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DREBES, JACQUELYN J

HARRIS ALLIED

BROADCASTER

JANUARY '90

MONTHLY NEWSLETTER PUBLISHED BY & FOR OUR EMPLOYEES

VOL. 3
ISSUE 1

People Pride & Partnership



Bob Groome, Richmond Radio Studio Sales



Darlene Wietholder, Quincy Service & Training



Marcy Hayden, Quincy Accounting



Donna Chase, Richmond Domestic Marketing



Ralph Mortimore, Quincy Engineering



Barry McKee, Richmond Shipping

From The Corner Office . . .

At this time of year, it is always fitting to reflect on the past and make resolutions for the coming year. As we reflect on last year, I'm sure you will all agree 1989 was a good year. Good things don't come easily; we worked hard for our accomplishments and we should be pleased with the results. Thanks to everyone for working to make this team effort successful.

1990 promises to be an even better and more exciting year. We will be faced with new opportunities and challenges. Let's face these as a team prepared to work together and succeed! As we turn the corner into a new decade, the last of this century, let's resolve to make this the best year yet!

Happy New Year!

Harris Scientist Hilmer I. Swanson of Quincy Named 1990 Winner of NAB's Engineering Achievement Award

QUINCY, Illinois, Dec. 17 1989 — Harris Broadcast Division's Senior Staff Scientist Hilmer I. Swanson of R. R. 3, Quincy, has been named 1990 recipient of the prestigious Engineering Achievement Award which will be presented by the National Association of Broadcasters (NAB) during its annual convention March 31 through April 3 at the World Congress Center, Atlanta, GA.

Announcing the award which annually is presented to a single individual whose contributions have significantly advanced the state of the art of broadcast engineering, the NAB said: "Swanson is responsible for much of the technology used in AM transmitters today, giving AM broadcasts the potential to compete with other high fidelity media. Other work by Swanson has dramatically lowered the power requirements for transmitters, saving AM radio stations more than \$50 million in extra power costs over the years."

Since joining Harris Broadcast Division in 1965, Swanson has advanced from engineering contributor to the highest technical position in Harris Corporation, senior staff scientist.

In 1969, Swanson was granted a patent for development of pulse duration modulation which today is a world standard in AM broadcast transmitters. This modulation



Hilmer I. Swanson

technique— today used by every manufacturer of AM broadcast transmitters— significantly improved efficiency for reduced power consumption and audio performance.

Continuing work to improve AM broadcast transmitters, Swanson went on to receive many other patents for such techniques as progressive amplitude modulation and polyphase pulse duration modulation.

In 1986, Swanson was awarded a patent for digital amplitude modulation, used exclusively in Harris' line of DX transmitters. This technology, which promises to become the new world standard in AM broadcast transmitters, enables broadcasters to reduce their power bills by as much as one-third and provides audio performance which is nearly distortion-free.

Swanson currently has received 13 U.S. patents and has five patents pending at the U.S. patent Office. Additionally, numerous foreign letters of patent have been issued for his innovations.

A native of Davenport, Iowa, Swanson received a bachelor of science degree in electrical engineering in 1959 from Valparaiso (IN) Technical Institute. In 1961, he completed a master of science degree in electrical engineering at the University of Iowa, Iowa City.

Before joining Harris, Swanson was employed as an engineer by Bendix Aviation in Davenport, where he designed and tested ultrasonic generators and transducers, and by the former Collins Radio Company of Cedar Rapids, Iowa. As a senior engineer with Collins, Swanson was project engineer for that company's line of 1 through 20 kilowatt FM broadcast transmitters. He also contributed to the design and development of 250 kilowatt shortwave transmitters for the Voice of America.

Swanson and his wife Carolyn are parents of three grown sons, Tim, employed by Quincy's Quintron Corporation; Peter, involved in the cinema in Minneapolis, MN, and John, employed by Moorman's Research Farm in Quincy, and a daughter, Elizabeth, who is a junior at Quincy Senior High School.



MARKETING/ ADVERTISING



SALES

RICHMOND

IF TITLES MATTERED . . .

Since Gene's son-in-law is 'The Captain,' Gene must be 'The Admiral!' Please make the proper salutes when next you see him and address him accordingly— 'Admiral Schultz'!

Projects are running out our ears here in corporate marketing— thus life is not dull. A ton of this and a ton of that has been completed, with several more tons waiting. (You load 15 tons and what do you get. . . another day older and deeper in *backed-up deadlines* . . .) Pre-NAB stares us in the face again— but, with Marilyn Wilson at the helm, I have *no* worries about its success.

Not all of you will appreciate this, however, ol' Gene purchased a new winter coat! Why is this significant you might ask . . . *it's the first new one since back in 1954*. So, I don't want to hear any more remarks about my 1930's wardrobe—OK? And, another bit of *irresponsible* news here in Richmond: the water company, telephone company, gas company and sewage department have had our Main Street totally torn up, since early summer. They get to my neck of the woods and decided to shut off all water supply. The temperature dropped to 6 degrees above zero. My hot water heater boiler ran so low it had to be shut off—at 3:00 AM. Come morning . . . no coffee, no shower, and no warm house! (Survival of the fittest is the moral of this story). To get ready for work I dipped a wash rag into the commode tank, threw it into the microwave and enjoyed a self-made nuclear sponge bath. Next, I brushed my teeth in grape juice (ever see a mad dog with purple foam?) My hair needed an 'oil' change, but I didn't think grape juice would do as well on hair as on teeth, so I combed it and settled for that *greasy kid look* . . . Funny thing . . . everyone complimented my new haircut and slick look—if they only knew. (Now they know.)
-GENE

As I take 'keys in hand' (made more sense when it was 'pen in hand') I have yet to get through the hectic holiday schedule. Just as my philosophy holds true for visiting the dentist, so too will I soon be looking back at these hours and saying to myself, "Self, it's all over. Now that wasn't so bad was it?" And then I'll make a heavy sigh, and say, "Self, you are full of it!"

THE YEAR 1990. WOW! A brand new decade. Now, what will this crazy world do with it?! Scary to think. And, speaking of new year resolutions . . . I never actually say one out loud. There is that *slim* possibility of falling short of that goal and therefore appearing to be less than perfect. It's a tough image to keep up! (Seriously) I do set goals for myself but seldom do I let anyone but my 'self' in on them. It's much safer that way; if I let my 'self' down, my 'self' is the only one who will know about it.

Being serious for a minute, I truly hope everyone at Harris Allied enjoyed a safe and joyous holiday. Together, may we look forward to a new beginning of prosperity and good will.
-SANDY

QUINCY RADIO SALES



Tami and Fred Fleischman with their new son, Michael Bradley. Michael was born October 27, 1989.

The Bailey's now have a new baby boy. Yes, that's a BOY- just what Pam and Kendall ordered. His name is Adam Kendall Bailey and he rolled off the line at 10:00 a.m. on Tuesday, November 21st, 1989. He weighed 8 lbs. 7 oz.

