

# CROWN CRIER

Since 1971

Crown International, Inc. Employee Newsletter

March-June 1998

## Terry Hammond Retires

At a corporate-wide assembly called on Friday, May 8<sup>th</sup>, Terry Hammond, Chief Executive Officer, (CEO), announced retirement plans and recognized Richard Newberry, President/Chief Operating Officer, as his successor. The Crown Board of Directors installed Richard Newberry as CEO/President.

The plaque presented to Terry listed the following achievements during Terry's leadership:

"...4 years of dedicated service to Crown, its employees and shareholders. THEREFORE, the Board recognizes Terry's major contributions of:

- ◆ A commitment to Crown's Corporate Principles.
- ◆ Supporting healthy relationships with the Board, management and employees.
- ◆ Demonstrating great skill in financial management.
- ◆ Increasing corporate efficiency by redesigning product flow and relocating departments.
- ◆ Executing a 60% production increase resulting in record sales and profits in 1996.
- ◆ Increasing the total net worth of the corporation by more than 60%.

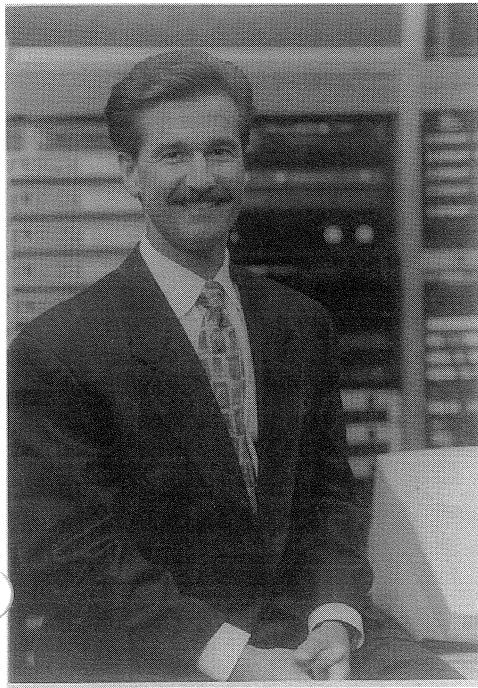
- ◆ Modernization of the facilities, equipment, processes and offices.
- ◆ Administration with initiative, integrity and long hours of hard work.
- ◆ Foresight to secure a qualified successor to lead the company into the future.

BE IT RESOLVED, that this Board hereby declares its sincere appreciation for his accomplishment and extends a unanimous vote of thanks to...

**R. TERRY HAMMOND**

...for four years of outstanding leadership of Crown International." ☐

## Richard Newberry Named CEO/President



Richard A. Newberry

On Friday, May 8th, the Crown Board of Directors appointed Richard Newberry as CEO/President. As CEO, Richard reports directly to the Board of Directors and will direct all efforts of the management team. Richard has served as a member of Crown's Board of Directors since June 1995.

"While the stakes involved are high, Crown's continued standards of excellence, creativity and technical ability remain as the company's greatest assets. We remain confident that we are on the right path to optimize our future profitability, survivability, and growth. It's a new day at Crown," Richard said, "and we are moving!"

Richard was previously Chairman and CEO of Polygon Company of Walkerton, Indiana. He then served as President of Starcraft Corporation of Goshen from 1990 through 1994, when he led Starcraft through a successful initial public offering.

After leaving Starcraft, he developed his own investment and financial management consulting firm, Alan Enterprises.

Richard earned a Masters Degree in 1978 from DePaul University after receiving his Bachelors Degree from the University of Indianapolis. He is a Certified Public Accountant, a Certified Management Accountant, a Certified Financial Planner, and a Certified Valuation Analyst.

Richard and his wife, Joy, live in the Bristol, Indiana area with their two sons, Charles and Joseph. They are members of the First Baptist Church in Elkhart where Richard is Vice Chairman of the Board of Deacons. He is also Vice Chairman of the Board of Trustees for Emerging Young Leaders, teaching ministry of Steve and Maria Gardner, and serves on two advisory boards of local businesses. ☐

# Crown Track Record Honored

The Century and Half-Century Business Awards program of the Indiana Department of Commerce is designed to recognize the achievements of Indiana companies who have "a solid track record of community service."

