Electric Furnace.

20 Years

Jerry L. Gibson, 12/4/71, Conditioning.
Charles T. Hall, 12/4/71, 12-Inch Finishing-Bars.
Randy M. Johnson, 12/4/71, 24-Inch Mill.
John L. Masini, 12/4/71, General.
David W. Rodekamp, 12/4/71, 20-24-Inch Shipping & Finishing.
Keith E. Dravis, 12/12/71, Plant 5 Millwrights.

10 Years

Charles F. Krabbenhoeft, 12/7/81, General Millwrights.

5 Years

Bryan D. Calkins, 12/15/86, Data Processing.

JANUARY

40 Years

Dean A. Clary, 1/1/52, Plant 2 Electrical.

35 Years

Robert W. Czuprynski, 1/7/57, 14-Inch Shipping.
Charles J. Rhode, 1/19/57, 14-Inch Mill.

30 Years

Robert H. Walsh, 1/2/62, Plant 1 Pipefitters.
William H. Blevins, 1/4/62, Nails.
Juan DeLaFuente, 1/6/62, Electric Furnace.
Billy G. Warling, 1/7/62, Wire Mill Drawing.
Jerry W. Earl, 1/8/62, Electric Furnace.
William King, Jr., 1/8/62, 12-Inch Mill.
Donald Ludwig, 1/8/62, Plant 3 Inspection.
Norman J. Nelson, 1/8/62, Electric Furnace.
Arnold F. Allen, 1/15/62, Plant 3 Millwrights.
John K. Henson, 1/15/62, 12-Inch Finishing-Bars.
Robert E. Krepfle, 1/15/62, Plant 2 Machine Shop.
William R. Sivits, 1/15/62, Wire Mill Drawing.

David R. Wagner, 1/15/62, Electric Furnace.
Gerald V. Wiebenga, 1/15/62, Nails.
Charles F. Boucher, 1/18/62, Plant 2 Pipefitters.
Arlyn D. Cain, 1/18/62, Bale Tie.
Regis L. Dahlstrom, 1/18/62, Wire Galvanizer.
Jimmie V. Pack, 1/18/62, Trial Crew West.
James G. Stephens, 1/21/62, Scrap Yard.
Allen B. Carr, 1/23/62, Furnace Cranes.
James A. Ohda, 1/23/62, Plant 2 Electrical.
Richard A. Barnum, 1/29/62, Nails.
Cecil R. Seeley, 1/29/62, Roll Shop.
Harry L. Unterzuber, 1/29/62, Brickmasons.
Jesse P. Lopez, 1/30/62, General Millwrights.
John W. Engel, 1/31/62, Plant 3 Welders.
William G. Johnson, 1/31/62, Plant 3 Welders.
Thomas L. Ramirez, 1/31/62, Furnace Cranes.

25 Years

Kenneth Tabor, 1/1/67, Billet Caster.
Sergio Vivarelli, 1/2/67, Scrap Yard.
Joseph G. Fiorini, 1/16/67, Plant 2 Millwrights.
William R. McDonald, 1/16/67, 14-Inch Mill.
Robert Delgado, 1/17/67, Plant 5 Crane Mechanics.
Douglas E. Harms, 1/30/67, Plant 2 Millwrights.
Samuel R. Hess, 1/30/67, Plant 2 Machine Shop.
Richard Larkins, 1/30/67, Plant 2 Pipefitters.