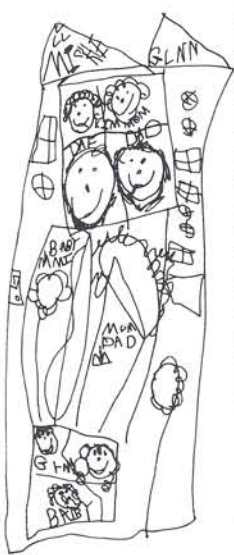


DALLAS



The annual Christmas bash was Friday, December 8, at *Cafe Pacific* in Dallas. The restaurant is surrounded by quaint little shops and thousands of tiny white twinkling lights. A horse-drawn carriage takes shoppers, diners and sightseers through the "Dickens-like" Christmas village. A few snow flakes would have made it complete. (The temperature was 78 degrees.) **We in the Dallas office would like to wish you and yours a wonderful new year!**

A Note From Rick Funk:
I just finished my "week-end" project - bathroom remodeling. One nightmare after another caused this project to last through two entire weekends, including the week in between. But, all's well that ends well. I'm just glad I don't have to brush my teeth in the kitchen sink anymore. The real reason I'm reporting this is because I wanted to show off one of my daughter's latest entries to the art world. Dave, his wife, Kim, and son, Jonathon, came to our house recently which I believe prompted Michelle to draw a great picture of all of us. Although Dave did not have a beard at the time, I do not smoke (so, what is that sticking out of my mouth?!) and some of the spelling leaves a bit to be desired, I agree with Jack Riesen that her writing is better than Bob Groome's. **Eat your heart out, Bob!**



ATLANTA (Radio Studio Sales)

The Elroy D. Cantrell abridged and abbreviated joke book.

Given the philosophy . . . there are *no* new jokes, only new punch lines, match the following punch lines to old jokes you already know.

If you do not know jokes that fit these punch lines, you are either hopelessly naive, out-of-date, uninformed, or possibly lacking any sense of humor a.k.a. Pat Hurley.

1. Now look what you have done to my clam digger.
2. Gee, officer, I don't know. The midget was on fire when I got here.
3. I really don't care. It is your cow.
4. Excuse me! I was talking to the duck.
5. Posse! I said get the posse!
6. So they went to Houston.
7. My name is Bucky Weinstein.
8. Shoot the dog, Jim. Shoot the dog.
9. No. What time is it? What is your name?
10. Why should I? What is so special about mornings?
11. OK, so where is the lady with the bad tooth?
12. Then the limb broke and Jim spilled the warm Wesson oil on the cat.
13. I will never get the smell off the fish.
14. The parrot said, "Africa, there are thousands of them there."
15. Yea, except mine is kinda green with red spots.
16. After placing \$200 on the pillow, the tooth fairy quietly left the room.
17. If you are going to argue about it, just forget the whole thing.
18. And the horse you rode in on!
19. Don't you think you are too old to still believe in Captain Marvel?
20. We don't know yet. We can't get it off the chandelier.
21. And your mother dresses you funny.
22. Aren't you kinda old to be believing in Wonder Woman?
23. Pardon me, Roy, is that the cat that ate your new shoes?
24. What? Pool! Gun! Wait . . . is this 946-1450???
25. It is a win-win situation.

RICHMOND

As announced in the December 1989 issue of *Clutch Chatter*, C Stock trophies were awarded in the Indy region for Solo II Autocross to Pete Koenig (Richmond International) and Bob Groome's wife, Annette. Congratulations!

From Bob Groome: The youth group that I work with invited my wife, Annette, to talk about ecology . . . some information that directly relates to our industry! You see, a few years ago, Malaysia had a problem with mosquitos carrying malaria. During the war efforts in Japan, malaria was killing the troops, so DDT was invented to control the insects and resulted in stopping malaria. Unfortunately, in Malaysia, the roofs were collapsing because there were no wasps left to eat the larvae. How this works: roaches accumulate DDT in their fat cells. Geckos (lizards) eat roaches that have the high concentration of DDT. Cats eat the geckos and die from the DDT. The rat population grows. (Bubonic plague and other diseases ran rampant as a result.) The final solution was to parachute live cats in to control and restore the balance. The moral of the story: 'Don't mess with the ecological distribution of animals unless you really know what you are doing.' **Some way or another this must tie back into our cut-throat competitors.**

SALES Continued on Page 6



FINANCE

Broadcast Division-Quincy is planning to host a 1-day letter of credit seminar. A representative from Continental Bank in Chicago will make the presentation. A definite date has not been set but it will be in late January or early February. Anyone interested in attending should contact Cory Morrison at (217) 222-8200, extension 3491 for further information.



Clinton Klausner

The Accounts Payable gals feted Reita Klausner and her beautiful baby boy, Clinton, with a baby shower on December 5th, 1989.

Chris Metz of Accounts Payable Dept. and her husband, Orlando, are avid hunters. On a solo hunting outing in November, Chris bagged a 90 pound button buck deer. This is the second year in a row Chris has accomplished such. Good job, Chris.

Brent Wilson age 13, son of Jan Wilson (Cost Acct. Dept.) received serious head injuries in a 4-wheeler accident in November. We are happy to report Brent has made a perfect recovery and recently returned to school and Jan is back to work.

Ken Wasylik, manager of Sales Finance, recently completed a class with the Literacy Volunteers of West Central Illinois (a project of John Wood Community College). On a weekly basis in Ken's spare time, he is now tutoring an individual who can read but wants to improve his reading ability.



PERSONNEL

On Wednesday, December 13th, 1989 a Red Cross Blood Drive was held in the auditorium with 55 employees donating blood and others donating cookies for the drive.

First time donors were Mike Bickhaus, Intern in the Cost Accounting Department and Mike Lakvold of M.I.S. Department.

Congratulations to:

Gaylen Evans, TV Sales, 1-Gallon pin.

Joyce Losch, Production Planning, 2-Gallon pin.

Cheryl Bliven, FM Team, 3-Gallon pin.

Ron Kosin, Maintenance Department, 5-Gallon pin.

The Personnel Department says "Thank you very much" to all who donated blood and cookies.



INTERNATIONAL

QUINCY

After being in Kuwait working on the installation and commissioning of six MW-50's and two VP-100's (for a total of 95 days), Jim was most anxious for his return trip home and to experience a "normal" workday again.



On his first day back in the office, Jim was keeping his usual low profile and working steadily on his expense reports (just what he had hoped for... a normal day back in the office). Wrong, it just so happened that this was a very "special" day, his birthday! (We'll be nice and not tell his exact age, but if you take the number 40, add eight and subtract ten you 'might' come up with his approximate age). As it approached 10:00 a.m., a decorated birthday cake was delivered for the morning break. Again, we will be nice and not tell what piece Jim ate, but considering he had not eaten homecooking for awhile, I am sure the homemade cake tasted really good to him -particularly the cupcakes(s).

Jim, being the quiet type, was somewhat embarrassed with this episode. However, the real treat came at 11:45 a.m. during the Service Department's Thanksgiving luncheon held in the auditorium. As everyone was filling their plates and eating, a horrendous noise entered the room. Much to our surprise (ha ha), it was a clown who came to entertain us; using the birthday boy as the main attraction.

Unfortunately, on Monday, November 20th, 1989, Jim did not have his normal day back in the office. However, he was a good sport and hopefully he preferred being in the office for his birthday versus celebrating it in Kuwait.

While we are on the subject of Kuwait, I would like to take a moment and recognize the hard work both Jim Rice and Lyndle Dark put forth on this project. With their expertise and dedication—despite all the unforeseen delays and hardships—they have completed the installation of six MW-50's and two VP-100's. Jim/Lyndle, "thank-you" for a job well done!



ADMINISTRATION

Communicating Throughout The Harris Communications Sector

The Harris Graphic Network Conference is up and running throughout each division of the Communications Sector. The network conference uses two phone lines at each division; one for a computer link and one for the voice link. Personal computers are used at each division to store and display graphics used during the conference.

