

For Nov./Dec.
we focus on:

The Fire! Thanksgiving Day 20 Years Ago

If any man builds on this foundation using gold, silver, costly stones, wood, hay or straw, his work will be shown for what it is because the Day will bring it to light. It will be revealed with fire, and the fire will test the quality of each man's work. If what he has built survives he will receive his reward.

1 Corinthians 3:12-14

It was one of the best times...

by Libby Marshall



 **It seems as though this should have been a sad time," Cheryl Crow wrote, but as many of those who witnessed the fire expressed, "It was one of the best times..."**

Thanksgiving dinners were in progress or just finished when the calls began. Cheryl and her husband heard the call for fire trucks over their police radio frequency. **Mary Miller's** father was a volunteer fireman and he called for Mary's husband to help. **Laveta Randall's** father drove past and saw the fire then called her family. **Jim Welsh**, a former employee and childhood friend of **Gerald Stanley**, also drove past, and called Gerald at his parents' house near Edwardsburg. They all came to the scene at International Radio and Electronics on Mishawaka Road at 17th Street.

Tom Szerencse said he heard it on TV Channel 22 six o'clock news. In his orange Pontiac "Judge" GTO, he made the normal 25 to 30 minute drive

from his home near the Town and Country shopping center in Mishawaka, in less than 12 minutes. He had to park at Hively and 17th Street because 17th Street was blocked. He ran through the cold, dark and snowy evening to the burning plant and found **Max Scholfield** and **Glen Ryman** and offered his help.

Tom and Dave Stuber had worked at the plant that morning in the "SET REC" Department setting up CX844 tape recorders. In the spirit of the holiday they took time for a playful bottle fight. The bottles contained a strong chemical called DD. They missed each other but both hit the meters on the CX844s on which they were working. The chemical melted the meters. They spent two hours replacing the meters, trusting no one would ever know! (Later Tom remembers looking for the remains of the CX844s he and Dave rebuilt. He found a melted hunk of aluminum where they once stood.)

Max had come in right before noon to thank them for working on Thanksgiving Day. He smelled

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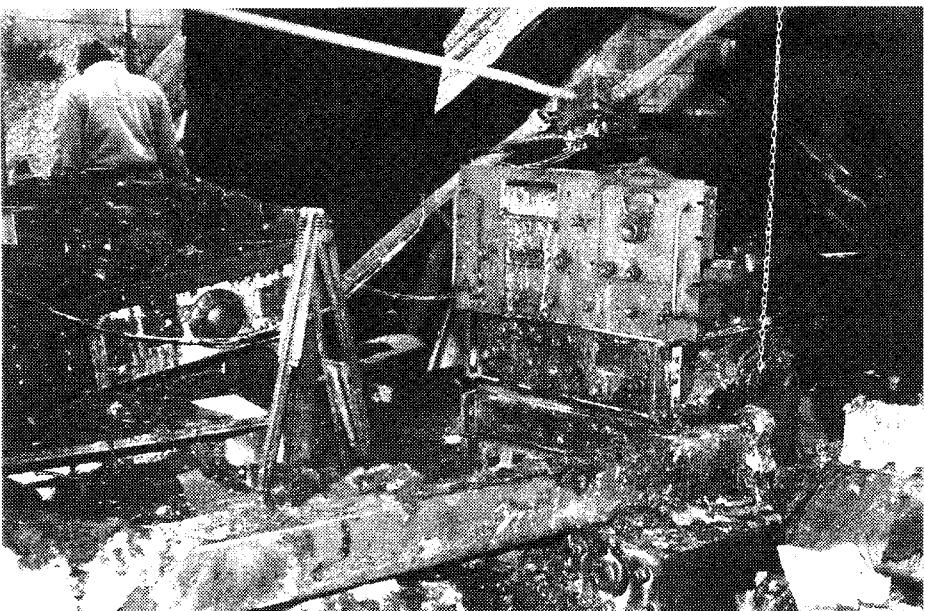
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something hot. They searched for over an hour but found nothing. While Tom and Dave went home, Max remained for another hour searching. Still, he did not find the source of the smell and returned home. They later determined it may have been a faulty fluorescent light tube which sparked the fire.

The Randall's saw Max return to the plant, after he got a call from the police. He managed to get into his office through the front window. Laveta wrote that, "He started handing everything he could out the window to anyone who would take it. We helped move everything we could over to the Moore's garage. The firemen noticed what we were doing, and came over and chased us away from the building. As soon as he could, Max crawled back in and start handing things out the window again."

There were no fire hydrants nearby. Baugo Township tankers brought thousands of gallons of water to a storage pool which all the volunteer pumpers used. The result was, according to **Gerald Stanley**, that what the fire didn't damage, the water did. Bottom drawers of file cabinets were under water while the roof above was on fire and dropping burning tar on everything below.