20 Years

Terry F. Heller, 1/6/72, Wire Mill Shipping.
Jose M. Martinez, 1/6/72, Billet Caster.
Paul L. Shenefelt, 1/6/72, Plant 2 Machine Shop.
Dean L. Reul, 1/9/72, Furnace Cranes.
John L. Thompson, 1/11/72, 14-Inch Finishing.
James L. Mallicoat II, 1/12/72, Plant 3 Mechanical.
Joseph R. Mathews, 1/12/72, 24-Inch Mill.
Michael S. Smith, 1/12/72, 14-Inch Mill.
Jesus C. Rascon, 1/14/72, Guards.
Lyle J. Fuller, 1/17/72, Trucks.
David L. Herbon, 1/19/72, Billet Caster.
John W. Reynolds, Jr., 1/19/72, Plant 1 & 4 Shipping.
Dale F. Turney, 1/19/72, 14-Inch Finishing.
Gary M. Maycher, 1/22/72, Sales-Wire Products Division.
Barry D. Collinson, 1/24/72, Field Fence.
Lloyd F. Fulkerson, Jr., 1/24/72, Wire Mill Electrical.
David E. Gray, Sr., 1/25/72, Wire Mill Shipping.
Steven L. Reul, 1/25/72, 14-Inch Mill.
Owen R. Harrell, 1/26/72, 24-Inch Mill.

Kenneth R. Wiersema, 1/26/72, Plant 2 Welders.
Steven L. Grobe, 1/27/72, Rock Falls Electrical.
Ronald J. Reglin, 1/27/72, Rock Falls Shipping.
Michael R. Fortney, 1/30/72, Electric Furnace.
Gene E. Unger, 1/31/72, Billet Caster.

5 Years

Howard R. Christofersen, 1/1/87, Medical.
Douglas I. Grobe, 1/6/87, Plant 2 Electrical.
Edward E. Spotts, 1/7/87, Plant 2 Electrical.
Dale R. Lippens, 1/12/87, Wire Mill Electrical.
Connie M. Helms, 1/19/87, Payroll.
Craig A. Kilberg, 1/22/87, Trucks.
Gary A. Pistole, 1/22/87, Trucks.
Mark A. Hermes, 1/28/87, Wire Galvanizer.
Richard D. Johnson, 1/28/87, 20-24-Inch Shipping & Finishing.
Leon S. Gillihan, 1/29/87, Wire Mill Millwrights.
Russ E. Hayes, 1/29/87, Wire Mill Drawing.

FEBRUARY

30 Years

Douglas C. Morthland, 2/1/62, Plant 3 Inspection.
Ronald R. Kalas, 2/8/62, Wire Mill Millwrights.
Jack L. Hepker, 2/19/62, Rock Falls Inspection & Salvage.
Michael F. Knapp, 2/22/62, Furnace Cranes.
James R. Nelson, 2/23/62, Carpenter Shop.
William J. Allen, 2/26/62, Plant 2 Machine Shop.
Donald Egan, 2/28/62, Carpenter Shop.

25 Years

Richard E. Keefer, 2/2/67, 14-Inch Mill.
Jerry L. Sanders, 2/2/67, Billet Caster.
Kent C. DeMay, 2/10/67, 14-Inch Finishing.
Dale C. Laws, 2/13/67, Billet Caster.
Lester L. Pratt, 2/14/67, Nails.
Ventura T. Valdez, 2/15/67, Wire Galvanizer.
Alberto Castenada, 2/16/67, Mats.
Charles W. Briggs, 2/24/67, Rock Falls Shift Tractor.
Allan B. Morthland, 2/24/67, Wire Galvanizer.

20 Years

Brian D. Hurd, 2/1/72, 14-Inch Mill.
Clyde W. Cardwell, 2/2/72, 12-Inch Finishing-Bars.
Manuel C. Rascon, 2/3/72, 24-Inch Mill.
Tony R. Cook, 2/4/72, Furnace Cranes.
James D. Gallentine, 2/4/72, Employee Assistance Program.
Frank E. Lilly, 2/4/72, Wire Mill Shipping.
Larry J. Rippy, 2/4/72, Plant 2 Millwrights.
Richard Bechdolt, 2/6/72, 12-Inch Mill.
Reginaldo S. Gomez, 2/6/72, 14-Inch Mill.
Mario Montanez, 2/7/72, Degreaser.
Robert E. Bertolozzi, Jr., 2/23/72, Billet Caster.
Ricky L. Stange, 2/23/72, Plant 2 Machine Shop.
Guillermo G. Sifuentes, 2/24/72, 24-Inch Mill.
David E. Kendrick, 2/28/72, Plant 5 Electrical.