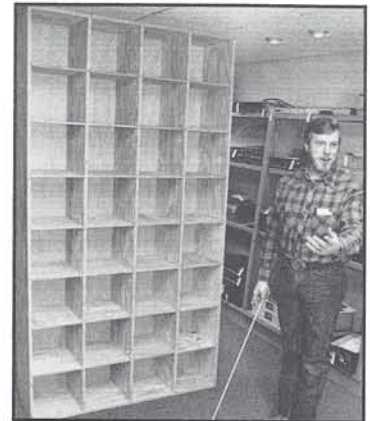
AT&T's SCANWARE® software package with PC Paintbrush® is used. This software package provides a wide range of capabilities. With a scanner, the SCANWARE® software can capture, enhance, display, send and store images of photographs, line drawings, test, or small three dimensional objects like circuit boards. For creative graphics, the PC Paintbrush® is used to add color or draw objects on scanned images or graphic screens.

Monthly, Guy Numann, President of the Communications Sector, conducts a network conference with every Division General Manager and the Sector Staff on line at the same time. During the conference Guy Numann reviews Corporate and Sector plans and strategies. Each General Manager prepares a 1-page summary report of their division and presents it during the conference.

If you would like a demonstration of this communication tool, contact Debi Gehring at Broadcast or Pat Holok in Richmond.



MAINTENANCE



Ted Black, maintenance supervisor, proudly shows off the set of new shelves he built to house manuals for the Equipment Exchange department.



**ALLIED
COMMERCIAL
PRINTING**

David Angi, manager at Allied Commercial Printing, joined IPMA (In-Plant Management Association) this year as a member of the Indianapolis Chapter. He holds an Associate of Arts degree from Prince Georges Community College and a Bachelor of Science degree from the University of Maryland.

David is one of three members of the IPMA who recently took the Association's Certified Graphic Communications Manager (CGCM) examination, and successfully passed the comprehensive four-hour examination to earn the designation of CGCM. The exam, administered December 18, 1989, in Indianapolis, Indiana, tests individuals' knowledge of general management, financial management, personnel management, production management and technical skills.

IPMA's CGCM program has been administered since 1976 and is the only professional certification program available for in-plant managers. The program is voluntary and testing requires advance registration.



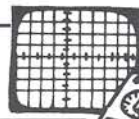
NEW ARRIVAL

CONGRATULATIONS...

Grandpa Kehlenbrink! Peter Douglas, born December 3, weight 7 lbs. 6 oz.

INNOVATIONS

- **The Diet Bubble Bursts.** When inflated, the bubble reduces room for food intake. A tiny meal might seem like a feast. However, with one such device, the Garren gastric bubble, wearers lost no more weight than those following conventional weight loss programs. This manufacturer has taken their device off the market, but other bubbles remain popular in Europe. According to Dr. George Blackburn, chief of the nutrition/metabolism laboratory at New England Deaconess Hospital in Boston, the practice is potentially dangerous. One study found that 9 percent of those who tried the balloon-like device developed serious complications, including ulcers and intestinal obstruction.
- **Baldness 'Cures' Ban Is No Loss.** The Food and Drug Administration has banned the sale of baldness 'cures,' effective Jan. 1. The ban covers nonprescription creams, lotions and other externally applied products that claim to prevent baldness. These products contain wheat germ oil, lanolin, vitamins, etc. and are sold via mail or barbers and beauticians. The ban does not affect the prescription drug minoxidil, which has been shown to grow some hair on some men showing early signs of typical male-pattern baldness.
- **The Lightest Drink Of All: Water.** Bottled water is selling well due to changes in consumer habits and lifestyles. Sparkling water is considered chic by the young affluent market—the "yuppies." It provides an alternative drink that fits in with the emphasis on fitness and the avoidance of alcohol. Another selling point is the concern over contaminated water. With increasing environmental concerns, the fad will most likely grow, rather than fade. This is the market for the gallon jugs of bottled water. Perhaps there are lessons to be learned from the Europeans, who have long been utilizing bottled water products.



**TECHNICAL
SERVICES**

QUINCY



Walt Harris (with both arms & elbows resting on table), Terry Hollenberg (next to Walt with one arm on table), Don Carpenter (standing) and Dave May honored Walt Harris at a retirement lunch on Nov. 22nd, 1989.

Walt Harris (Field Service Dept.) was honored by his co-workers at a retirement lunch on November 22nd, 1989, at Sprouts Restaurant. Walt came to Harris in February 1977 as a transmitter test technician. He was transferred to Radio Field Service in November 1986. Retirement plans include rest, relaxation and maybe an occasional service trip. Good luck to Walt.

Welcome Ann Turner to Radio Field Service as Administrative Secretary. Ann comes to us from the Service parts Department. Ann began her career at Harris in Marketing Research. She brings with her a variety of experience. Ann is also an EMT (Emergency Medical Technician.)

RICHMOND

T'was the month after Christmas, and all through the shop,
Not a technician was stirring, but all drinking pop.
Their tools were hung on the wall with care,
With hopes that Marv and Roy wouldn't find them there.

Tim in his beanie, and Ron in his cap,
Jack's getting sleepy and Glenn's in a nap.
Then, out on the dock, their arose such a clatter,
Tim's on his feet to see what's the matter.

Ron and Jack run, quick as a flash
To see what else Shipping would possibly mash!
And what to their eyes would suddenly appear?
A broken rack . . . with a broken ear.

They took it to the shop and gave it a jerk,
It straightened right out; They finished their work.
Tools are put away and parts are in the bin.
They can't wait 'til something's broken again.

Now if this poem has a familiar ring,
One not heard, when approaching Spring,
The answer is simple, oh, my brother . . .
We shop boys don't know one month from another!

quotes to note

—Compliments of Allied Bulletin Board Service

"Many studies have discovered a close link between prejudice and 'patriotism' . . . Extreme bigots are almost always super patriots."

—Gordon W. Allport

"If you want a picture of the future, imagine a boot stomping on a human face . . . forever!"

—George Orwell

"To die for an idea is to set a rather high price on conjecture."

—Anatole France

"Nature uses as little as possible of anything."

—Johannes Kepler

"Laziness is nothing more than the habit of resting before you get tired."

—Jules Renard

"The most dreadful thing at all is that millions of people in the poor countries are going to starve to death before our eyes . . . upon our television sets."

—C.P. Snow

"Nonsense is good only because common sense is so limited."

—George Santayana

"I now perceive an immense omission in my psychology. The deepest principal of human nature is the craving to be appreciated!"

—William James

"Most people would succeed in small things if they were not troubled by great ambitions."

—Henry Wadsworth Longfellow

. . . someone once said

Don't force it; get a larger hammer.

Enough research will tend to support your theory.

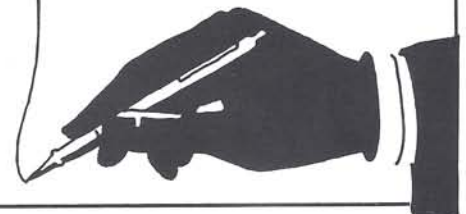
If it jams- force it. If it breaks, it needed replacing anyway.

You can fool all of the people some of the time,
And some of the people all the time,
But you can't fool Mom.

You can't tell how deep the puddle is until you step in it.

A pessimist complains about the noise when opportunity knocks.

Babies are God's opinion that the world should go on.



QUINCY TV TEAM

Congratulations to Dick Taylor on being a first time grandfather. His son and daughter-in-law had a son on November 20th. Justin Richard weighed in at 8 lbs. 4 oz. and was 20½ inches long. Congratulations to all!

We hope everyone had the best holiday ever and are looking forward to a great new year.

The big hunter, Dan Dunn, shot Bambi (deer) this past season. Congratulations, Dan, and what time is supper?

Modules in electronics is defined as a self-contained assembly of electronic components and circuitry. In architecture it is defined as the part of a construction used as a standard to which the rest is proportioned. In aerospace it is a self-contained unit that performs a specific task or class of tasks in support of the major function of the craft.