Lt. Governor Joe Kernan recognized Ruby Hunsberger, co-founder of Crown International, along with representatives of 121 other Indiana firms, at an awards ceremony Thursday, April 16th, at the State Capitol Building in Indianapolis. The certificate she accepted on Crown's behalf recognizes more than 50 years of contribution to the economic growth and prosperity of Indiana. David Germain, President of the Elkhart Chamber of Commerce, nominated Crown for this recognition.

The main requirement for the award is "demonstrated active involvement within the community." Crown's nomination included a two-page list of contributions, such as providing sound systems for Chamber of Commerce functions, Miss Elkhart



Ruby Moore Hunsberger

County pageants, Community Prayer Breakfasts, March for Jesus, Elkhart Jazz Festivals, D.A.R.E. rallies and many more events.

Charitable contributions have been made to the Elkhart Community Schools, Boy and Girl Scouts, Faith Mission, Servants of the Streets, and the J.O.Y. Founda-

tion of Elkhart County, among others.

Crown employees have volunteered expertise and equipment to churches and schools throughout the area for years. Currently, Don Peterson, Field/Tech Support Manager, his "Tech Reps," Troy Bornman, David Butler, Mark Chapman, David Engstrom, David Glass and Christopher Vice, and other company volunteers, represent Crown and do the honors of loading and unloading amplifiers, microphones, cable, mixers, loudspeakers, etc., setting-up and running the Crown sound system for community events.

In addition to being in operation for more than 50 years, "Half-Century" qualifying companies are located in the same county and in relatively the same business as when founded, and, if not operated by the same family, are able to show the chain of ownership from founder to present.

Ruby Hunsberger presented the award certificate to Terry Hammond and Richard Newberry for display within Crown. ☐

## Editor's Note:

I knew from the job offer that working for Terry Hammond was going to be interesting! One Friday afternoon in March, 1994, I was on my way to northern Michigan to go skiing when I heard the faint ring of a phone. Under the hats and mittens on the car seat my friend uncovered her cell phone. I grabbed it and answered. Terry Hammond said, "Where are you headed?" When I told him, he said he'd rather go sailing. Then he said, "Well, Libby, how would you like to work for me?"

The rest is now history, but never dull. In 1994 Crown, as always, had great potential and was ready to grow, but profits, cash flow, capacity and capital investment needs were major constraints. It didn't take long for us to realize we could trust Terry's intent, because he told it like it was, and he never stopped keeping employees informed. He did not heed my suggestions to tell us more good stuff and leave out the ifs, ands and buts! He gave us the numbers!

I learned that Terry's teaching and knowledge of economics was a key to

"growing" a business. Another major key was a 25-year work experience in production planning, industrial engineering, manufacturing and management at Johnson Controls, Square D, General Time Corporation and other companies. He has the ability to take a macro view, consider the options, the economics, the threats, the potentials and zero in on the calculated risk that's involved in most business decisions. And this takes courage.

Another key was the patience and determination to resolve conflict situations. On several occasions, he helped GE representatives understand how they erred in dealing with Crown. Terry looks to the Lord for courage and support, and because of that, he is able to accept closed doors and proceed to find other openings.

The decisions were never made impulsively, without first talking to the managers involved, calculating the costs, results and setting priorities. He spent hours in discussion with the managers to develop a team that could get Crown into

the positive growth mode that had eluded us for so long. Then sometimes he would just put down the calculator and go see for himself.

When Crown began to grow, it happened fast. In the first *Crown Crier* "President's Memo," Terry made it clear that change we must. Terry adhered to strict responsibility and accountability through the best stewardship of Crown's resources he could manage. That never faltered, even though it required difficult decisions which hurt or angered some people, but supported the commitment to 700 to 900 employees over the four and a half-year time span.

The changes and growth accomplished by employees with Terry's leadership are too numerous to mention here. Most of us know well what we have gone through.

I just thank Terry for the privilege of working with him, for being my friend and a model of Christian belief and integrity. I join with many others in sending prayers and good wishes for the "4<sup>th</sup> quarter" of his life.