Wayne Blakesley was one of those who came to work the next morning to find smoke still rising from ashes. Common objects like pencil sharpeners and telephones were not recognizable. He found his sweater in his desk drawer intact, but with a permanent smoke smell. "The smell was hard to forget...and lingered on," long after scrubbing clothes, bodies, equipment and floors. Tom Szerencse said they sprayed hospital disinfectant inside the covers of the DC-300®s and IC150s which survived. Unfortunately when the units



warmed up they smelled worse.

Wayne wrote, "Although the circuit board facilities were totally destroyed, we were back in business almost overnight." The Blakesley Electronics' (Wayne's part time circuit board business) artwork negatives were wet in the bottom drawer of Wayne's filing cabinet, but usable.

No one will forget the flames, the water, the smell, and the soot. **Phyllis Gates** said she scrubbed her desk with a cleaning mixture until it was clean. The next day she would get black on her blouse from the soot which rose again to the surface. She scrubbed it again, and again. As **Mary Miller** said, "Can you imagine **Clyde Moore**, **Jim Beattie**, **Verne Searer**, **Gerald Stanley**, **Don Eger**, and

A roof beam lies in front of test equipment charred and coated with tar. The top unit was gutted but the other four units were salvaged and are in use today, according to Gerald Stanley.

Fire Statistics

115 fire fighters.

27 pieces of fire-fighting equipment.

11 fire companies.

Took five hours to contain the blaze.

\$1 million damages..

60% of building destroyed.

\$800,000 inventory destroyed.

Fire spotted by twin brothers Alan and Eugene Bell at 4:26 PM.

Last fire truck left at 11:00 PM.

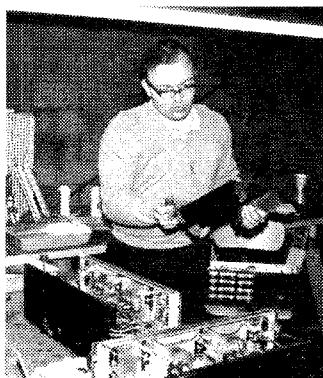
Concord and Baugo auxilliaries and Salvation Army served food and drinks to firemen.

Willard's Grocery Store supplied donuts.



The expanse of rubble must have been humbling to the men (is that Max Scholfield in the white hat?) looking for salvagable goods.

Gerald wipes parts as he repairs damaged units. **Shirley Searer** reported taking D150s home, removing covers and washing each one in the dishwasher three times. Then she put each one in the oven on low to dry for several hours. Many of the amps worked after all that—even though not perfectly. New parts put amps and test units back into service.



This young couple sits in the Engineering Department just two days before it was burned. Do you recognize them?

when Max asked him to build a machine shop, "I've never built a machine shop before." Max said, "Well, you're an engineer, aren't you? (By this time he was calling me an engineer!) Well, engineers learn how to do things." So Don learned how to build a machine shop.

Another project for Don was to replace the templates for making tape machines, which they had pledged to continue making. He took a machine apart, measured and made drawings for all the parts, then figured out and documented the mechanics. Don kept Lois Roberts (now retired) busy figuring out part numbers and recording them.

Gerald said that custom equipment, such as the first transistor SOA tester and the first prototype of the M600 (Techron 7560/7570), which was destroyed was redesigned in better form. His books were destroyed but replaced with better content.

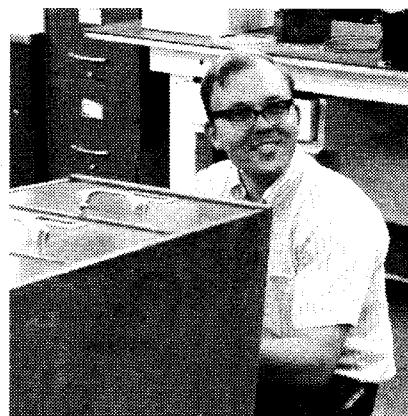
many others in grubby clothes, cleaning burned chassis and equipment with toothbrushes and old rags?"

But something else emerged from the ashes. Mary wrote, "We used a lot of elbow grease. We went home in the evenings...totally covered with black...feeling tired and encouraged that we were re-building...We had a great feeling of harmony and fellowship with each other." Phyllis remembered **Clarence Moore** telling them that if you lose a building you can replace it. But if you lose people you've lost everything. He told them they had supported them [the company] and encouraged them, and helped them pull the company back out of the ashes. "It made us feel good."

They moved into an unheated building on Nagy Drive to keep production going. Engineers scrubbed and repaired salvageable instruments and equipment. Workers scrubbed half-assembled products to know the next needed step and then they had to figure out the color coding on the wires. **Don Eger** told Max,



Gerald and others brought in their own tools for salvage work. He sanded filing cabinets which sat in water and were covered with tar and smoke. A new Engineering Department was built at a temporary location on Nagy Drive.