All of the above describe the new challenges of the TV Team this coming quarter. We are scheduled to start a pilot production of the modules for Channel 6. Two or three workers will be selected to start the production. We are to be a second source to MMD which is located in the earthquake area of California.

Our workload is very heavy for this quarter not only for VHF solid state transmitters but also for UHF transmitters.



TV Team's Jay Wiskirchen "Putting body and soul to work for TV cables."

TEST, MANUFACTURING, & INDUSTRIAL ENGINEERING

Wilma Huffman would like to thank all sponsors for her Christmas party at Grandview Manor Nursing Home in Camp Point, Illinois. She'd like to point out that she couldn't do it without everyone's support. We think Wilma needs another "pat-on-the-back." She gets sponsors for over 100 people who live there, collects and delivers all the gifts herself, and buys for several people that she's gotten close to. There are several nursing home residents who look forward to her visits every week because she brings them a can of soda or her homemade pies. Wilma is truly a heroine in their eyes and ours!

Sharon Beedle is taking the Word Perfect course at John Wood Community College. It's getting to be a common sight to walk by her cubicle at lunchtime and see her diligently doing her homework along with Juanita Moss and Norma Ancell. They're really working hard and also deserve a "pat-on-the-back" for their efforts. Good luck to the finish. Sharon also just completed the in-house blueprint course.

MATERIALS & PURCHASING

Looking to get in shape over the long winter months? If so, join the YMCA. Wayne Cichon attends regularly (2 hours per day after work). Darin Mountain (Service Parts) and Glenn Hoslett (Purchasing) have signed up with Wayne. Running, walking, biking, swimming and weightlifting are all part of Wayne's regular workout. Exercise is a great relief for stress. Please call Wayne at extension 3202 for more information.

Kim Goodwin, a secretary in the Non-Production Purchasing Department, was married to Timothy Plunk in the Payson Road Christian Church at 2:00 p.m. on Saturday, November 11th, 1989. Mr & Mrs. Plunk are at home at 30 South Grandview, Quincy.

We all wish Kim and her new husband the best of luck in their future.

SHEET METAL/FABRICATION

Our department is still working a lot of overtime on the Pacer-Speak contract. Our work is also continuing on improvements on production.

Many of the fellows in our department went deer hunting in November. Jimmy Fountain and his family got seven Missouri deer which equals three deer in Illinois.

If anyone is interested in some charred firewood, please contact Ronnie Clampitt as he has an abundant supply.

Donnie Clampitt had an automobile accident on November 19th, 1989. He had just acquired a new 1990 aspen blue T-top Camaro. Thank God, he is still able to say 'I am alive!' Donnie purchased another 1990 Camaro also blue in color but without a T-top.

MANUFACTURING ADMINISTRATION

The following article appeared in the Fall 1989 issue of NIGHTS ON THE HILL (a publication of Culver-Stockton College in Canton, Missouri):

Karen Tourneur will graduate in December with a Bachelor of Science degree in Business Administration. Karen received her Associate of Arts degree from Southeastern Community College (Keokuk, Iowa) in 1969 where she graduated with honorary scholastic achievement. Karen lives in Quincy and has one daughter who is attending the University of Iowa in Iowa City. Karen entered the Extended Programs in Spring 1987. Karen is an administrative assistant at Harris and is actively seeking a professional role within Harris. Karen is listed in "Who's Who Among American Business Women," and "Who's Who Among American College and University Women."

On November 27th, 1989 Karen was promoted to Administrative Assistant/Division Staff reporting to Harvey Baker, Vice President of Manufacturing!

Andy Edgar has rejoined Harris Broadcast Division as a Senior Facilities Engineer reporting to Harvey Baker. In this capacity, Andy will be responsible for making sure that the facility complies with EPA and OSHA regulations. In addition, his job will be to work on facility layouts and building construction.

Andy has a BS in Operations-Production Management from Western Illinois University in Macomb, Illinois and an MBA from Quincy College.

MACHINE SHOP/FINAL ASSEMBLY

Clarence McGhee is still recuperating from

surgery and he should be back to work in about 30 days.

Condolences to Larry Mack and wife on the death of her mother.

The arrival of new toroid winding machine is expected any time now.

FM TEAM

Carl Proescholdt was very red-faced and surprised on November 28th when his FM Team members gave a surprise baby shower for him. Ask Carl about his gift he received... just for Dads?!?!



L-R: Chris Watkins holding Baby Anne Proescholdt, Carl Proescholdt and Carl's wife, Katie.

During the whole month of December each co-worker takes one day to bring in treats for whole FM Team. By Christmas we waddle out the door. Look out Weight Watchers, here we come!!

RADIO STUDIO SALES

(SALES Continued from Page 3)

CHICAGO



How Allied Chicago Radio Studio Sales celebrates a Big sale!



SURVEY RESULTS

. . . survey printed in the November issue

Thanks to those of you who took a moment to complete and return the newsletter survey, unfortunately the response was far below expectations. Of those respondents, the majority said they read the Harris Allied Broadcaster "always"; family members read it "sometimes"; the rate for communicating news and feature information is "good"; nearly all agree they are made aware of most company news and events; Quincy voted for maintaining a monthly publication while Richmond voted for bi-monthly or quarterly.

One suggestion made is to print customer reports of new products. So, if any of you have access to such reports, please see that your reporters get them.

A comment was made regarding the time news is reported until the time it is published and distributed. Unfortunately, there is no possible way to keep the news more current than is already being done. We do not have a department solely devoted to creating the company newsletter. It takes a lot of hours and work and is merely one more job for the existing department. Everyone can help by turning in reports ready to edit and print. The news,

however, will almost always be reporting past events. The only way to avoid this is to publish a daily or weekly edition . . . anyone out there with some journalism experience and a lot of time on their hands?

Another suggestion is to print letters to the editor. Your letters are certainly welcome and a column will be devoted to this, if you respond. Send your letters to: Sandy Harvey, Allied Broadcast Equipment, P.O. Box 1487, Richmond, IN, 47375; or fax to 317-966-6321.

The overall responses were very positive and most employees feel that this publication has helped familiarize the Richmond and Quincy work force. That is the goal. We are all getting better acquainted via this company news vehicle. You can do your part to keep this effort successful by contributing your news to your reporters, and the reporters by meeting the prescribed deadlines. Remember, this newsletter is 'by and for' all employees of Harris Allied.

Any further comments and/or suggestions should be directed to Sandy.

Let's Stay Healthy . . . DRIVE SAFELY IN THE DARK

Driving at night is more of a challenge than many people think. It's also more dangerous. In both urban and rural areas, traffic death rates are almost three times greater at night than during the day, according to the National Safety Council.

Ninety percent of a driver's reactions depend on vision, and vision is severely limited at night. Depth perception, color recognition, peripheral vision- all are compromised after sundown.

Older drivers have even greater difficulties seeing at night. A 50-year-old driver needs twice as much light to see as well as a 30-year-old.

Another factor adding danger to night driving is fatigue. Humans are naturally 'diurnal,' which means that sleeping, not driving, is what our bodies crave most after dark. Drowsiness makes driving more difficult by dulling concentration, slowing reaction time and reducing visual ability.

Alcohol is the single most significant factor in fatal traffic crashes, playing a part in more than half of all motor vehicle related deaths. And, alcohol consumption generally increases at night.

Knowing about all these dangers might make you reluctant to drive after dark. Fortunately, you can take several effective measures to minimize these after-dark dangers before you set out and while you drive.

Prepare Your Car For Night Driving

Since visibility is so important in night driving, your lights and windows deserve close attention. Clean headlights, taillights, signal lights and windows once a week, more often if necessary. Wash the inside of windows, especially if you smoke.