Libby Marshall, May '98

# Pacesetters

**"Pacesetters"** highlights Crown people who have either done something extraordinary or who consistently exemplify our

corporate values. Nominations are open from all employees, customers, suppliers and other stakeholders. Drop your nomination in the metal "Crown Crier" boxes in Plants 1, 2B or 3, or call Libby at extension 294-8390.

## Carol Fisher, CBA



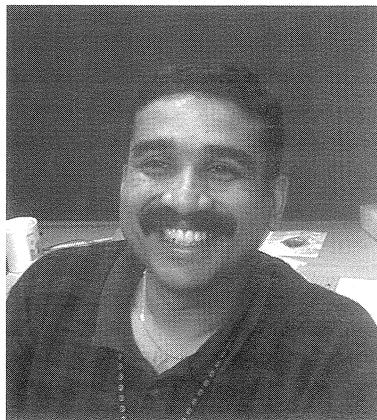
Carol Fisher

Carol Fisher, Credit Analyst for the Credit Department, studied a series of courses over the past two years to earn Credit Business Associate (CBA) certification. She passed the four-hour exam in March given by the National Association of Credit Management.

Carol obtained an Associates Degree in Business Administration from the State University of New York at Morrisville prior to coming to Crown in 1994.

Carol and her husband, Jim, Fabrication Manager, are celebrating the birth of their first child, Ashley Margaret, who was born May 16th. ☺

## Reju George, CBS



Reju George

Reju George, IS Network Manager, became a "Certified Banyan Specialist" (CBS) in April after studying and passing examinations in network technology. With over a 90% score, Reju needn't have worried about passing. However, he already looks forward to another challenge, and that is Microsoft certification.

Reju is responsible for all information systems network programming, maintenance and upgrading. He has been employed at Crown for two years. ☺

## Gerald Stanley



Gerald Stanley

Gerald Stanley's latest article, "Opposed Current Converter Optimizes the Half-Bridge" was published in April's PCIM (Power Conversion and Intelligent Motion) magazine. After editing and faxing re-writes, the final article is a concise, highly technical explanation of BCA technology at work in amplifiers: "The opposed current converter simultaneously enables its switches and uses a simple buck-derived topology that can provide both freedom from destructive shoot-through and high linearity." ☺

## Tim Bock Appointed to Board

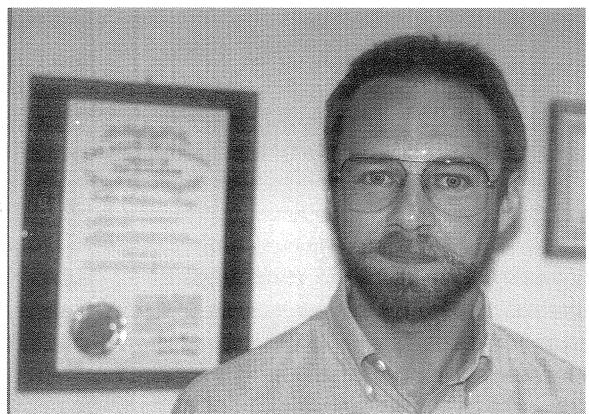
Tim Bock, pictured right, stood in front of the proclamation he received in April.

It reads:

"WHEREAS, there exists a vacancy in the membership of the Clean Manufacturing Technology Board, NOW, THEREFORE, I, Frank O'Bannon, Governor of the State of Indiana, pursuant to the power invested in me by the Constitution and laws of this State, do hereby appoint and commission TIMOTHY MERRILL BOCK to serve as a member of the Clean Manufacturing Technology Board for the remainder

of a term of four years which will expire June 27, 2000."

Tim, Environmental, Health and Safety Manager, attended his first meeting of the Clean Manufacturing Technology Board May 8th. He was nominated to the Board by Tom Neltner, Assistant Commissioner of the Indiana Department of Environmental Management. ☺



Tim Bock

# New Employee Profiles



**Patrick Burton** hails from Reston, Virginia, where he met his wife, Paula. Moving back to Elkhart, her hometown, was an unexpected surprise. Paula's cousin told them about Crown. Patrick then checked for "satellite" and "Indiana" on the Internet, where he found out more about Crown. Paula is enjoying looking up former friends, and Patrick is excited about contributing to the success of the Satellite group. He likes the challenge and the opportunity to learn from others. Patrick is a software engineer working on embedded systems to add networking capabilities to the integrated receiver and decoder (IRD) products. Patrick likes to hike and run for exercise and fun.