5 Years

David P. DeVenney, 2/1/87, 12-Inch Mill.
Wayne R. McKenna, Jr., 2/1/87, Electric Furnace.
Waldon L. Gibbs, 2/2/87, Plant 2 Electrical.
Jeff A. Vincent, 2/2/87, Plant 2 Millwrights.

James D. Edwards, 2/3/87, 12-Inch Mill.
John M. Hibbard, 2/3/87, 12-Inch Finishing-Bars.
Jamie Oberle, 2/3/87, Bale Tie.
Jeffrey W. Phillips, 2/3/87, 12-Inch Finishing-Bars.
Gregory P. Quick, 2/3/87, Plant 5 Electrical.
Keith L. Workman, 2/3/87, 1 & 5 Lb. Packaging.
Randy L. DeJonge, 2/4/87, Wire Mill Millwrights.
Noel G. Leal, 2/4/87, Electro Weld.
William P. Bennett, 2/6/87, Plant 3 Millwrights.
Robert W. Cain, 2/6/87, Wire Galvanizer.
Jerry P. Fichtenmueller, 2/6/87, Plant 2 Crane Mechanics.
Rory L. Grooms, 2/6/87, Rock Falls Drawing.
Eric S. Langley, 2/6/87, 24-Inch Mill.
Michael V. McCowan, 2/6/87, Plant 2 Electrical.
Hector Rodriguez, 2/6/87, 12-Inch Finishing-Bars.
Bradley W. Wagner, 2/6/87, 12-Inch Finishing-Bars.
Rogelio Cavazos, 2/10/87, 12-Inch Finishing-Bars.
Dan E. Coy, 2/10/87, Billet Caster.
David D. Fredericks, 2/10/87, Barb Wire.
Terry L. Jones, 2/10/87, Plant 3 Welders.
Tim W. Nehrkorn, 2/10/87, Wire Mill Drawing.
Ronald E. Williams, 2/10/87, Billet Caster.
Charles D. Abell, 2/16/87, Mobile Mechanics.
Donald E. Anderson, 2/16/87, 24-Inch Mill.
David R. Blanton, 2/16/87, Wire Galvanizer.
Lester G. Cordes, 2/16/87, Mats.
Paul D. Gilbert, 2/16/87, Rock Falls Labor Pool.
Richard J. Hudgin, Jr., 2/16/87, Wire Mill Shipping.
Michael T. Johannsen, 2/16/87, Mats.
James D. Lewis, Jr., 2/16/87, 20-24-Inch Shipping & Finishing.
Timothy W. Mewhirter, 2/16/87, Electro Weld.
Joe D. Nusbaum, 2/16/87, Plant 2 Millwrights.
Jon R. Stanley, 2/16/87, General Millwrights.
L. A. Gowan, 2/17/87, Trucks.
Jackie L. Abell, 2/23/87, Wire Mill Drawing.
Ronald V. Erickson, 2/23/87, Plant 2 Electrical.
Mark J. Heeren, 2/23/87, Wire Mill Drawing.
Dean A. Hicks, 2/23/87, Plant 3 Inspection.
Scott Lawson, 2/23/87, Rock Falls Labor Pool.
Kazimir C. Lewandowski, 2/23/87, Wire Galvanizer.
Barbara J. Maddox, 2/23/87, 24-Inch Mill.
Arturo Z. Pena, 2/23/87, Mats.
Michael L. Gragert, Jr., 2/25/87, General Millwrights.
Robert L. Lafferty, 2/25/87, Wire Galvanizer.
Raul Molina, 2/25/87, Electro Weld.
Manuel Rodriguez, 2/25/87, Mats.
Curt L. Willis, 2/25/87, Nails.
Patrick T. Cooney, 2/26/87, Wire Mill Drawing.
Stephen Hart, 2/26/87, Mats.
Eric S. Russell, 2/26/87, Electro Weld.
Juan Valdez, 2/26/87, Wire Galvanizer.
Sherry I. Wilkens, 2/26/87, Wire Mill Shipping.