Nothing of enduring value was lost in the fire. He wrote, "We had our people, our knowledge, our enthusiasm and our faith. We rebuilt the facility in bigger and better form than ever. The Lord knew what we needed. It was a refiner's fire."

As Mary said, "We had many things to be thankful for that year."





Word from the President

As I look back on the fire it reminds me of two things:

1. That Crown Int'l is people.
2. That the God we serve is able to turn defeat into victory according to our trust in Him.



When I saw the plant in flames, what I saw was 20 years in a pile of ashes. I had worked with the company from the beginning. I was the youngest member of the maintenance crew that shoveled manure out of the chicken coop (our first building), and washed down the walls. Now it was gone, there was nothing. All that remained was my confidence in the Lord and the support of the other members of the Crown Int'l team.

As we individually and collectively prayed, God changed the ashes into a dream of how we could make it better as we rebuilt. Many things that we could not think of doing in the old building because of its limitations, had now been burned away. And the excitement of doing it better this next time contained an element of enthusiasm that overwhelmed the bad. We think back not of the ashes but of the good things we could do now that we were not limited by a building.

Enthusiasm and cooperation were phenomenal in the face of the loss. I believe that cooperation was the direct result of people who had learned to trust God. We were free to risk with each other and forgive each other as we tried one thing after

another to overcome obstacles in that first six months. There was tremendous freedom in not needing personal credit for an accomplishment but making sure the work was completed and the goal of the team met.

We have encountered similar situations in other areas of the corporation in the past and will again in the future. Many times the solutions have been just as creative and forgiving as in those days. Other times some of us have allowed our pettiness and jealousy of one another to be an excuse for limiting our contribution to those with whom we work. We have seen what fear can do rather than faith. The people, their trust in God, and their commitment to one another brought us through the fire.

Crown Int'l has a great advantage. We acknowledge that we are created, not accidental. We can continue to draw from faith in a person (Jesus Christ) to meet the challenges of the future. They may appear to be as devastating as that fire 20 years ago, but I have confidence that my God can do immeasurably above and beyond all that I could ask or think, as long as I trust in Him.

God's Grace Understood

by Constance Fuller

In a world of darkness
Surrounded by tragedy
A joyful melody burst forth
Like sunshine after a storm
Turning dark shadows into rainbows
And fears into promises.

Clyde W. Moore



November 29, 1971

Dear Mr. Dealer:

Disaster struck CROWN International Thursday, November 25th. Fire destroyed sixty percent of the plant, and three-fourths of the remaining facilities suffered severe damage.

We at CROWN know that we have much to be thankful for. The plant was shut down for the holiday and none of the personnel were lost or injured. We can and will replace the lost buildings and equipment. We are fortunate that we have the most important ingredient - a great group of people.

We are proceeding today with business as usual in the remainder of the plant as office facilities.

We were able to save all our records, accounts payable, accounts receivable, as well as our sales records. We have our complete open order file, although the entire sales facilities were lost.

A suitable production facility in the vicinity has been located and we will start producing merchandise this week. Finished goods will start to flow from the plant in four to six weeks.

Keep the orders coming in — we need them more than ever now! We will keep you posted on our progress in the next six weeks. We will have a new plant in six weeks.



Fire Safety Outlined

by Tim Bock
Environmental & Safety Coordinator



On the twentieth anniversary of the fire, it seems appropriate to remind everyone of Crown's fire emergency procedures. A glance through the pages of history (terse memos to Wayne Blakesley) reveals that we employees do not appreciate fire drills under the following conditions:

1. During lunch
2. Cold weather
3. Rainy weather

If I were a politician, I could promise you that fire alarms will only be sounded on sunny July days. However, since I'm not, I won't!

Our alarm system consists of a computer-generated voice that warns "fire" over the P.A. system. When you hear this warning, obey the instruction and immediately leave the building via the nearest exit. Regardless of which door you exit, you should then report to your work group at the assigned waiting area (usually a safe distance outside of the exit nearest your work area).

Failure to do so may result in a rescue team being sent back into the building to look for you. Know the route of escape and location of your waiting area. Study the soon-to-be posted map in your area. If you have any questions, see your supervisor.

Re-enter the building only when the "all-clear" is heard over the PA system.

We are in the process of designating "fire wardens" or "assistant fire wardens", as was previously done. They and/or supervisors are responsible for seeing that :

1. Work groups are familiar with the emergency plan.
2. The exit of the work group is monitored during an emergency or drill.
3. All members of the work groups are accounted for.
4. All employees are familiar with hazardous materials and processes in their work areas.
5. Flammable waste is always placed in approved containers.
6. There is an 18 inch minimum clearance below sprinkler heads at the ceiling.