**Tamikia Cornwell** came from Niles, Michigan to Elkhart. She heard of Crown from friends and works in Modules, building heatsinks and working on the CE line. She likes auto racing and watching her two boys play sports.

Tamikia's goals are to be a good person, a good neighbor and a good friend.



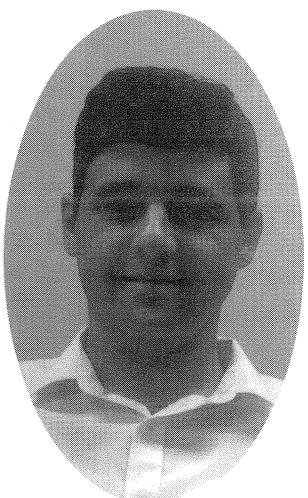
**Joel Gegner** lives in Goshen, moving here after 10 years in Oak Park, Illinois. He grew up in France and Columbus, Ohio. Joel is working as a senior research and development engineer in Techron, developing the OCIA gradient amplifier system. He first came here to visit HCJB World Radio. His college friend, Ching-Yao Hung, a Techron engineer for nearly two years, kept Joel informed of opportunities here. Joel enjoys baking, playing guitar and exercising. His Techron goal is to see the success of the OCIA gradient amplifier.



**Dan Hack**, Information Systems Senior Programmer Analyst, is working with the AS/400 and PCs. A Battle Creek, Michigan native, Dan lives in South Bend. He came to Crown through an employment recruiter. His goal is "to be the best person that I know how to be, spiritually, physically and emotionally." Bicycling, working out, cooking and computers are special interests.



**Vikki Gwinn**'s hometown was Osceola and now it's Mishawaka. She began work here through Manpower and is an assembler on Line 9. Vikki wrote: "I love to sing!" She sings with a local band that plays in clubs on weekends. A goal is to have a singing career.



**Eugen Roman** was born in Bucharest, Romania, but lived in Toronto, Canada for the past five years. He is an electronics sustaining engineer working with Roy Pickler's Audio Manufacturing Engineering group. Eugen was introduced to Crown by an employment agency he contacted through the Internet. He enjoys downhill skiing, volleyball and playing bridge.

## Editor's Note:

These people began Crown careers in January and later in 1998. We will add others hired in 1998 as we have space in future editions.



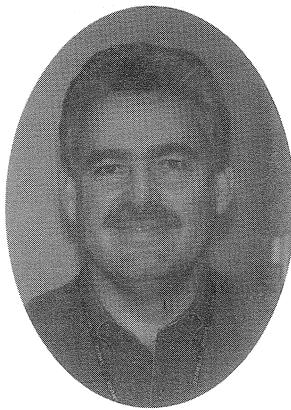
**Alice Barhams**, an Elkhart native, found out about Crown from family and friends. She is working with Brenda Mortimer on Line 2. Alice likes running and spending time with her son. Her goal is to get a college degree in Accounting.



**C. J. Freel** is also from Elkhart and has worked at Crown before through a temporary agency. Paula McBrier hired her to work with Line 9. C. J. would like to stay here long enough to retire! She likes boating and just got a computer.



**Deb Williams**' hometown is Miami, Florida. She lives in Elkhart and is working in Modules building heatsinks. "Personnel Partners" led her to Crown. She enjoys fishing, boating and painting. Her goals include buying land, purchasing a home, and retirement security.



**Wendy and Joe Wisler** returned to Crown from Colorado. Wendy is Administrative Assistant to Daniel Enns in Satellite and previously worked with several Crown executives. Joe is working with Audio consultants and contractors to train them in the best use of Crown's products. Naturally Joe's goal is to see that Crown product is specified for all audio projects designed by consultants.

