

# THE VALLEY VOICE

Merrimack Valley Works  
February 1987

They make the difference . . .

## Employees undaunted by snow and ice

When Mother Nature wreaks havoc on the winter-weary souls of New England, some dig in and carry on while others dig under and disappear.

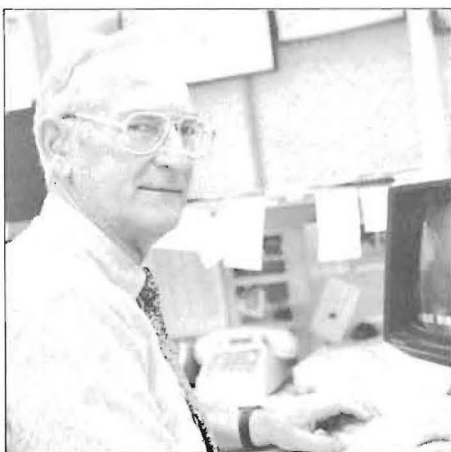
The Valley Voice staff was delighted to find that many employees of Merrimack Valley Works were among those digging in at work on Monday, Jan. 19, following an ice storm; Tuesday, Jan. 20, following snow; and again that same week on Friday, Jan. 23, following a Nor'easter which left the area under an additional two feet of snow.

These people had a job to do, and a little inconvenience did not keep them from it. In fact, many of those we talked to planned ahead by shoveling driveways the night before or rising from bed two hours earlier than normal to handle the back-breaking chore before work.

Some were not only at work on time, but also exhibited enough Yankee ingenuity to be here early!

Jack Heck, MVW manufacturing vice president, attributes this dedication to quality. "I believe that quality is **caring** — not perfection. We can't all be perfect, but we can all care. It gets down to what you believe in and what is important to each individual. It is believing that each of us is important, each of us makes a difference, and each of us is needed."

Here are just a few examples of the kind of quality and dedication worth talking about.



**Bob Ray**, a planning engineer in product engineering for lightwave systems, lives in South Berwick, Maine, which is about 45 miles from North Andover. On a good day, his trip takes about an hour, but on bad days such as those we just experienced, his trip is closer to two hours. Bob attributes his fortitude to being a die-hard down Mainer who's not going to let a little snow stop him from anything he wants to do.



**Hope Lockrow**, a second shift layout operator in the printed wiring board inspection area, has never missed a day of work in her 18-year MVW career due to weather (except in the blizzard of '78 when the state of Massachusetts officially closed all roads and wouldn't allow her to come in).



**Chuck Ellis** of Salem, NH, is a draftsman working on mature products in the classical apparatus department. Chuck, who does not see anything unusual about getting to work on time in snow storms, is described as "remarkable" by his supervisor, Mel Huberdeau, a section chief in circuit pack drafting for mature products.

Chuck, in addition to being an outstanding employee with the unique expertise required for his out-of-the-ordinary job, is quadriplegic.

"Chuck is here everyday on time regardless of weather," says Mel.

A great many employees of the 5ESS FIC department came to work early during the week of our wintry tribulations, but that's not unusual. It's normal practice for many of the first shift team members to



Staff photos — Bob Gablosky

come in at 3:00 a.m. regardless of weather conditions to get major lines running, and for the second shift team to work until 1:30 a.m. Why? Because they are a good team pulling together to meet their commitments.

Their efforts paid off on Friday, Jan. 23. A brand new product, 743C polyFIC, was scheduled for its first shipment on that day. The task looked hopeless, but thanks to the concerted effort of a great team, the shipment went out!

Simone Mooers, section chief and polyFIC coordinator, credited the group with an effort "above and beyond what was asked of them — not just during the stormy days, but **everyday!**"

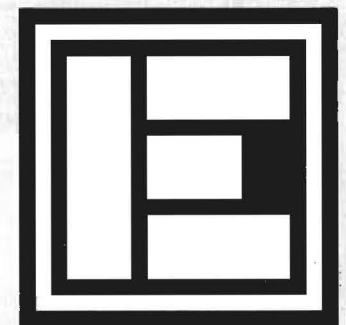
This story would not be complete without giving tribute to the people who work diligently to make it possible for the rest of us to get in (and out) — plant maintenance and a host of "volunteers" and contractors.

The Nor'easter began at 1:30 p.m. By 2:00 p.m. a crew from plant maintenance and "volunteers" pulled from other organizations were out shoveling, sanding and snowblowing. By 5:15 p.m. the snow removal contractor, Early & Sons, had arrived with 48 trucks (including 28 18-wheelers), 31 loaders, 19 plows and 4 road graders to supplement our own "snow-busters" crew and fleet of sidewalk plows, shovels and sanders.