One-third to one-half of all vehicles on the road have badly aimed headlights. If your headlights are misaimed by just eight-tenths of a degree, this will result in a 30 percent drop in the distance you can see. And, misaimed headlights may blind oncoming drivers.

To check the aim of your headlights, you need 35 to 40 feet of flat driveway in front of a garage door or the equivalent. First, shine your low beams on the door from two to three feet away. Outline the bright spots on the door with a pencil or tape. Back the car to about 25 feet. The top of the low beams should shine no higher than the top of the marks on the door or lower than the center of the marked circle. On most cars, each headlight has two Phillips screws that adjust the beam up or down and left or right. Adjust low beams first, then the high so the center of the high is at the top of the low beam.

Prepare Your Eyes For Night Driving

When you leave a brightly lit building to drive in the dark, your eyes need to adapt to the change in lighting. While you can notice your eyes adjusting in a matter of seconds, the full process takes about 30 minutes. You don't need to give your eyes 30 minutes to adjust every time you drive at night, but it does help to give them two to five minutes. Also, if you are going to spend a day in bright sunlight and drive at night, wear sunglasses during the day. They will help your eyes preserve the retinal chemical that helps them adapt to the dark. But *never* wear sunglasses when driving at night.

Guidelines For Night Driving

Don't drink and drive. Not only does alcohol severely impair your driving ability, but it also acts as a depressant. Just one

drink can induce fatigue, which also impairs your driving. Try to avoid smoking. Smoke's nicotine and carbon monoxide hamper night vision.

When to turn your lights on. If you're wondering whether it's dark enough to turn them on, it is. They may not help you see better in early twilight, but they'll make it easier for other drivers to see *you*. Being seen can be as important as seeing in avoiding crashes.

Judging speed and distance. It's much more difficult to judge other vehicles' speeds and distances at night, so it's much more difficult to stop in an emergency. Reduce your speed and increase your following distance.

Don't overdrive your headlights. You should be able to stop inside the illuminated area. If not, you are creating a blind crash area in front of your vehicle.

Low beams. If you're following another vehicle, keep your headlights on low beam so you don't blind the driver.

Avoid glare. When an oncoming vehicle doesn't lower beams from high to low, avoid glare by watching the right edge of the road and using it as a steering guide.

Counteract Fatigue. Make frequent stops for light snacks and exercise.

Car Trouble. Pull off the road as far as possible. Warn approaching traffic at once by setting up flares or reflecting triangles near your vehicle and 300 feet behind it. Turn on flashers and the dome light. Stay off the roadway and get passengers away from area. If you must work close to the road, keep approaching traffic in your field of vision.

RESOLUTION

"I will start anew this morning with a higher, fairer creed;
 I will cease to stand complaining of my ruthless neighbor's greed;
 I will cease to sit repining while my duty's call is clear;
 I will waste no moment whining and my heart shall know no fear.
 I will look sometimes about me for the things that merit praise;
 I will search for hidden beauties that elude the grumbler's gaze.
 I will try to find contentment in the paths that I must tread;
 I will cease to have resentment when another moves ahead;
 I will not be swayed by envy when my rival's strength is shown;
 I will not deny his merit, but I'll strive to prove my own;
 I will try to see the beauty spread before me, rain or shine;
 I will cease to preach your duty, and be more concerned with mine!"

-Anonymous

...
 Sounds wonderful doesn't it? Most of us strive to do better and set goals for ourselves in our everyday lives. And the beginning of a new year provides an incentive to start fresh and new. Keeping new year's resolutions are much easier said than done. Here are what some of our co-workers had to say when asked: **WHAT IS YOUR NEW YEAR'S RESOLUTION?**



Hilmer Swanson
 Quincy Engineering Department
 To spend more time with the grandchildren.



Susie Longenecker
 Richmond Commercial Printing
 Simply to make it through another year - without killing Darrin Warner.



Bill Hays
 Quincy Logistics Department
 Not to eat so many sweets.



Millie Ingram
 Richmond, Canadian Coordinator
 Resolutions are usually broken. Do hope for the best in '90.



Steve Ellison
 Richmond Customer Service
 I never make any. They're too hard to keep.



Joyce Losch
 Quincy Production & Inv. Control Dept.
 Try to stop smoking and learn LOTUS I, II and III.



Chris Watkins
 Quincy FM Team
 I normally don't make them because I wind up breaking them.



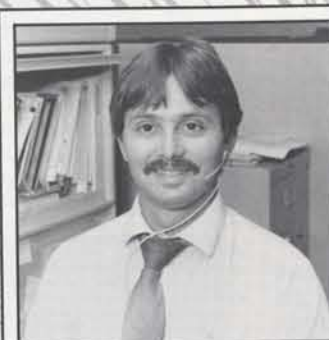
Ted Black
 Richmond Maintenance Supervisor
 My plan is to stop chewing tobacco. Tim Elstro (Richmond technician) says if I quit, he'll quit. The challenge is on!



Sharon Beedle
 Quincy Methods/Costing Department
 To exercise more by walking and weightlifting.



Betty Chapman
 Quincy Engineering Department
 To have a happy, prosperous new year.



Dave 'Doc' Lumpkin
 Richmond Inventory Control
 My resolution is not to make a resolution. The way things change, you always have to adjust to handle the next task, so that's what is done.



Beverly Bell
 Quincy M.I.S. Department
 To learn my new computer.



Dave Buck
 Chicago Radio Studio Sales
 To meet the challenge of being a new husband and father with personal growth; to be able to do something January 1991 that I can't do now; and to be a good example for my son to follow.



Jeff Griggs
 Quincy Radio Field Service Department
 To continue on my diet to lose weight. I've already lost 30 lbs.

*Happy
 New Year*
1990



ACCOUNTING



CUSTOMER SERVICE

RICHMOND

When Sarah Shankland (from our L.A. office) visited the Richmond office, all of us girls had a wonderful time at a favorite local restaurant, The Fifth Quarter. We decided we would have to get together more often.

Recently, a few of us went to see *Steel Magnolias*. We were pre-warned that tissues would be a necessity. Lorri Potter was sure she could endure the movie's emotional impact. So, who would be the first to break down... Betty Hamner... Judy Rudd? No, no... it was Lorri after all! She wasn't alone. There wasn't a dry eye in the house.

Sheila Harris' house was awarded an honorable mention in the local Christmas light decorating contest. She and husband Jay's hard work really showed and the judges noticed. Congratulations!

Bo Tran's daughter, Alunee, definitely did not welcome Santa with open arms this Christmas. Coaxing her with candy canes didn't turn her little head for a moment. The fat man in the red suit was still *strange* to Alunee. She, in fact, awoke twice that night saying, "No! No!" Better luck next year.

It's hard to keep up with Betty Hamner and (Bob Galyean) J.R.'s traveling. Betty headed south to visit Aubrey and Andrew (her grandbabies) and as always, kept them occupied as well as enchanted. J.R. spent some time in Florida, but, where was the sun? Speaking of where things are... J.R. misses the four teeth he recently had extracted. He just hasn't been the same since.

QUINCY

"You oughta be in pictures..."

Much to the delight of Quincy videophiles, the afternoon of Tuesday, Nov. 21 offered still something else for which to be thankful.

At that time in six carefully selected spots through Harris Broadcast's administration, manufacturing and training buildings, large color-television monitors were hung.

"Can we watch 'People's Court'?" queried one. "I think we just missed 'Days of Our Lives,'" quipped another. "What's happening?" echoed many—including manufacturing staffers who are still getting used to Muzak.

Director of MIS Don Freeman, who's working with Roy Ridge to coordinate the project, sheds some light on the subject:

"The primary purpose of the monitors: which have been used successfully in Richmond—will be to welcome customers who visit. We'll also be able to use the system to greet other visitors, and even for videos such as 'The Harris Report.'"