## Daniel Ellsworth

Daniel Ellsworth, a former Audio and Techron Assembler and Line Technician, accepted a calling to full-time ministry in April. He joined Servants of the Streets (S.O.S.) in Elkhart, where he is responsible for the administrative duties of this recovery/discipleship ministry. He expects to also have opportunity to evangelize in Nigeria, Africa, in August.

Dan credits his fellow workers and Crown for both physical and spiritual training and support during his several years here. ☺

## Tami Szerencse

Tami Szerencse, daughter of Tom and Trudy, is Salutatorian of Concord High School's Class of '98. Tami received the Governor's Hoosier Scholarship and the Presidential Scholarship from Rose-Hulman Institute of Technology in Terre Haute, Indiana, where she will study Mechanical Engineering. Tami is a member of the Honor Society, Concord's Band, Interact and Students Against Drunk Driving. ☺

## Auna Badke

Auna Badke, daughter of Andrea and Dennis (Audio IQ) was named Elkhart County Humane Society's "Be Kind to Animals Kid" in February. She was one of the top five finalists in the national contest.

Auna was a genial and helpful hostess at the Humane Society Open House in May. Auna received \$80 in gift certificates, chocolates from The Chocolate Shoppe, *Chicken Soup for the Pet Lover's Soul*, and a CD-Rom "I Can be an Animal Doctor." ☺

# A PSI Evening with Maureen McFadden

by Sue Vicary

WNDU-TV's co-anchorperson, Maureen McFadden, came down-to-earth, off-the-screen, on February 24<sup>th</sup> to give some practical advice to the Maple Chapter of Professional Secretaries International (PSI) in Goshen. The meeting focused on "Balancing Home and Career." Crown's PSI-member secretaries, Sue Kurtz, Indiana Division President, Gretchen Neely and Sue Vicary, and Administrative Assistant Lois Spragg, were there at Greencroft Center taking notes.

Personable and easy-going, Maureen never hesitated when asked questions about her active daily life. There was no disagreement when she told the audience that everyone in a household needs to contribute to the cleaning chores. Keeping in mind that the windows might not be altogether streakless after a 7-year-old cleans them, we need to realize that it is important for each family member to feel he or she is contributing to the homestead. Everyone's decisions are important. For example, when a child complains about an evening meal, have that

child help choose food for the next dinner.

Between the 6 and 11 o'clock news broadcasts, Maureen goes home, pulls on her sweats and enjoys some quality time

anchorperson is a glamorous one, with a stretch limo picking her up every day to whisk her off to the TV station where a pampering make-up specialist makes her camera-ready. Not so! She drives to work and applies her make-up herself.

When asked if she had been approached by any other television stations to work for them, Maureen said that CNN had asked her to be an anchorperson for them, but she declined. She said that her roots are here in the Michiana area, and this is where she wants her children to be raised. Also, she enjoys working closely with brother Terry on the newscast, as they have a close relationship off camera as well.

Maureen says that she still

gets a little nervous right before the studio camera light goes on each day, but it's that nervousness that keeps her on her toes to report the news. She challenged the PSI members as homemakers and career women, to "keep on their toes" and balance home and career successfully, day by day.



Left to Right: Lois Spragg, Sue Vicary, Maureen McFadden, Loretta Schrock, Sue Kurtz, Gretchen Neely.

with her three boys and husband. Another highly recommended suggestion for strengthening a family!

Maureen needs to be at the studio at 2:30pm each afternoon to begin working with technicians, producers and writers to prepare for the 6pm newscast. She stated that many people think that the life of a co-

## Safety Off the Job: Preventing Child Abduction

by Carmen M. Wegener, EHS Specialist

The thought of your child being abducted is one of the worst nightmares any parent can imagine. The following information, compiled from ChildFind, USA, and the Illinois State Police, is valuable advice.

Child molesters and abductors often try to entice a child by asking for help, such as finding a lost pet or asking for directions to someone's house. They may also try to gain a child's trust by saying "Hello" to them over a period of days.

Make sure your children know to tell you if a stranger is trying to make friends with them. Try asking them pointed questions, such as: "Did you talk to anyone new today?" to bring possible suspicious activities to light. Alert the police if your children

ever tell you this has happened to them.