5ESS workers, from left, Aldo Contarino, layout operator; Bea Maglio, final inspector; Jessie Spivey, layout operator; and Ted Kolodziej, process analyst.

The unwanted snow was hauled to MVW property off Holt Road. This snow dump (approximately 7 acres) is currently sporting a 25-foot high mountain of snow removed from MVW roads and parking lots.

Thanks to the dedicated people who work long hours during inclement weather to provide for our safety and to those who came in to help us meet our commitment to our customers. It's people like you who make the difference.



**MVW observes  
National Engineers Week**  
See story on page 7

## KNOW YOUR CUSTOMER

# Pacific Telesis



AT&T Installation Services personnel discussing first D5 office application in California.

Pacific Telesis, primarily serving California and Nevada, is the parent corporation of Pacific Bell, Nevada Bell, Pactel Mobile Access, Pactel Publishing and Pactel Communications Systems, among others.

Pacific Bell and Nevada Bell furnish exchange telecommunications and exchange access services. Other business includes advanced mobile communications services, directory-related ventures, and marketing customer premise telecommunications equipment.

Revenues continue to increase primarily due to cost controls, growing demand for

**Customer:** Pacific Telesis Group

**Headquarters:** San Francisco, CA

**1985 Annual Revenue\*:** \$8.5 bil.

**Employees (12/31/85)\*:** 75,000

**Common Stockholders\*:** 1.2 mil.

\*Information obtained from *Moody's Corporate Profiles*.

services, and improved operating performance. Diversification, including mobile phone service, paging, and publishing is expanding and, though not yet profitable, will become increasingly important. The company plans to significantly expand its computer retail operations in Southern California.

Pacific Bell purchases D4 and D5 equipment from Merrimack Valley Works, along with some DACS, Digital Radio and T Carrier systems.

Four times this past year visitors from Pacific Bell toured MVW operating shops. A company spokesman said they were "always impressed with the professionalism and hospitable manner of MVW employees."

Merrimack Valley will continue to grow and be competitive suppliers of world class products for customers such as Pacific Telesis.

## On the cover . . .

*This month's cover is a tribute to Mother Nature's beauty and the dedicated MVW employees who work long hours in inclement weather to overcome her inherent safety hazards.*

*Works Service employees and activities pictured clockwise from top left are: Johnny DiVencenzo (2nd shift) snowplowing MVW roads; Johnny again, inside the snowplow; Richard Dickey (2nd shift) shoveling snow from guard shelter; Kurt Cross (1st shift section chief, lower right) and an Early and Sons employee at the snow dump; Gene Cassell (2nd shift) snowblowing MVW sidewalks; and Ronnie Gagnon (2nd shift) clearing snow from fire hydrants.*

*Center photo by Irene Dumas. Others by Roger Culliford.*

## New lightwave product shipped to ATTIS

On Dec. 10, 1986, Merrimack Valley Works shipped another first — new FT Series G Lightwave cabinets for customer premise applications.

These cabinets were developed and assembled for AT&T Information Systems (ATTIS). ATTIS planned to consolidate various data centers into Orlando, FL, where they needed very high capacity lightwave equipment to handle millions of bits of data per second. The MVW FT Series G product certainly had the capability to handle the volume, but a customer premise application required a reconfigured design with Electro Magnetic Interference (EMI) protection. EMI is necessary to prevent any electrical interference to other equipment on the customer premise.

Initially, the customer was skeptical that we could develop and package this special application design and ship the product by mid-December. However, after discussions with the Transmission PLM, customer service and special design groups, ATTIS placed the order with MVW.

Jack Holbrook, department chief of special design and development and the MVW model shop, commented, "Short interval and quick turnaround are standard operating procedures for the special design organizations, but without the immediate response from all MVW organizations involved, we would not have had a chance at this project."

Tom Doyle, manager of customer service, added, "This really was a concerted team effort. Network Systems engineers Larry Hodes and Bob Burnell; Bell Labs engineer Bill Leeman; Betty Ann Rowe's model shop people; Al Kruschwitz's lightwave shop; Art Royer's cable shops; Norm Heinze's works service group; JoAnn Simes' customer service people; Hugh Boyle's packing and shipping group; and Pete Ambrosio's transportation people were all key elements in this success.