Fire Safety Check List

REMEMBER the three elements needed for fire:

1. Fuel.
2. Heat (or sparks).
3. Oxygen.

KNOW:

1. Any hazards associated with materials and processes you work with.

** Ensure that containers are properly grounded when transferring flammable liquids from one container to another.*

2. Locations of fire alarm boxes and extinguishers.

** Keep areas clear near exits, fire extinguishers, other firefighting equipment.*

3. Your route of escape.

4. What you should do if a fire starts in your area:

- a. Obtain a fire extinguisher and put out the fire ONLY IF:

*- you have had training on operating a fire extinguisher
- the fire is small and contained
- the fire does not involve the building structure*

Otherwise perform steps "b" and "c" then get out of the building.

- b. Page location (repeat 2-3 times) on P.A. system (EXAMPLE: "Fire in Stockroom! Fire in Stockroom!").

- c. Set off nearest fire alarm (strategically placed on walls throughout our facilities).

DO NOT RISK PERSONAL INJURY! BUILDINGS CAN BE REPLACED; PEOPLE CAN'T! Safety of people is the number one priority.

Spirit Week - October 2

DRESS-UP DAY



Monster Peggy Curry, Amcron, makes Lady Cindy Swald giggle.



Most Creative, Julie Nelson, a microphone, (right) is difficult to see under her black microphone head. Sharon Linn stands out in brightly colored clothes typical of mountain climbers. Helmet, tools, gloves, and shoes are equipment she has worn to climb mountains in the U.S.



Beryl Moore, a li'l ol' southern belle.



The Scariest: Rena LaBeau, Wire Cut, on the right. Anita Whitmer (left), Adminstrative Services changed her image. Bobbie Roll, Crown Sales, was "Beetle Juice."



The Funniest: Hunks, Ed Greisinger and Andy Newman. Andy announced, "He's Hans and I'm Franz. Ve just vant to pump...you up!"



Military Might: Cynthia Tomlonson and Galina Andreyev - army; Evelyn Hostetler - sailor; Laura Turza - fashion police.

Sports Med Medals Presented

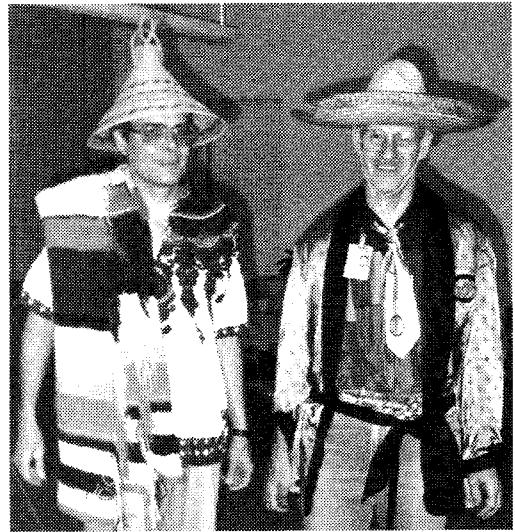
Steve Peer presented medals during assembly November 13 to participants in the Sports Med event held in South Bend October 20. Chuck Michels, Dave Hosack, Dale Burnett, and Craig Hunter ran the 10K in corporate team, point-winning times. Steve, Ron Ray, and Arnold Smeltzer finished soon afterward!

Seven others completed the 4K walk in good time. They are Louise Bailey, Sherry and Daryl Hochstetler, Laura Turza, Laurie Williams, Jan Slabaugh, and Sue Stacy.



Cindy Swald, Credit, and Marcia Jones,
Travel, look ready to sail.

BUTTONS AND HATS



HCJB's Larry McGuire, (left) wore native dress of Basuto, South Africa. Ike Kulp, Maintenance, said he was "The Misfit."



Crown Production Line 5: (left to right) Cheryl Crow, Julie Nelson, Diana Long, Ann Schrock, Linda Koppernagel, Jane Paule.



Ike and June Kulp wear hats and shirts
bought during their travels.



Donna McBrier's hat twinkled with
red and green lights.



Ebblen Cornish wears a perky tricorn.



Bunny - Lori Brabon, Amcron;
Mini-mouse - Sheryl Lovan, Modules;
Clown - Larry Lanning, Paint Line Silkscreen

Larry Lanning Graduates into Smiles Unlimited

"Howdy" joined the Happy Heart Chapter of Smiles Unlimited when he completed a ten week clowning course November 13. Howdy, Crown Int'l silkscreener Larry Lanning, intends to put smiles on faces and be uplifting to the hearts of those in nursing homes, hospitals and children's wards. Clowning around is the heart of the group's healing ministry.

Smiles Unlimited gives all monies the group receives from clowning to the Children's Organ Transplant Association (COTA). COTA provides funds for children who do not have insurance to pay for organ transplants.