Try following these tips:

- Make sure your children know their full address and telephone number.
- Tell your children to go to the nearest cashier if lost or separated from you in a store or mall.
- Avoid clothing or toys with your children's names on them.
- Never leave children alone in a public place, stroller or car. Not even for a minute.
- Always accompany young children to the restroom in a public place. Make sure they never play in or near these areas.
- Role play with your kids: Act like a stranger and teach them to run away, scat-

ter books, yell loudly and say exactly what's going on, like "Help! This is not my Mom. Help! I'm being kidnapped."

Children are most vulnerable when they are alone. Have them walk to and from the bus stop or school in groups, or walk them there yourself. Don't leave them alone outside your home even for short periods of time.

Finally, inform children that cars or other vehicles are often the means by which the abductor entices a child. Tell them never to approach a car unless they are absolutely sure they know the driver and occupant. Children should stay on sidewalks or at least six feet from the street to avoid being pulled into a car.

# Volunteers When You Need Them

by Jon Simmons

One warm June afternoon, in the midst of an especially stressful week on Line 12, "Connie" began feeling somewhat ill. Her concerned co-workers gathered around her, but did not know what to do. She became faint and was sweating heavily. She also said that her chest was hurting with sharp pains going into her arms.

Fortunately for Connie, the supervisor was aware of the procedure for such a medical emergency and promptly called the First Aid Team. The First Aid member assessed the problem as a possible heart emergency and called for an ambulance. After extensive testing at the hospital, Connie was diagnosed with arteriosclerosis and is being treated.

This example of a Crown employee experiencing a medical emergency at work is not isolated. For this purpose the First Aid Team was formed in 1991 by the Environmental, Health and Safety (EHS) Department. The team would consist of volunteers currently working within Crown International who would be willing to render first aid during medical emergencies.

Today the First Aid Team consists of fourteen volunteers who have been trained in CPR, basic First Aid and Universal Precautions. The fourteen members of the team are: Bob Giver, Dave Stuber, Chuck Brenneman, Kristie Meyer, Paula McBrier, Shannon Cramer, Jim Deters, Bob Malone,

Jim Fisher, Scott Gring, Stan McDaniel, Gerald Crabb, Mark Kerk and Jon Simmons.

Tim Bock, EHS manager, said that the team strives to meet for quarterly reviews

her telephone extension. The "First Responder" responds to the page and he/she is informed of the nature of the emergency. The First Responder then goes to Line 12 to assist.

Upon arriving at Connie's side, the First Responder must determine the severity of the emergency and what type of treatment is required. If this situation is deemed "life threatening," then an ambulance is called and additional First Aid members may be paged.

If the medical condition does not warrant an ambulance, then the First Responder may suggest the patient go to the Elkhart Clinic or sent home. In Connie's case, she has fainted and has remained unconscious. Therefore,



Front, left to right: Bob Giver, Jim Fisher, Dave Stuber, Bob Malone, Stan McDaniel. Back: Chuck Brenneman, Jon Simmons, Mark Kerk, Kristie Meyer.

to discuss medical calls, perform hands-on training and to be recertified in CPR. He also indicated that the team does this voluntary work above and beyond their normally scheduled duties, so it takes a lot of dedication to become a First Aid responder.

Crown International policy states that the First Aid Team has control over all medical emergencies on Crown's property. Crown has also established stringent guidelines for notifying First Aid personnel in the event of a medical emergency.

For example: "Connie Crown" is working on Line 12 and has felt ill all morning. By the 9:30 break Connie has deteriorated to the point of fainting. The Line 12 supervisor immediately pages for First Aid to call

this is a "life threatening" emergency and an ambulance would be requested.

It is crucial that each Crown employee adhere to the directions of the First Aid Team member during an emergency. That will lessen the confusion and expedite the care to the patient.

None of us knows when or where we will be in need of First Aid or CPR. It is comforting to know that there are medically trained volunteers here who can give timely and effective First Aid. The EHS Department is committed to continuing this service for years to come. ☺

## June is National Safety Month

Celebrate and win the "Safety Smart" contest! Here's how to enter:  
1) Get a "Safety Smart" crossword puzzle, distributed at the June 10th Wednesday assemblies.  
2) Work the puzzle.

3) Write your name and plant location on the puzzle.