The order came into MVW in late October. The equipment was finished and EMI-tested by Dec. 9 and shipped by dedicated

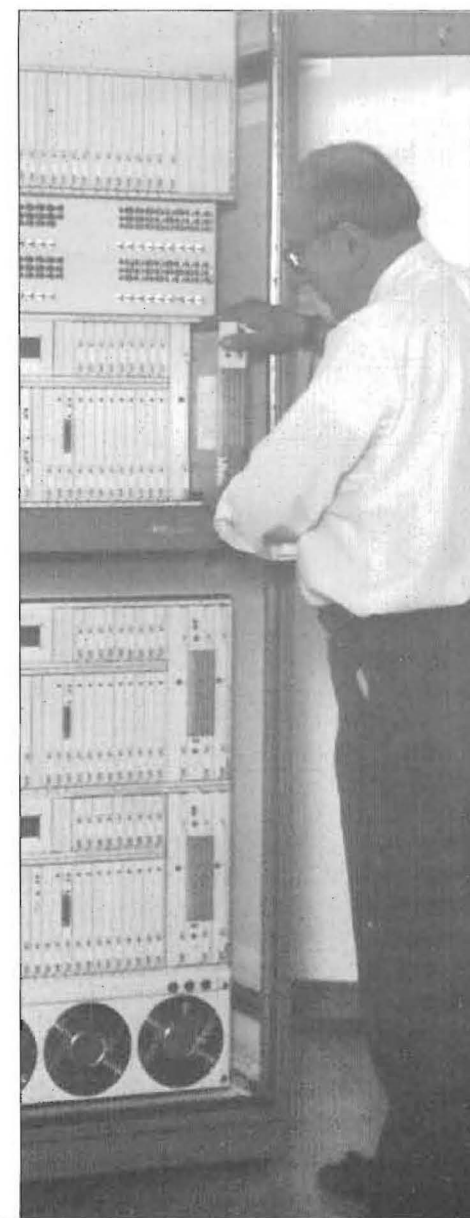
truck on the morning of Dec. 10. The order was delivered to Orlando on the evening of Dec. 11 where Pete Tokanel of MVW installation engineering was on site to see that installation and systems testing went smoothly. Pete also conducted hands-on training for the ATTIS personnel.

Bob Wysocki, manager of product engineering, also pointed out that this type of response to the customer has valuable "pull through" effects because customers order other ancillary material from MVW when we provide the major equipment — support they would otherwise have ordered from other vendors, including competitors overseas.

The special design group and model shop have worked on many new customer premise applications and have developed cabinets and cable shielding which pass the most rigorous EMI testing requirements.

Tom Doyle indicated that there is considerable sales potential for these transmission products on customer premises during 1987.

Hats off to the whole Merrimack Valley Works team for a job well done!



LARRY HODES, engineer in the special design/special lightwave applications group, reviews the new customer premise FT Series G cabinet prior to shipment to Orlando for AT&T Information Systems.



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## VISION OF THE FUTURE

# Bell Laboratories — a vital part of the VISION team



Bill Scheerer

"The scenario was great! That's how it should work!" exclaimed Bill Scheerer, MVW Bell Laboratories executive director for transmission systems, in reference to the VISION of the Future article in the December *Valley Voice*. (For those of you who may have missed it, the scenario is reprinted at the end of this article.)

VISION requires teamwork as the scenario illustrates, and Bill Scheerer and David Thomas (Bill's counterpart at Bell Labs in Holmdel, NJ) who share design responsibility for MVW products, are committed to VISION concepts. "Bell Labs wholeheartedly supports and feels part of that effort," explained Bill.

Bill's interest in these concepts was intensified during a 1982 visit to Japan. At that

time, he saw the seed of what was to become the future of Japanese flexible electronics manufacturing technology. He and his Network Systems traveling companions knew this was the way of the future, but the turmoil of divestiture made it impossible to successfully pursue.

When Jack Heck, MVW manufacturing vice president, Greg Hughes, MVW director of engineering, and their colleagues visited Japan in 1986, they saw the fruition of this seed which had gone far beyond American expectations. "Now we're playing catch up," Bill stated. "But we (Bell Labs and Network Systems), working together, will lead MVW to become a world class manufacturing operation making world class products for world markets."

Bill explained, "The focus is on designing for manufacturability and all that entails such as quality, good component design, and a CAD/CAM/CIM approach" (the application of computer-aided design, computer-aided manufacturing, and computer-integrated manufacturing tools). "If a circuit pack, for example, is designed which requires too many components to be hand inserted, it cannot be manufactured cost effectively on a robotic line. Designs must be optimized from the start."

For this to happen, there must be a team effort between Bell Labs and Network Systems. Realizing this, Bell Labs and Network Systems engineers have been working side-by-side to identify where effort is needed and to develop and implement comprehensive plans and actions to meet VISION objectives.