Stockroom gets a New Look

by Libby Marshall

Stockroom and Quality Assurance employees broke some paradigms (typical patterns) when they considered ways to improve the material flow from dock to manufacturing. They no longer count all small parts for the lines. They added tables so there will be one procedure per table. They re-located the scales. Ron Bradford, Materials Facilitator, interviewed them individually to determine problem areas, procedures working well for them, and what they thought might improve their work flow.

Ron worked in various areas of the Stockroom when he was training for his position at Crown Int'l. From that experience, he was able to propose changes in the physical arrangement of the Stockroom as well as procedural changes for Stockroom, QA and Purchasing personnel to consider. One plan was selected, although it was revised many times. Finally, "Plan #99"—as it had been affectionately called—was adopted to be implemented in three phases.

A major part of Phase 1 was to divide the long rows of shelves to form a work island in the center of the Stockroom. The Maintenance Department pleased Ron with their cooperation and efficiency. This task took less than three hours with the Maintenance crew moving all sections just before

first break. This working island creates a better environment with more light, less congestion and less walking.

Ike Kulp assisted by determining how to build more sections of wall in front of the dock area. He also installed the shelf at the new service window location.

Office cubicles were installed for Supervisor Dan Cripe, Coordinator Randy Secor and Data Entry Coordinator Martha Pritchard, which offer them more freedom from distractions. All of these moves required computer relocations and hook-ups.

All functions of the Stockroom continued during the actual move with little interruption. This is a credit to all of the Stockroom personnel who gave their full participation and cooperation.

Phases 2 and 3 will involve additional moves. When the Amcron Production team moves into the current Fabcom area, Purchasing will move into the vacated Amcron space. Several functions of the QA area will also move over to the vacated Amcron space. Plans will continue to change as the Stockroom, Quality and Purchasing team strives for better ideas.



More Working Students

Margaret Eaton and Sheryl Pendill, Techron - Basic MAC classes at Elkhart Central High School. Laveta Randall took the IBM PC class at Central.

Marcia Gall, Bill of Material (BOM) Administration - Word Processing with WordPerfect.

Rick Balding, Shipping - art courses at Ivy Tech working towards a career in Commercial Art.

Jan Smith, BOM/Document Control Administrator - Bethel College, working toward BA Degree.

Personnel Changes to Note

Preskel Gayheart, Credit Manager, recently announced the appointment of **Steve Shoemaker** as Assistant Credit Manager and **Deann Sneddon** as Credit Analyst. **Cindy Swald** is the Credit Department Secretary.

David Harris, Technical Publisher, Crown Division Technical Publications and Design Group, announced the appointment of **J.C. Utter** as Assistant Technical Publisher.

Jim Putz, International Traffic Manager and Operations Manager, is now working from the Plant 1 Amcron office area. **Maggie Fredrickson** is Shipping Supervisor in Plant 4 with **Chuck Brenneman** as coordinator, and **John Balzano**, **Mary Smith** and **Rick Balding**.

Eric Hruza is Amcron's new Trade Development Agent.

Ed Weidenhaft, Corporate Controller, introduced **Jim McLaughlin** as the new Corporate Manufac-

turing Accounting Manager. **Terry Borsodi** works with Jim as Manufacturing Accounting Associate. Supporting Ed Weidenhaft as Corporate Internal Auditor is **Harold Greeley**. **Bruce Burch** is Assistant Corporate Controller. Working with Bruce are **Diane Lutomski**, Management Accountant, **Margaret Barnes**, Financial Accountant, and **Dianne Yoder**, Accounts Payable and Property Management Supervisor. **Miriam Wigent** and **Jennifer Juroff**, Accounts Payable Associates, work with Dianne Yoder.

Human Resources has divided into five areas: Benefits, Personnel, Development Training, Assistance and Administration. **Linda Jervis** will continue as Benefits Administrator; **Sheila Cook** will assume the duties of Personnel Manager when **Andrew Carpenter** leaves to join a company in Uruguay, South America; **Tom Brown** continues as Development Manager; **Phyllis Gates** as Assistance Coordinator; and **John Willoughby** will assist **Larry Green** in the Administration area.



Get in shape for the Holidays. Join us for aerobics in the Plant 1 Assembly area every Monday and Thursday at 5:00 p.m.

Milestones - Dan Cripe

Recognizes employees with over 20 years of service.

by Libby Marshall

"The fire in 1971 was probably the most dramatic event I remember," Dan Cripe said about his 22 years of work at Crown Int'l. "But over the long term," he continued, "the good quality of people working here is what impresses me most. They are an asset. This showed itself in the fire. There was such volunteerism. People did things they don't normally do. It is a privilege to work here. The bosses are unusually caring and have genuine concern about employee needs."

Dan said the quality of the people at Crown Int'l is always one of the first things mentioned by visitors and new employees. One new employee recently said, "I can't believe it! There's no gossip here!" She had been employed only a week, but Dan reminded us that, "Stockroom really has good people!" He has been Stockroom supervisor since shortly after the fire in 1971.