The system will be fed with messages and graphics generated from special equipment located in the main lobby of the administration building. Transmission to all six monitors, linked by cable, will be simultaneous.

RICHMOND



(Left) Welcome the latest addition to the Brumbaugh family—Karl "Perry." He weighed in at 7 lbs., 2 oz. and was 21" long, October 10, 1989.



(Right) A proud 'older' brother, Cody (age 3½) gives Perry a big hug. Congratulations Alesia!

TIMES, THEY ARE A CHANGIN'



The Place - Indiana University, Foster Quad's cemetery. The Event - The "Little 500." The Question - Can you find the Allied employee? (The Clue - wine bottle.)

Observations By Mark Tuttle: Although Christmas is behind us for another year, let me share the activities of the season. It appears that the metabolism of my children, ages 6 and 8, has skyrocketed to endless production. It was another Christmas for the young at heart. The hopeful wishes of toys and games, as always, were top on their lists. The house decorating and live Christmas tree complete with glitter, sparkle, tinsel and lights, always finds helping little hands. And when that early dawn arrives with smiles and laughter of the season, all will be at peace. And, while this activity has happened to all of us in one form or another throughout the years, may the true meaning of Christmas never be forgotten.

From a time of poverty and hopelessness, a child was born for peace on earth and goodwill toward all.

• • •

QUINCY

TRAFFIC, SHIPPING, RECEIVING & STOCKROOM

Sherry Spratt is on leave after having surgery in November. We are all ready to welcome her back after Christmas especially Ginny Howe who is inspecting raw boards in her absence.

Christmas treats were furnished by Mike Bliven on December 5th for stockroom, receiving, traffic and shipping.

Ticket Winners at Allied

Congratulations to Marilyn Campbell, Richmond Accounting, who won the drawing of the two tickets for the Whitewater Opera Company's performance of "Little Red Riding Hood," also, to Beth Craig, Commercial Printing, in winning the two tickets for the Symphony Orchestra's performance on December 16th, and to Valerie Duffy, Richmond International, for winning the two tickets for the Richmond Civic Theatre's performance of "The Lion in Winter."

Christmas 1989 . . . Harris Allied Style



QUINCY TV TEAM



QUINCY INFORMATION SYSTEMS & OFFICE SERVICES



QUINCY FINANCE

HARRIS BROADCAST DIVISION SPONSORS CHRISTMAS PROGRAM:

On Thursday, November 30th, 1989, a cameraman from KHQA-TV, Channel 7 in Quincy came to photograph each department's Christmas greeting.

These greetings were used as part of a Broadcast Division sponsored Christmas Program aired on Channel 7 on December 23rd from 9:00 to 10:00 p.m. The one-hour program consisted of the Quincy Senior High School and Notre Dame High School choruses with the Harris department greetings being the commercials for the broadcast.

A tape of the greetings was sent to Harris Allied to enjoy. Some of us decided (after four or five takes) that being on television was not so easy after all.



(Left) Roy Ridge carves the turkey and ham at the Allied West Christmas luncheon held December 14.

(Right) Jim Hughes and Susan Hillard get started filling their plates at the Christmas luncheon held December 8 at Allied Commercial Printing.



(Left) Darrin Warner, famous for his "bottomless pit," demonstrates the true way to enjoy a Christmas turkey.



(Right) Roy proudly poses with one of the gifts presented him from the Allied employees. The print is an air brush by artist Lou Specker of Cincinnati, Ohio. Roy was also given a brass sundial clock to help accent his newly decorated home.



Allied West employees met in the theatre to have their annual Christmas gift exchange.

Standards Steering Committee



Setting new standards in a team/technology workplace

New computerized systems and workstations throughout Harris Broadcast Division. . .

A strong team focus to projects, product development and manufacturing. . .

Emphasis on ensuring a work environment which gives every single employee the opportunity to maximize personal contributions. . .

These dynamic new tools and processes have done far more than enable Quincy to introduce a record number of distinctive new products in the last two years. As manual and paper processes have given way to automation, and as notions of department autonomy have been replaced by interactive teams which cross traditional department lines, once applicable standards which set guidelines for how we work have become largely obsolete.

In November, Harris Broadcast Division formed a new Standards Steering Committee to ensure standards that support a new and effective blend of teams and technology. Chaired by Allan Buss of engineering records, data center and CAD services, the committee is composed of representatives of functional areas throughout the division.

While the idea originated in an engineering team building session as a means to increase engineering-manufacturing effectiveness, quickly it became apparent that a division-wide committee would be needed: "With the new level of division-wide interaction, we found that we can no longer address issues pertaining to

standards without involving other functional areas as well," Buss says.

Representatives of the Standards Steering Committee are Stan Roberts, lead standards engineer; John Dawson, finance; Mike Lakvold, MIS; Jeff Jackson, purchasing; Ralph Mortimore, electrical engineering; Dana Myers, service, training and technical publications; Mike Russell, manufacturing; Dave Soncek, international sales and program management; Daryl Buechting, domestic sales, and Arnie Spielbauer, mechanical engineering.

Division-wide input requested

To ensure standardization of procedures and processes that support improvements in productivity, Buss emphasizes that the input of every single employee will be vital. Any employee who has a recommendation for a standard that could contribute to the success of the division is requested to complete a form and submit it to Stan Roberts, standards engineer.

"The general manager's staff is fully aware that there are issues that need to be resolved, and has given us the green light to identify them and get them fixed," Buss stresses. "We need your ideas, and we will investigate then prioritize them on the basis of potential for time and cost savings."

Buss adds that ensuring standards that truly meet current and new needs of the division will be an endless job. "To be effective, standards must be dynamic and not cast in concrete," he says. "But we want to be able to respond quickly."

QUALITY MEANS . . . DOING THE JOB RIGHT THE FIRST TIME

BY Douglas D. Danforth,
Chairman, Westinghouse Electric Corp.

If America is to regain its competitive vitality, we have to rediscover that basic formula for success: Quality products . . . a fair price . . . and total commitment to service the customer. Quality — doing the job right the first time — must involve everyone.

With literally no exceptions, studies show that the most successful companies have a "customer obsession." They have an organizational culture whose central value is to the total and consistent satisfaction of the customer. That commitment is shared by every employee — from machine operator or assembler to top management.

Our performance in the marketplace will be determined by quality as the customer perceives it. It does not matter whether it is product performance, service, competitive pricing, responsiveness to customer needs or just answering a phone call.

Every service you render, pushes the enterprise up. Every disservice pushes it down. Every successful installation or satisfactory field service call strengthens a company. Every product failure, late delivery or unfulfilled promise pushes it down. Each blow might seem imperceptible, but it is not. Each blow counts.

Quality is an attitude and a personal commitment to excellence. Quality is also our strongest competitive weapon. The United States can rebuild its economic strength if our people make a fresh and abiding commitment to improving the quality of their performance.

To a large extent, we control our destiny. We choose how and where to compete.

Let us all take a new pride in a job well done, and make sure we do the job right the first time. When that happens, we will retain the confidence of customers worldwide.

We will begin to put our people back to work. We will be on the way to building the kind of economic future we so much want for our society.

We Get Letters . . .

WRKA
FM 103

10001 Linn Station Rd. Louisville, Kentucky 40223
502-423-9752

Allied Broadcast Equipment Co.
3712 National Road West
Richmond, IN 47374

Gentlemen:

I have enjoyed doing business with your company for many years. I would, without hesitation, say that it is the best broadcast distributor in the country.

I was somewhat concerned when the company was sold to Harris. These fears were alleviated a great deal when Roy Ridge was named as the president of the company.