Studies done to determine fabricators' needs

Fabricator customer base growing and strengthening

Northwestern's Steel Division Sales Department has reorganized as of October 1, 1991 in an effort to expand its fabricator customer base.

The change, begun in June, has been gradual and included a number of measures to meet the fabricators' needs. By October, the sales staff had split into two separate forces, with six territorial salesmen handling major fabricator accounts and the remaining eight territorial salesmen serving general accounts – service centers and

"We're finding that the fabricator segment of our industry seems to really appreciate the fact that we are reorganizing and paying special attention to their needs."

fabricators to develop a customer profile. The results of the survey revealed several aspects about fabricators, including the types of jobs they work on, their production capabilities and the top criteria on which they base their selection of a mill as a supplier.

The sales department conducted a survey of more than 100 steel fabricators to develop a customer profile.

Using the findings of this survey, the sales department developed an "Action Program." This program lists several specific steps Northwestern has taken to meet the fabricators' needs.

For example, the rolling cycles have been redesigned to produce the most popular fabricator sections more often. Also mentioned in the "Action Program," is the new marking system, which allows NSW to identify each beam with the customer name, job number, piece number, purchase order number, section, length and heat number.

Vern Johnson, Manager of Fabricator Sales, says that both the fabricator customer profile and the "Action Program" have been and continue to be very helpful. The territorial salesmen show the two reports to present and prospective fabricator customers, giving these fabricators a clearer idea of the steps Northwestern is taking to

meet their specific needs.

According to Johnson, all the steps NSW is taking to service the fabricators, are paying off. "We have to convince the fabricators that we have a basic ongoing interest in their business. We're finding that the fabricator segment of our industry seems to really appreciate the fact that we are reorganizing and paying special attention to their needs," Johnson explained.

After two months, Johnson says things are working out well. "The transition has gone very smoothly. We're establishing a broader customer base and doing business with fabricators throughout most of the country," Johnson commented.

original equipment manufacturers.

The inside sales staff has been divided in a similar manner, and three members now handle the fabricators, while the other six take care of the general accounts.

An instrumental step in broadening the fabricator customer base was a study done on the fabricator customer's needs.

The sales department conducted a survey of more than 100 steel

Recycling effort expands at Northwestern

Northwestern has expanded its recycling effort and joined the community in paper recycling. Effective November 10, NSW's Waste and Reclaimables Department distributed 204 bright blue trash bins – one to each desk in the Main Office, Office Annex, Plant 1 offices and Scale Houses, Print Shop, Pentagon offices, First Aid, EAP and the Safety Training Center. The bins have the words, "WE RECYCLE AT NORTHWESTERN" imprinted on the side.

Along with the trash bins, a list of the types of paper products which can and cannot be recycled was also distributed. Some types of products which can be recycled are envelopes, magazines, newspapers, cardboard, books and of course, white and colored paper.

Thirty-two 55-gallon barrels were also distributed so that the outside

cleaning service can empty each person's paper waste into one container per department. The cleaning service takes the full barrels from the offices to the Plant 1 Waste and Reclaimables Department, while the personnel from Waste and Reclaimables pick up the full barrels in the plant. Bob Johnson, Supervisor of Waste and Reclaimables, says his department prepares the paper waste for recycling.

The cost to Northwestern for the bins and barrels was \$1,565, but Bob expects the cost to be recovered in four months or less. Although recycled paper is not in great demand right now, Northwestern will still be seeing great savings in paper recycling. "The big saving comes in not having to haul all the paper waste to the landfill," Bob explained.