One objective is to have one detailed, well understood set of design guidelines for all products to be manufactured on the Vision Line, rather than the varying design guidelines required for different manufacturing lines in the past. "This will allow all of our Bell Labs and Network Systems people involved in product realization to be trained on and work with common rules and techniques," added Bill.

MVW Bell Labs is currently giving high VISION priority to product design for Metrobus and the D5 controllers. Holmdel Bell Labs is giving the same priority to FT Series G, BCMX, USEC, DACS II, DACS 3/3 and 3/1. According to Bill, Bell Labs most significant achievement will be the design of these products to make full use of VISION capabilities.

Bill believes that the recent consolidation of Bell Labs and Network Systems groups into one design engineering service ("drafting" and related activities) is playing an important part in making the whole process work. The elimination of redundant redrafting, the common training, and the incorporation of detailed Bell Labs and Network System design reviews are significantly increasing the quality of design documentation — so much so that this team won Len Winn's (MVW quality manager) Quality Hero award in January.

Bill feels strongly that "teamwork and a common objective of aggressiveness toward the VISION goals is exactly what is needed for AT&T Network Systems to not only survive, but thrive. "We at Bell Labs are extremely pleased to be a part of this pace-setting team."

**Scenario:** R&D engineers of a major competitor design the next generation of technically advanced products which are the answer to customers prayers. After months of work and many thousands of R&D dollars, the design is complete.

Proudly they hand their new design to their manufacturing unit who responds, "I'm sorry, but we can't mass produce this. Manufacturing technology is not yet this advanced."

So it goes back to the drawing board for more months of work and more R&D dollars.

In the meantime, Merrimack Valley Works, realizing the customer's need for this product, does it right the first time. Bell Laboratories and manufacturing work together from the beginning. Their new product enters the market and AT&T becomes established as the market leader.

Several months later, our competitor offers their version of this product to the market. They find that there aren't many customers who want it because 1) the customer already has a supplier for that product and 2) the customer is anticipating the next generation of technically advanced products which AT&T is nearing completion.



Staff photo — Roger Culliford

*JACK HECK, MVW manufacturing vice president, receives a rousing ovation on Jan. 21 where he was featured speaker at a meeting of the Haverhill Chamber of Commerce. His address, entitled "Can United States Manufacturing Win the War?," dealt with the loss of United States manufacturing dominance and what must be done to successfully compete in the international marketplace.*



Staff photo — Roger Culliford

*ELAINE PATUTO, machine setter, explains manufacturing operations in the thick film shop to Al Basey, vice president, manufacturing, Network Systems Division, during his January visit to MVW.*

## MANAGEMENT SPOTLIGHT

# An interview with Marvin Hodge



Staff photos — Roger Culliford

### Accounting and Business Methods Manager

*“MVW has got the ‘MO!’” exclaims Marvin Hodge.*

**M**arvin Hodge, an Alabama boy who led his team on the gridiron for many years, continues to quarterback — but for the past year, his team has been MVW’s accounting and methods organizations. His new opponents — high costs and outdated information systems. One thing which breeds fire in Marvin’s eyes is any reference to accountants as “pencil pushers.” In a world driven by the financial “bottom line,” Marvin has been leading his organization to earn respect and gain recognition as professionals in the field of financial analysis.

**Q: What do you see as the role of accounting?**

**MARVIN:** There are three reasons for the existence of accountants. First, we have an obligation to AT&T and the government to maintain official records for tax purposes. Secondly, we have an obligation to AT&T to

*“We are consultants, advisors and reporters to our clients. . .”*

protect the corporation’s assets. The procedural reviews provided by the methods organization are one way in which we accomplish this. Our third obligation, which is just as important as the first two, is to MVW management to provide them with the information they need in order to manage the factory profitably.

**Q: Have you done anything to enhance MVW accounting?**

**MARVIN:** I’ve tried to propagate the image of professionalism by providing the tools, educational opportunities and encouragement for all accountants to gain the financial expertise required to succeed in a competitive environment. We’ve also redirected our approach to focus on the service aspect. We are consultants, advisors and reporters to our clients just as any outside consulting firm would provide services to its customers. MVW is our customer and whatever is needed (financial advice or just information), we will provide. We’ve made good progress, but we’re still evolving.

**Q: How are you evolving?**

**MARVIN:** By becoming more responsive to the changing needs of our environment. For example, in the past all forecasts and budgets had been written and measured in terms of controlling costs by organization. But we don’t sell organizations — we sell products! Since divestiture, AT&T has been in a truly competitive environment where the driving force is profitability. In order to compete, we must be profitable by product. Therefore, we’re revamping the whole accounting process which will allow us to know which products are profitable and which are not so that we can make the right decisions to run the business.