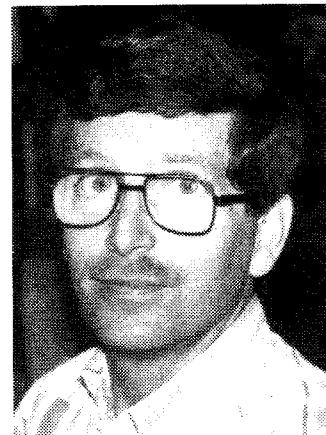
Today "people work" is Dan's major responsibility. There were only three employees in the Stockroom then and now there are 23. Interviewing, hiring, determining pay rates with department and division managers, performance reviews, arbitrator in intra-departmental disputes, providing tools and equipment, liaison for company policies and procedures, and encouragement to get the job done in the best way possible and in the happiest environment possible—all of these and more occupy Dan's time.

Getting the job done involves daily scheduling. On one day there will be 42 UPS items received into stock, and on another there may be 105. They have to be flexible. Every employee is cross-trained in at least two positions. Division Production Planners schedule the parts to be pulled daily by sending computer Pick Lists to

Stockroom each day. The Stockroom pulls approximately 425 Pick Lists per week. This translates to 8,000 "draws" from the Stockroom each week.

They called the Stockroom the "bodega" (Spanish for storehouse) 20 years ago. The tape recorder transports, accessories and other parts were stored there. From the bodega to today's 10,500 square feet of shelving and stockroom work area in Plant 2, Dan's responsibilities grew. Add to this figure 4600 square feet in the Quonset Hut across the street and off-site warehouse space of 6,000 square feet. Planning this storage and constantly monitoring inventory accuracy is another responsibility. Every item received and documented on the Stockroom computer must be accounted for until it is used and shipped out. Two full time Cycle Counters monitor inventory accuracy. However, it is everyone's job to maintain accurate inventory. Dan's goal is 100% accuracy.

Outside of Crown Int'l, Dan and his family enjoy motorcycling, bicycling, canoeing and hiking together. His family includes his wife, Carol, a pre- assembler on Line 2, Laura, a freshman at Cedarville College in Ohio and Flex-force employee, and Nathan, a sophomore at Northwood High School.



Employee Committee Financial Report

Balance as of October 1991:	\$1250.06
<i>Receipts:</i>	
* Canteen	\$3102.09
* Colts Tickets	92.00
* Trips	900.00
Total receipts	<u>+4094.09</u>
	\$5344.15
<i>Expenditures:</i>	
* Picnic	1229.37
* Flowers, Baby Gifts, etc.	875.00
* Sport Sup. & Activities	234.11
* Trips	2420.00
* Tithe	310.21
Total expenditures	<u>-5068.69</u>
Chiphone Balance 11/30/91	\$ 275.46

Toastmasters Select Officers

The Crowning Achievers chapter of Toastmasters International, has selected the following officers for January through June, 1992.

President - Cilla Meachem CTM

Vice President of Education - Bob Sproston

Vice President of Membership - Maurice Paulsen

Vice President of Public Relations - Ben Dorsey CTM

Secretary - Rhonda Chapman

Treasurer - Jim Bontrager

Sergeant at Arms - Ken Andrysiak

The club meets every Thursday at Noon in the Plant one Assembly Area. Visitors and new members will be welcomed.

QIP – Doing it Right

by R. David McLaughlin

Solder holds the world together, or at least the electronic parts of the world. This is obviously an important concept at Crown Int'l, where lots of attention is paid to making solder do its job correctly in Crown Int'l amplifiers. Much of that solder is applied by our wave soldering machine, an ingenious piece of technology that attempts to solder whole circuit boards at once by creating waves in a tank of molten solder. The word "attempts" fits here because the process is tricky to work out with an eye to zero defects.

The Zehntel machine, another useful technological device that checks the defect level in circuit boards, consistently pointed out that "solder bridges" produced more circuit board defects than any other cause. Working with **Cheryl Nicely** and **Sandy Ramsey** from the wave soldering operation, **Daryl Hochstetler**, Fabcom Engineering Technician, began the process of making things better. Assisted by the operators and **Steve Scholfield**, Equipment Maintenance, Daryl instituted a procedure to establish a benchmark for soldering error types and rates. With these quantities known, the problems would be attacked in order of severity. Immediate fixes would be

implemented where possible, and root cause analysis undertaken.

The benchmarking study produced several important pieces of information. The first was that only 7.5% of the modules in the test group of 200 came through with no defects. The second was that "blow holes" made up the largest part of the defects.

Work started immediately to solve the blow hole problem, centering on the role of proper board preheating in insuring good solder coverage. The preheating process, although subject to different variables, was improved with the result that not only were blow holes reduced, but solder bridges were eliminated as well. The change in yield has been dramatic, going from the previous 7.5% to 75%, a tenfold improvement! Although considerable work remains to be done, the results so far have been striking.