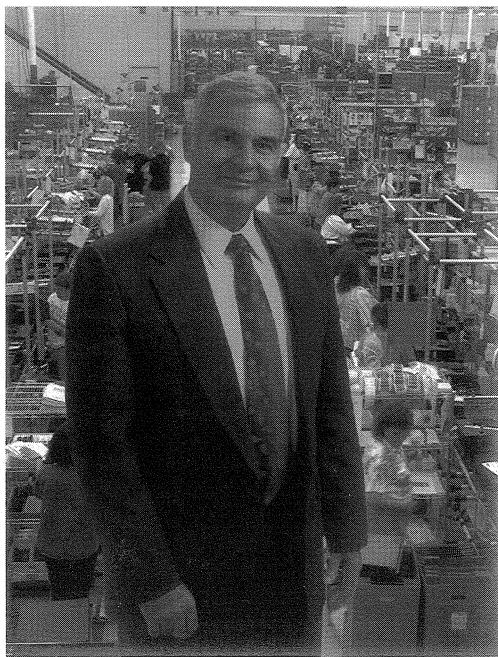
4) Deposit it in a Crown Crier contribution box in Plant 1, 2B or 3 lunch areas no later than June 19th.

Winners will be the first puzzles drawn from each box with the correct answers.

This will be done and prizes awarded at the Plant 2B Wednesday assembly on June 24th.

(Hint: Answers can be found in the safety pamphlets handed out at Assemblies during the past nine months.) ☺

# Terry's Memo...



Terry Hammond

As I retire from the CEO position of Crown International, I leave with a number of very mixed feelings. On one hand, I look forward to the newfound freedom to spend more time with family and perhaps do some additional traveling. On the other hand, there are also some feelings of sadness.

I regret losing the day-to-day contact with the many friends I feel that I have at Crown International. However, I hope that I will see you from time-to-time and that you will stay in touch with me.

I regret not accomplishing all that I had hoped for. While, together, we have had some victories, there still are things not yet done which I had hoped to see completed in my working lifetime at Crown.

However, I have a great deal of confidence in Richard Newberry and the management team and strongly feel that Crown's best days are still ahead. Crown, as a company, has some great opportunities which I believe will materialize very well as we approach the turn of the century.

*I hope that I will see you from time-to-time and that you will stay in touch with me.*

Nineteen ninety-eight has obviously turned into somewhat of a difficult and challenging year. As the downturn in the Asian economy began to take place in late 1997, the Audio Division has had to make dramatic changes in their sales forecast and in their support cost structure. Techron is in the low part of the demand cycle for MRI amplifiers and

is, at the same time, continuing with aggressive engineering development of the next generation of amplifiers for the MRI market.

The federal government has created some delays in the expected weather radio business for the Broadcast Division, compounding an already difficult situation of lower than expected sales. However, the Satellite Division appears to be poised for stronger than expected sales demand in the second half of 1998, creating some real optimism for this business.

All-in-all, Crown is strong financially, and management has chosen to maintain an aggressive product development program through 1998 in spite of lower sales than originally planned. This should result in a larger and even stronger company in the future. We need to view 1998 as a year of planting. Hopefully, this will result in "good crops" to be harvested in 1999 and beyond.

Again, my four years at Crown have been a privilege and pleasure. I pray that through the pursuit of Crown's basic mission of "delighting customers" and the application of Crown's four corporate principles that all of you will enjoy God's blessings in the years ahead.

*Terry Hammond*

"But seek first the kingdom of God and His righteousness, and all these things shall be added to you."

Matthew 6:33

## Employee Committee Financial Report

Balance as of 6/1/98:

Checking	\$5,215.99
Savings	\$6,014.86
Total	\$14,230.85

The CROWN CRIER is published quarterly to inform employees of customer, corporate, departmental and employee news and progress. News and ideas are always welcome.

Editor: Libby Marshall

Reporters:

John Balzano

Rhonda Chapman

Cindy Swald

Lois Taggart

Staff: Bruce Bartlett  
Julie LaFollette  
Jan Smith  
Madeline Smith

©1998 by Crown International, Inc., 1718 W. Mishawaka Road,  
Elkhart, Indiana 46517-9439