**Q: How do you rate MVW’s financial performance in 1986?**

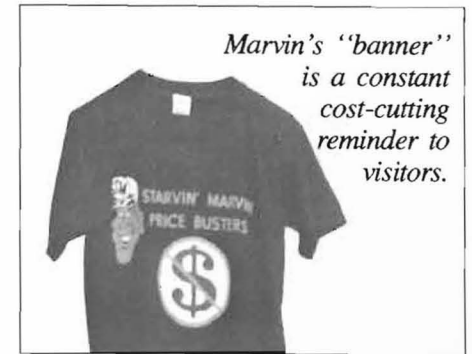
**MARVIN:** Financially, 1986 was a good turning point. In 1985, we were significantly off our commitment to the corporation in both costs and investments. But in 1986, we showed tremendous improvement and came very close to our costs and investment forecasts.

*“We don’t sell organizations — we sell products!”*

We missed 4 weeks of production during the strike, which created huge back-schedules; but we made up the difference and ended the year by meeting our originally committed output level. In 1986, we did what we said we would do. We built credibility and focused on making it happen.

**Q: What is the outlook for 1987?**

**MARVIN:** In terms of volume, down from the 1986 level. Our present challenge is keeping the unit cost down (which traditionally goes up as volume decreases). We’ve got to be a flexible cost-responsive factory in order to compete. This means that we must manage costs commensurate to volume such that unit costs remain the same regardless of volume fluctuations which, in turn, allow profitability per unit to remain the same. Can we do it? It can be done. It’s not going to be easy, but it must be done. From what I’ve seen since I’ve been here in terms of activities and performance, I believe it will be done.



*Marvin’s “banner” is a constant cost-cutting reminder to visitors.*

**Q: You’ve been credited with the often heard phrase, “We’ve got the ‘MO.’” What does that mean?**

**MARVIN:** “MO” is momentum or the trend. Throughout 1986, we’ve seen positive trends with quality and service steadily improving, fewer lost work days due to accidents, and financials tracking closer to forecasts than they have in a long time. When things start going right in some areas, it flows over to other areas. When quality is good, service gets better. When service gets better, our customers are happy and we get more orders — which means more production — etc. It all ties together to bring costs down. Believe me, MVW has got the “MO”!





## Transmission thin film shop converted to pull manufacturing

Pull manufacturing has made its debut in the transmission hybrid integrated circuit (HIC) shop. Due to the integrated efforts of manufacturing and engineering, the transmission thin film shop was converted to a pull manufacturing environment in mid-December.

"The process is coming together and the flow of work is more steady," says Pat Merrick, dispatcher for laser scribe, RTV and snap operations. "We have reduced work in process and excess inventory for future work that had been stored in quarantine."

Disciplined material movement through well-defined work centers will lead to the other objectives of pull manufacturing:

- Shorter manufacturing intervals
- Reduced inventories
- Highlighted problem areas
- Improved customer service

The mechanics behind pull manufacturing are quite straight forward:

—A pull work center takes work when it is needed from its feeding area.

—When the inbound queue reaches its limit, no more work will be pulled into that area.

—Work is processed in due date order according to the dispatch list.

—Completed work is placed in the outbound queue to await being pulled to the next operation.

—When the outbound queue reaches its limit, no more work will be processed in this area.

In order to keep the shop busy under these ground rules, work must continue to flow. It's at this point that previously hidden problems begin to surface and **MUST** be solved. When this happens, the process truly begins to improve.

Jean Shine, supervisor for centralized HIC dispatching, notes that it became apparent as the pull system was being designed that the work centers in the lead assembly operation were not well defined. "By revamping the area into eight work centers," she observes, "we were better able to identify the capability of each lead assembly machine and use each one more efficiently."

Pull manufacturing changes traditional practices. Diane Ouellette, department chief, thin film manufacturing, explains that, along with the pull system, shop management is developing a program to enable employees to perform an expanded job tour within their corridors. The end result will be better trained workers who better understand the manufacturing process.

The conversion to pull manufacturing has brought about a rapid turnaround on material movement control. Dan Marino of the consulting firm of Helle-Abair, Inc., credits AT&T with being able to accrue immediate benefits from the initial conversion, with additional benefits following as we continue the process.

Part of these immediate benefits, notes Al Felenchak, development engineer for the transmission HIC shop, is the significant reduction in manufacturing interval that has already been achieved. "Reduced set up times and reduced lot sizes," he adds, "are the next steps to lowering the manufacturing interval even further and thereby reducing shop investment."