The next steps are focused on getting the measurement and control elements into the hands of the process operators to enable them to use these results in improving both new and old boards.

Congratulations to each of those involved on an effective application of the Quality Improvement Process.



New Babies

Shannon Lee White born to Vicki, September 22, 1991.

Adam James Ward, Bob Herrold's grandson, born October 3, 1991.

Shane Paul Groppe born October 17, to Sheila and Paul.

Steven Paris born to Jennifer Horton, October 26.

Kelley Ann Scholfield born November 7, 1991, to Peggy and Brent.

Kristin Zane McClellan, daughter of Donetta and Duane, born October 13.

The only way to be, is drug free!

Crown Int'l adopted a Pre-Employment Drug Screening policy with presidential approval, on August 6, 1991. It was put into effect on September 1, 1991. This resulted from extensive study by **Andrew Carpenter**, Personnel Services Manager.

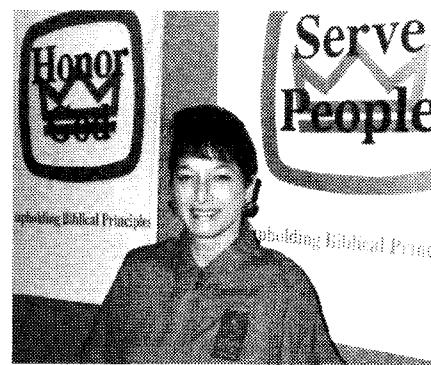
The National Institute on Drug Abuse considers drug abuse to be the most common health hazard in the American workplace today. For example, one in six working Americans has a drug problem and 10% or more of the workforce is afflicted with alcoholism or drug addiction.

The Alcohol, Drug Abuse and Mental Health Administration estimates that alcohol and drug abusers cost the country more than \$140 billion annually. Absenteeism runs 2-3 times higher for drug users than other employees. Drug users will use 3 times the normal level of sick benefits. They will be involved in job related accidents 3.5 times more than other employees. Drug users will have 5 times

more Workers Compensation claims. Productivity is 25%-33% less.

As a solution to the drug problem in the workforce, 60% of the nation's top firms now have drug testing programs. Companies with drug testing programs report a reduction in accident claims, Workers Compensation claims and health related absences. Companies with drug testing programs state that the level or quality of applicants is higher after starting the testing program.

Andrew announced that Crown Int'l selected the Elkhart Occupational Medicine Service (EOM) facility, 303 South Nappanee Street, a new addition to the Elkhart Clinic, for drug screening. Copies of Crown Int'l's policy is available on the computer network or from the Personnel office of Human Resources, extension 571.



Deb Kozlowski wrote the winning logo, "The only way to be...," for the ribbons employees wore October 23, Red Ribbon Day. The ribbons showed support for encouraging a drug-free culture.



MARLIN BROWN - Amcron, Technician

(July 6) Marlin drives from Berrien Springs, Michigan, to work at Crown Int'l. He is an audiophile and active in civic theater so has used Crown equipment. His immediate goal is to help his wife get through school.

KEVIN EDWARDS - Information Systems, part time operator

(March 25) Kevin lives in Nappanee. His goal is to attend college to study computer engineering. Kevin plays soccer and basketball and likes math and working on computers.

**DIANE GRAMENZ - Quality Assurance inspector**

(Feb. 18) Diane's interests and activities include camping, swimming, water skiing, and doing things with her children. Her ambition is to better herself and learn new things.

CARREEN GAUDET - Human Resources Secretary

(April 9) Carrean enjoys arts and crafts, crocheting, fishing, bingo, and computer games. She belongs to the Moose and Viking Ski Club. Her desire is to create a stable family base and provide for her daughter.

**IRENE GUNN - Marketing, Lit Room**

(March 19) Irene lives in the Middlebury/Goshen area. She likes garage sales, auctions and camping in northern Michigan. She does cross-stitch and likes to watch football. Irene likes to play volleyball and bowl.

**CHARLES JOHNSTON - Fab, Set Up**

(Jan. 17) Charles likes to fish, hunt and bowl.

New Employees

JOE HAMOOD - Maintenance, Janitor

(Sept. 5) Joe's main interests are his grandchildren and he likes to bowl. His goal is to do the best he can at his job.

RAY ROGERS - Techron, Applications Engineer

(April 22) Ray began as an intern here last summer. He lives in Bremen. Ham radio and sports are his activities.

LINDA RUTKOWSKE - Human Resources Benefits Specialist

(Feb. 4) Linda is involved with the sports and activities of her four children. She also does aerobics, walks and jogs, sells for Avon, and belongs to Alpha Omega sorority. Her ambitions are to complete a degree in Business Administration at Southwestern Michigan College and see that her children get degrees.