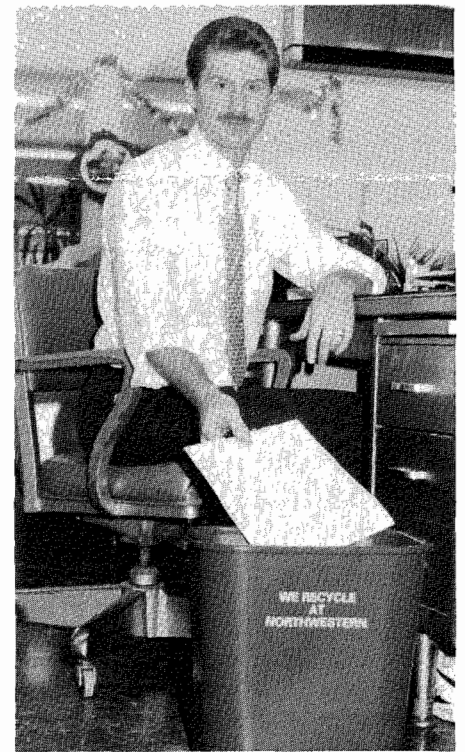
Currently, it costs the company \$250 to haul one trash hopper to the landfill. Bob expects to send one trash hopper each month to a paper recycling company, rather than the landfill. According to Bob, NSW may even give the paper waste to a recycling company and still recover the cost of the bins within four months.

Northwestern is looking into selling the paper waste to a company in Wisconsin. With a poor market right now, Bob anticipates getting \$5 per ton for the paper. He says the offices are contributing about 300 pounds each day to the paper recycling effort.

Bob says Northwestern has been wanting to begin paper recycling for some time. "I've wanted to start recycling paper for quite awhile, and

'Chuck' Biermann (Senior Vice President of Sales) has been backing me all the way. You might as well look ahead a little bit, because the cost to send trash to the landfill isn't getting any cheaper," Bob said.

The Waste and Reclaimables Department has reduced the number of trash hoppers from Plant 1 going to the landfill from 190 in 1989 to an expected 85 this year.



Mike Murphy, Inside Salesman for the Wire Products Division, fills his new recycling bin with paper. The bins were distributed for paper recycling, which will help to eliminate unnecessary waste going to the landfill.

employee
assistance
program
EAP
Update

Recognizing abuse in teens

The use or abuse of alcohol or drugs by adolescents is on the rise. In the wake of this unfortunate trend, young lives are left shattered or lost. Yet, many adults fail to act in time, hoping the problem doesn't really exist or that it may go away.

Don't wonder and wait in silence. Act now. It just might save a life.

"How can I tell if there really is a problem?"

Regular use of alcohol by a teenager can be cause for concern. Possession of illegal drugs or drug paraphernalia is also a strong sign of other drug abuse. Other warning signs include:

- An abrupt change in mood or attitudes;
- Sudden and continuing decline in attendance or performance in school;

- Unusual flares of temper;
- Impaired relationships with family members and friends;
- Increased amount and frequency of borrowing money from family and friends;
- Stealing from the home, at school, or in the workplace;
- Heightened secrecy about actions and possessions;
- Associating with a new group of friends, especially those who drink alcohol or use drugs.

In most cases, a professional assessment is necessary to confirm that an adolescent is dependent on or is developing a dependency on alcohol or drugs.

For more information, call: Employee Assistance Program at 625-8849 or 625-2500, ext. 2460 or 2489.

EAP Profile

Beth Lancaster, Executive Secretary for Steel Division Operations, is one of the Employee Assistance Program's contact persons. Beth and her husband Michael, have two daughters, Katelyn (4) and Allison (1½).

Beth enjoys reading in her spare time, and says she became a contact person because she wanted to help people.



Beth Lancaster

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