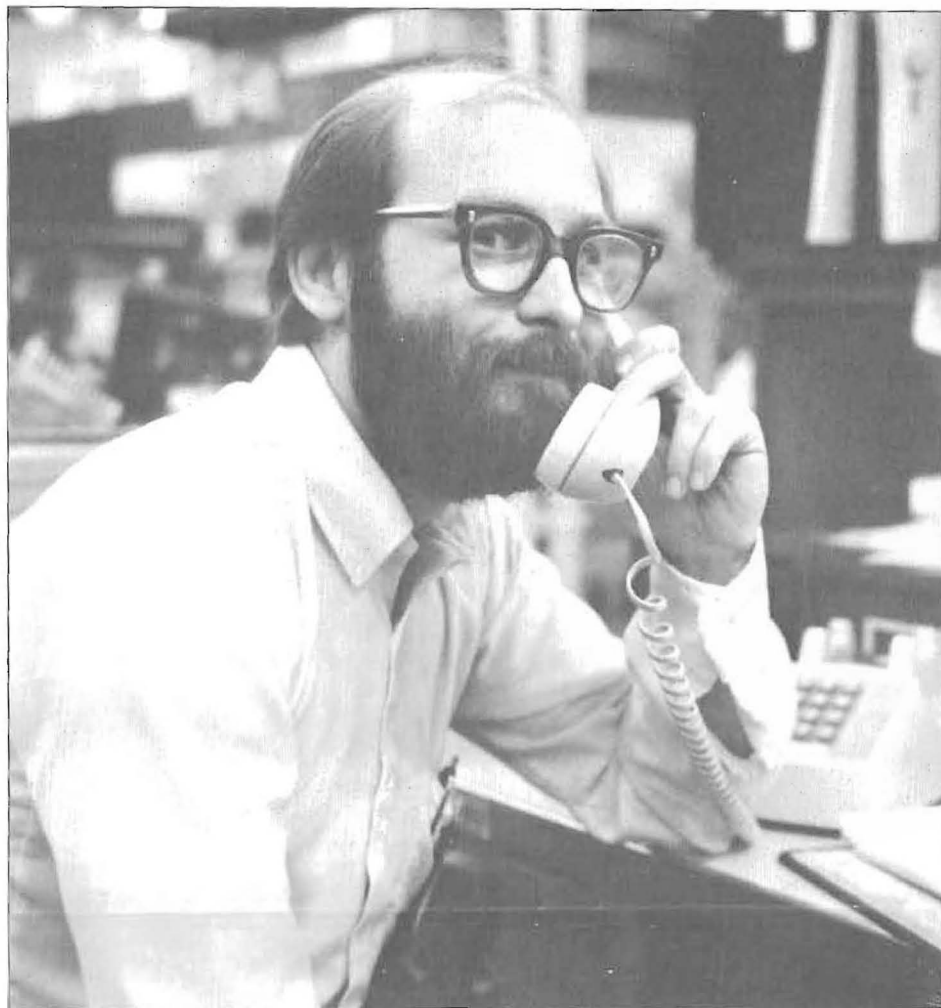
There is a force of communication and cooperation among engineering, maintenance, and shop managers and workers that is making things happen. People know that the actions of each individual have a direct bearing on the overall performance of the shop, and they are responding!



Staff photo — Bob Gablosky

## EMPLOYEE SPOTLIGHT

# Mark Stack



Staff photo — Irene Dumas

*DOING WHAT HE does best — answering questions, providing information.*

Mark Stack is a second shift tester-layout operator in the Microwave Integrated Circuit (MIC) shop. He can be found in what is commonly referred to as the "blue room" (near the center of the building on the first floor).

Microwave apparatus built in the MIC shop is used in the radio bays that are shipped all over the world as an integral part of all microwave radio systems.

Armand Lamontagne, a supervisor in the MIC shop, is excited about Mark's contribution to the success of the department. He says that Mark is a remarkable employee. He has been asked to accompany an

engineer out into the field to help repair a particular amplifier and explain its operation to a customer.

On another occasion he was asked to speak at a results meeting run by Bob Wysocki, manager of product engineering, about his experiences with the Employee Suggestion Program. Mark has received awards for six of his suggestions, contributing much to the improvement of his department.

Merrimack Valley Works salutes employees who go "above and beyond" the job description — Merrimack Valley Works salutes **Mark Stack**.

### Retirements

Years of Service	January 1987
24	Ida L. Anzaldi
10	Ernestina L. Bowser
19	Charlene R. Eaton
24	Eben Emery Jr.
19	Dorothy M. MacDougall
26	Jo Ann D. Pinto
27	Gwendolyn G. Sample

**PAT MERRICK**, dispatcher in the scribe & snap section of the thin film dept., demonstrates "pulling" work from the snap outbound queue. Looking on is Pat's supervisor, Jean Shine.