ROD STEFFAN - Amcron, Technician

(June 14) Rod enjoys reading, hiking, backpacking, volleyball, golf, and soccer. He volunteers for Club JV (Youth for Christ). His immediate goal is to enjoy a successful engineering career, but his list of things to do includes hiking the Long Trail in Vermont, observing a solar eclipse and experiencing weightlessness.

J. C. UTTER - Marketing, Assistant Technical Publisher

(April 28) J.C. lives in Bourbon, Indiana. His ambition is to help make the Crown publications department the best it can be. He plays chess and racquetball and enjoys music and photography. J.C. is a member of the National Eagle Scout Association.

JOHN WILLOUGHBY - Human Resources Manager

(Feb. 14) John called on Crown Int'l when he worked for the Bible Literature Int'l and Linn Products. He lives in Charlotte, Michigan. He enjoys working with wood and remodeling and plays basketball and softball. "To be the best husband, father, and servant that I can be," is his goal.

SHARLA MILLER - Human Resources, Integral Specialist

(April 24) Sharla has a B.S. in Scientific and Technical Communication from Michigan Technological University, Houghton, MI. She did the layout for the fall issues of the Crown Crier. As Integral Specialist she is responsible for the input and reports of the Integral personnel system. Sharla likes to draw, paint and do crafts.

Band Leader Appreciates Crown

J. Larry Hendry
Dual Purpose Band
Excerpts from a letter to Crown Int'l.

I am the PROUD owner of five of your audio power amplifiers. I have one Macro-Tech® 1000, three DC-300As, and a D150. These amplifiers are without a doubt among the most reliable pieces of equipment I have ever owned. I use four of these amplifiers in a tri-amped P.A. system for a one night band. They have been beat around in a road rack weekend after weekend. Although I cannot say the same for other brand name amplifiers, I have NEVER had a failure of one of your amplifiers in the nine years I have been using them. I have been so pleased with them that I recently purchased my third DC300A with a matching IC150 preamp that looked like it just rolled off the assembly line. I plan to build a home stereo around it.

So why am I writing now? I have been impressed with your amplifiers for years. I am writing be-

cause I have had several occasions to contact your company for assistance with owners manuals and parts (mostly cosmetic parts). Every time I have called, I have always been greeted by someone anxious to help me. I have always been treated like an "important customer." The parts I have ordered have always been shipped ASAP. I couldn't begin to ask for better service or employees more considerate of their customers (even second hand [equipment] customers). I wish I could say the same for some of the companies I purchase keyboards from.

Please pass along my appreciation to your employees. You can rest assured that my next amplifier purchase will be another Crown. I am happy to support fellow Hoosiers at work. I do not wish, nor expect you to respond to this letter. Just accept a little sunshine in your day.

Thanks for a quality product that I can depend on!



Techron Writers Lead Local Organization

The Society for Technical Communication (STC) is a professional communications organization which includes writers, editors, illustrators, photographers printers, publishers, educators, students, engineers and scientists who develop information in all areas of technology. The local chapter includes cities such as Kalamazoo, St. Joseph, Benton Harbor, Elkhart, South Bend, Goshen, and LaPorte.

Leadership in the organization this year comes strongly from Techron. **Julie LaFollette** is St. Joseph Valley chapter president, **Jim Bontrager** is treasurer, and **Ben Dorsey** is publicity chair. **Dave Menges** served as co-president with Julie last year. Anyone who wishes information about the organization, call any of the above.



HCJB Ships Transmitter

by Libby Marshall

Ralph Horn, manager of HCJB's machine shop, wore a particular grin the first two weeks in November. He was seen driving a fork lift to and from the receiving dock and walking back and forth with tools and lumber in hand. The project? Loading a 40 foot container with another 100,000 watt transmitter bound for Quito, Ecuador. That's progress!

On November 14th, **Ken Cummins** of Trans World Radio explained what he was doing sandwiched in the middle of the nearly full container. The heaviest pieces, such as two 1100 pound crates, were placed forward and at the back and care-

fully walled in to balance the load so it could not shift in transit. Ken was securing 25,000 pounds of other parts and equipment in the center.

A truck left with the load November 16 for New Orleans where the container was put on a freighter to Manta, Ecuador, about November 22. Another truck pulled the load from Manta up into the Andes Mountains to Pifo where the HCJB transmitters and antennas are installed. The new transmitter was expected to reach its destination about November 27.

Next? One transmitter each (100,000 watt) to Swaziland in January or February and Sri Lanka in April! They are in process.



CROWN CRIER

The Crown Crier is the monthly newsletter for Crown International employees. Its purpose is to be informative, inspirational and entertaining.

Your involvement is highly prized. Please contact a CC Reporter with any material you would like to see in future issues.

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