I am very glad to say that I have found no important differences in the company, and am sure we will do business for a long time.

Now, for my point: Somewhere deep in a Harris Corp. computer my name is listed as "Gres" Hahn. I have endured this in various Harris mailings for three years or so and have not worried about it too much.

However, I am now getting Allied mailings also addressed to "Gres". I haven't checked Who's Who in Entertainment lately, but I fear I may soon become known throughout the industry as a Gres.

I really wouldn't like that, nor would my mother. So could you PLEASE change your computer, and the one deep in the heart of Harris, to reflect my true name?

Very Truly Yours,



Greg
Greg
Greg Hahn

Greg/greg

P.S. If you have a BILL, send it to gres.



A Capital Broadcasting Corporation Station

For You History Buffs

JULIAN CALENDAR

The first modern calendar was put into use in 45 B.C. by Julius Caesar who decreed that henceforth there should be three years of 365 days each, and then one year of 366 days, in perpetual cycle. This became known as the Julian calendar, and began the custom we still observe today of adding one day to the month of February every fourth year, or leap year as it is known.

Even though the Julian calendar was an enormous improvement over all previous systems, it still was not completely accurate. Since there are approximately 365¼ days in a solar year, the Julian calendar was reasonably satisfactory for many years — but there are not exactly 365¼ days in a year. The exact solar year consists of 365 days, 5 hours, 48 minutes, 47.8 seconds. The difference of about eleven minutes becomes appreciable in the course of several centuries.

GREGORIAN CALENDAR

The final calendar correction was done in 1582 by Pope Gregory XIII, and the corrected calendar that we use today is called the Gregorian calendar. First, in order to make up for all the days which had accumulated since the beginning of the Julian calendar, Pope Gregory XIII decreed the elimination of 10 days from the year 1582. This was done, and in many countries the day after October 4, 1582 became October 15, 1582.

Pope Gregory XIII also installed the leap year rule which is now in effect, which will serve us for more than a thousand years hence. The Gregorian leap year rule provides for dropping a day from every centesimal year (ending in 00) whose number cannot be divided by 400. Thus, a day was dropped in the years 1700, 1800 and 1900. This meant that the years 1700, 1800 and 1900 were not leap years, i.e. had 28 days in February. The day will not be dropped in the year 2000, so the month of February, 2000 will have 29 days. The error in our present calendar is less than one day every 3000 years, so, although the Gregorian calendar is a great improvement over the Julian calendar, it still is not 100% accurate.

ADOPTION OF GREGORIAN CALENDAR

Although the initial adoption of the Gregorian calendar was in 1582, its use was by no means universal. As might be expected, the first countries to adopt the new calendar were primarily Roman Catholic nations. Most Protestant countries did not adopt the Gregorian calendar until later.

The American Colonies made the switch in 1752, when the whole British Empire changed. September 2, 1752 was followed by September 14, 1752. Note that an eleven day adjustment was now needed, the Julian calendar having added another day between 1582 and 1752. Dates preceding the change are sometimes designed OS for Old Style. Thus, George Washington's birthday is really February 11, 1732 (OS), and only after the change to the Gregorian calendar was his birthday established as February 22, 1732. Most dates in American history have been even slower in adopting the new calendar: Japan, 1873; China, 1912; Greece, 1924; and Turkey, 1927.

CONVERSION

To make the conversion from Julian dates to Gregorian dates, add ten days to the Julian date from October 5, 1582 through February 28, 1700. Then, add eleven days to Julian dates from March 1, 1700 through February 28, 1800; add twelve days to Julian dates from March 1, 1800 through February 28, 1900; add thirteen days to Julian dates from March 1, 1900 through February 28, 2111; etc.

DID YOU KNOW . . .

Female Business Ownership Heads Toward Record

In a study by Entrepreneur magazine, they reviewed the small business market. In it, they predicted that women will run 50% of the small businesses in the U.S. by the year 2000.

What's Your Color IQ?

Match the color most often associated with the following:

1. The Muppets
2. Weight Watchers desserts
3. Barbie doll
4. Pillsbury desserts
5. Pepsi-Cola
6. Betty Crocker
7. Duncan Hines
8. Mickey Mouse
9. Mattel
10. Donald Duck
11. Coca-Cola
12. 7Up

Silver
Green
Red
Blue
Pink
Yellow
Orange
Black

13. Trust
14. Fast
15. Hate
16. Feminine
17. Futuristic
18. Stability
19. Healthful
20. Love
21. Quality
22. Halloween
23. Friendly
24. New York

1. GREEN; 2. SILVER; 3. PINK; 4. BLUE; 5. BLUE; 6. RED; 7. RED; 8. RED; 9. RED; 10. YELLOW; 11. RED; 12. GREEN; 13. BLUE; 14. RED; 15. BLACK; 16. BLACK; 17. PINK; 18. SILVER; 19. GREEN; 20. RED; 21. BLUE; 22. ORANGE; 23. PINK; 24. RED

SOURCE: CHESKIN + MASTEN



At a plant where I work, the coffee machine also serves as a message board. One morning a note taped to the machine warned: "License XYZ 123 - your truck is losing coolant at a fast drip." Later that day I noticed that someone had added: "Fortunately this coffee machine is recycling it."

Fellow to business partner: "This bank started a special department just for us - accounts inconceivable."

A box of raisins was usually kept in our office refrigerator for snacking. During the day, staff members would help themselves, and, inevitably, some raisins dropped on the floor where they were stepped on and ground into the carpet. One morning we found a note, written by the cleaning woman, taped to the refrigerator door: "If you're trying to make wine, the grapes are too dry."

One of the salesclerks at a local stationery store had to be a good sport to survive her 40th birthday. Not only did she have to put up with two large banners that announced: "CATHY IS 40 TODAY!" but she also had to spend the day with other saleswomen who wore tags saying: "I'M NOT CATHY!"

After being promoted to export manager, I had to make a business trip to the Caribbean. I sent a memo to my boss to sell him on the idea of going via cruise ship. "This is the most efficient means of travel," I explained, "and takes care of meals and lodging as well as transportation."

The memo came back marked: "NO SAIL."



What you Know . . . That just ain't so!

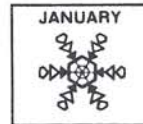
—Tom Burnam's *The Dictionary of Misinformation*

Braille. Many think Braille is merely conventional letters, figures, and symbols raised so that they can be perceived by fingers. It isn't; it is quite unlike any conventional alphabet, consisting rather of raised dots bearing no physical resemblance to actual letters or figures. It is punched out of stiff paper with a template and small tool similar to an awl, and written backwards for most European languages so that it can be read from left to right. And Braille is not, as some people think, a one-finger exercise. A skilled reader uses both hands.

Chain Stores As Modern Invention. As early as the seventeenth century, the house of Mitsui in Japan, which started humbly enough as a brewer of sake in Ise and then opened a pawnshop and dealt in rice, opened branches in several cities. According to W. Scott Morton's *Japan: Its History and Culture* (Crowell, 1970), this was the beginning of one of the great companies of modern Japan. And, it would also seem, of the chain-store concept.

Income Tax, Origin Of. It is certainly true that "a heavy progressive or graduated income tax" is one of the measures proposed by Marx and Engels in the *Communist Manifesto* (1848). It is certainly untrue that this is where the proposal was first advanced. As a matter of fact, William Pitt (1759-1806), the brilliant- and titled- British Prime Minister, both proposed and succeeded in implementing an income tax in 1798. It was not repealed until 1815. And in 1842, another notable Prime Minister, Robert Peel (1788-1850), also titled, revived the income tax. So don't blame the *Manifesto*, come April 15; William Pitt and Robert Peel got there first.