# FYI

**CEC/BRPS courses offered at MVW** — On our journey to achieve class "A" BRPS status, the resources planning organization is offering six CEC/BRPS courses at MVW during the first quarter 1987.

Production Activity Control	Feb. 10-12
Just-In-Time Overview	Feb. 13
Managing Materials and Purchasing Demand	Feb. 17-19
Production Planning and Master Scheduling	March 10-12
Just-In-Time Overview	March 13
Manufacturing Management Seminar	March 23-25

If you or your employees are interested in attending any of these courses, please contact Dawn Santo on x4738.

**Machining and Tooling classes** — Classes are available in machining and tooling technology at Northern Essex Community College (NECCO). These classes provide the skills required for entry into the machinist and tool making trades. For more information, call NECCO at (617) 374-3814 or Norm Heinze on x2670.

**HealthCheck** — The HealthCheck program has been added to the Medical Expense Plan (Blue Cross/Travelers) of all AT&T employees. Failure to follow the HealthCheck provisions could result in a reduction in reimbursement for certain medical treatments.

When you or an eligible dependent need to go to the hospital or have surgery, you MUST call one of the following numbers:

MANAGEMENT employees	1-800-424-4ATT
NON-MANAGEMENT employees	1-800-262-6268

**A Breath of Fresh Air** — Our own Joseph F. Sweeney, senior public relations specialist, was elected president of the American Lung Association of Essex County at its recent annual meeting. Congratulations, Joey. We know you'll do your usual outstanding job.

**Augusta honored** — On Nov. 20, 1986, Gabriel Augusta, a section chief in the lightwave dept., was presented with the State Chairman's Award by the National Committee for Employer Support of the Guard and Reserve. Gabriel was honored for his support of the Guard and Reserve as a supervisor within the Merrimack Valley region.

**Dear Valley Voice** — In response to requests by many of you, "Dear Valley Voice" was instituted as a regular feature in the December *Valley Voice*. However, your curiosity was less than overwhelming this month since we did not receive **any** questions. If you have a question which you would like addressed by an MVW subject matter expert, please submit your question in writing to Carolyn Hodge, dept. 11MV202101, and watch for the answer in next month's issue.

**Reminder** — Employee passes must be worn on the front of outer garments, at or above the waist. They may not be attached to purses, briefcases, lunch boxes, pants pockets, etc. Passes must be worn at all times while on company property.



Staff photo — Roger Culliford

EMPLOYEES share concerns with management at EIEP.

## MVW gets results when employees share concerns with management

When the Business Policy Council met with 400 MVW employees last March, a concerned Salem employee received immediate resolution of a work-related problem she had been experiencing for 2 years. How? She stood up in front of 400 people and told Wayne Weeks, president of AT&T Network Systems, her problem.

In April, the "Time-Out" series extended the opportunity for **all** employees to hear the "state-of-the-business" and share concerns.

In May, the Employee Information Exchange Panel (EIEP) was begun utilizing the same format. The EIEP, with approximately 400 attendees in each session, has been held every six weeks since May and is expected to continue until all employees have had the opportunity to attend.

This exchange of information between employees and management has proved to be an effective method of communicating and receiving action. Listed below are just a few of the problems resolved in 1986:

### CONCERN

Lack of communication

Air conditioning for Salem II

Request for open house

Working hours for Salem

Incorrect prints at Salem

Too much red tape

Inspectors not on print distribution lists

Color problem on LED bar chart

Route card process inefficient at Salem

Lack of recognition for job well done

Files employees in need of flowcharting

Unable to get into MRP classes

Lack of information regarding Production Occupation Level Plan (POLP)

Reckless truck drivers

Need for more training

Problem with air conditioning in thick film area

### ACTION

EIEP and weekly communications meetings begun. Communications Committee formed. "Dear Valley Voice" column instituted. *The Valley Voice* became a monthly publication. Video communications system under development. PA system being improved. Mail distribution being revamped.

Air conditioning installed.

Open house held.

Request for hour changes granted

Prints corrected.

Red Tape Action Committee established. (See article on pg. 3)

Missing prints hand delivered and inspection department added to standard distribution lists.

Standardized piece parts for uniformity thus correcting problem.

Process streamlined.

MVW Excellence Award and Quality Dollars programs instituted. "Employee Spotlight" became regular feature in *The Valley Voice*. Other plans under development.

Information process flowcharts shared with files employees.

The 2 people registering the concern were scheduled for classes.

Presentations to employees explaining POLP. Also, informative article in the December *Valley Voice*.