BIRTHDAYS



RICHMOND

- 1 Dave Burns
- 2 Don Fasnacht
- 2 Emily Wise
- 10 Barb Nobbe
- 12 Glenn Rawlings
- 13 John Bentley
- 18 Barb Mulvaney
- 22 Lonnie Miller
- 24 Jeff Nordstrom
- 24 Steve Shackelford
- 25 Lori Ward
- 26 Donna Chase
- 31 Chuck Yount

QUINCY

- 1 Larry Penn
- 2 C. William Little
- 3 Bryan K. Neff
- 4 Francis G. Langenburg Jr.
- 4 Ronald G. Otten
- 4 Shawn E. Turner
- 5 Robert E. Walker
- 6 Darla J. Koehler
- 6 Russell R. White
- 7 Michael R. Griesbaum
- 7 Robert Hallenbeck
- 8 Mary Lou Schoch
- 9 William E. Hughes
- 9 C. Eugene Stice
- 10 Rosann M. Sprenger
- 11 Charles R. Mayes
- 12 David C. May
- 13 David S. Soncek
- 14 H. Stuart Musgrove
- 14 Roy L. Strube
- 15 Clarence E. Daugherty Jr.
- 16 Betty E. Chapman
- 16 Charles K. Hermann
- 19 James P. Keller
- 21 Roy K. Chrisop
- 22 Timothy S. Lohmeyer
- 23 Mary A. Huseman
- 23 David C. Kobe
- 25 David E. Drew
- 25 Kenneth E. Stotts
- 25 Betty J. Winebrinner
- 26 Steven L. Moore
- 27 Michael K. Cole
- 28 Charles W. Babb
- 28 John E. Deemer
- 29 Richard A. Patterson
- 29 Charles E. Ridder
- 30 Roger L. Job
- 30 Venora L. Lawrence
- 30 Ronald D. Scott



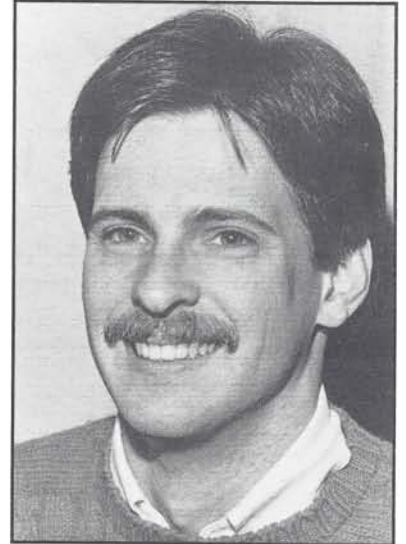
PERSONNEL PROFILE

Name: Cecile Gibson
Job title: Inventory Receiving Clerk
Family: Husband-Phil, Sons-Jeff (20) & Andy (17)
Highlight of career: Being hired by Allied.
Accomplishments of which I'm most proud: Beating my husband on the golf course.
My best characteristic: Even disposition.
Pet peeves: Things that don't work; doors & drawers left open.
Hobbies: Golf, swimming, reading Danielle Steele & Sidney Sheldon.
First job: Dairy Queen - age 12 (owned by my father), worked ever since.
Favorite book, magazine: Windmills of the Gods.
Favorite exercise: Dancing.
Favorite movie: Splendor In The Grass.
Favorite actor/actress: Mel Gibson.
Favorite song: "Somewhere" from West Side Story.
Favorite singer: Barbra Streisand.
Favorite saying: "Never Mind" (ala Gilda Radner as Emily).
In high school everyone thought I was: "Society" (also a pet peeve).
If I could change one thing about myself, I'd: Be thinner.
If I could have dinner with anyone in history, I'd choose: John F. Kennedy.
People would be surprised to know that I: Run a milling machine in my husband's machine shop.
If I weren't doing what I'm doing now, I'd: Win lottery & retire.
Life has taught me: Friends & family are your best assets.
Best advice ever received: Be yourself.
Person who's had the biggest impact on my life: My mother.
My most memorable moment: August 15, 1986 - Wedding day.



Cecile Gibson

Name: Pete Koenig.
Job title: International Sales.
Family: Married 2 years to Nancy.
Highlight of career: Still anticipating it, whatever it may be.
Accomplishments of which I'm most proud: Establishing a new, licensed FM radio station run entirely by students, while at the University of Iowa.
Hobbies: Bicycling, theater, auto racing, skiing.
First job: Mechanic/salesman in a bicycle shop (after-school job in high school).
Favorite book, magazine: "Cannery Row" by John Steinbeck.
Favorite exercise: Yard work (with a 39-acre "yard," I get lots of exercise!).
Favorite movie: Breaking Away.
Favorite actor/actress: John Cleese/Kathleen Turner.
Favorite song: Rhapsody in Blue by George Gershwin.
Favorite singer: Al Jarreau.
Favorite saying: "I love it when a plan comes together." (George Peppard, "The A-Team.")
In high school everyone thought I was: Incredibly weird (I know, some things never change!).
If I could have dinner with anyone in history, I'd choose: Thomas Edison.
People would be surprised to know that I: Played tuba in my high school band.
If I weren't doing what I'm doing now, I'd: Be building my own home.
Best advice ever received: Be careful what you eat or drink in Mexico!
My most memorable moment: I must have forgotten it . . .



Pete Koenig

Name: Sandy Wilson.
Job title: Accounting Specialist.
Family: Single.
Highlight of career: Getting through year-end with capital assets the first time.
Accomplishments of which I'm most proud: Getting my house bought without totally losing my mind.
My best characteristic: Dependable.
Pet peeves: Whiners.
Hobbies: Travel, Piano, Needlework.
First job: Bookkeeper at a drugstore.
Favorite book, magazine: West With The Night by Beryl Markham.
Favorite exercise: Yoga.
Favorite movie: Out of Africa.
Favorite actor/actress: Michael Douglas.
Favorite song: Holding Out For A Hero.
Favorite singer: Eddie Rabbit.
Favorite saying: "Just do it."
In high school everyone thought I was: A goody-2-shoes.
If I could change one thing about myself, I'd: Be more outspoken & aggressive.
If I could have dinner with anyone in history, I'd choose: Jacques Cousteau.
People would be surprised to know that I: Went skydiving.
If I weren't doing what I'm doing now, I'd: Go to Horology School.
Life has taught me: Lighten up - not take everything so seriously.
Best advice ever received: I am capable of doing whatever I want to do if I work hard enough.
Person who's had the biggest impact on my life: Father - taught me to depend on myself.



Sandy Wilson

Name: Arnie Spielbauer.
Job title: Associate Principal Engineer.
Family: Dolores (wife), 3 sons: Glen - Computer Tech for Texas Instruments; Bruce - High School Teacher; Mark - Computer Programmer.
Highlight of Career: Mech. Design of MCO-1, 1-t Solid State A.M. Transmitter.
Accomplishments of which I'm most proud: 1st - family, then, proving to myself that I can build a Birch bark canoe.
My best characteristic: My impatience!
Pet peeves: Stupidity.
Hobbies: Paddling, hiking, reading, birding, canoe building.
First job: Laying railroad track, for Milwaukee Railroad at .62/hr.
Favorite exercise: Paddling, walking.
Favorite saying: "Bail faster."
If I could have dinner with anyone in history, I'd choose: Henry Rowe Schoolcraft; discovered the source of the Mississippi River.
People would be surprised to know that I: Am a Girl Scout!
Person who's had the biggest impact on my life: My wife.
My most memorable moment: Waking up after open heart surgery.



Arnie Spielbauer

My most memorable moment: When I jumped out of a plane skydiving (or perhaps it was when I landed).