Supervisors instructed to reinforce all safety rules and precautions with operators of fork lifts and other vehicles.

Several new training programs started, and others now under development.

Air flow adjusted to help. Further improvements planned.



**EIEP UPDATE**

# Second shift employees share concerns

**December 18, 1986, meeting**

*Editors' Note: The EIEP has become a very popular forum for sharing concerns and ideas. Unfortunately, space limitations in The Valley Voice do not allow us to list every question and answer. Following are excerpts representing the highlights of the latest EIEP discussions.*

**Opening Remarks—JACK HECK**

I'm optimistic that we at Merrimack Valley are going to be successful. I would be less than honest with you, however, if I didn't tell you that we currently have a sales picture for 1987 that will not support our current level of expense. But reducing the workforce is certainly not the first alternative.

We will do whatever is necessary to stay in business and to be successful. My commitment to you is to keep you informed on the subject.

**Q. The 3 shifts do things a little differently since the various supervisors do not agree on what is correct. Can you help?**

JACK HECK—We are doing more and more to make sure that we have in place a proper process that has the capability of producing what is expected every time — every shift. We don't have it yet. Every shop will eventually be certified as having a process, proper instructions, and proper recognition of when a product is good and when it isn't.

**Q. Can you bring customers into the shop work areas to see the enthusiasm of the shop workers?**

JACK HECK — When AT&T President Bob Allen visited, I walked him to the shop and the people who worked there took him on the tour. We are definitely going to do more of this. Our shop workers are often our best sales people.

**Q. There is a problem with the air conditioner in the thick film area. Air currents cause fumes from glaze to circulate around the room.**

*FOLLOWUP — DICK FULL — The air flow has been adjusted to provide more even flow, and the cold spots were eliminated. The air handling requirements and the impact on equipment are currently being re-evaluated to further improve conditions in this area.*

**Q. Why does it take so long to solve problems?**

JACK HECK — Bureaucracy. Some believe that a plant with 10,000 people can't be effective and should be cut in half. I don't believe that. What we are trying to do is organize, sensitize, and recognize that if we're going to survive we have to be more responsive.



Staff photos — Roger Culliford

**Q. Do you anticipate a layoff at Merrimack Valley?**

JACK HECK — The forecast shows that if more business doesn't come in, we may need a reduction.

**Q. Will the company offer early retirement incentives?**

JACK HECK — Possibly. I would like to avoid retirement incentives because they are expensive. On the other hand, if we have people close to retirement whom we can encourage to retire in order to avoid laying off people with a lot of productive years left, it may be worth considering.

**Q. If we have to control production and operating costs, why do we spend thousands of dollars redecorating and moving furniture and shops around?**

GREG HUGHES — A key part of the Factory of the Future is having a good long range plan which anticipates demand over the next 5 years. The object is to have a factory that will not have to be rearranged every time a new product is introduced. In order for us to put in the manufacturing processes that will take us through this decade and allow us to be cost competitive, there will be a considerable amount of change and movement. When we get everything installed, we will be the best in the world. As for redecorating, the only way to be world class is to be world class in *everything*, and that

includes the cafeteria, offices, working positions — all world class. We will spend thousands of dollars there in addition to the millions spent on manufacturing.

**Q. Is there any way we can stop losing jobs to other countries?**

JACK HECK — There are two reasons why we currently manufacture products in foreign countries. One is that it is the only way we can do business in some foreign countries. The intent of the joint venture with Phillips in the Netherlands is to manufacture equipment there to sell there — not to sell here.

In the case of residential telephones, I don't think anybody makes a telephone inside the United States. This is primarily because it is cheaper to make them elsewhere. I think the race to get lower overall costs by lowering labor costs is a short-term solution. Labor is not the biggest cost factor. If we are willing to have the discipline in the process, pay attention to details, have the highest quality, and do it right the first time, I believe we can win the cost race right here.

**Q. Under the new contract, people will not be put on an Absence Control Plan level because of hospitalization for an operation, but people who had operations before the new contract are remaining on a level. Why is this?**

BILL WARDWELL — I think there is a misunderstanding about what the plan was in the past and what it is now. The Attendance Control Plan is designed to be rehabilitative and not punitive in nature. As for your specific question, we did not bargain any retroactivity on this issue. If however, there are issues that were negotiated during bargaining which you think were not adequately addressed, you have an avenue through your union to discuss those issues with them for clarification or future negotiations.



**Q. A lot of people have the attitude that "nobody cares so why should I." I think if the company showed it cared, the proper attitude would return.**

JACK HECK — We have done many positive things. The open house, for example, was a success. I was impressed with how proud people were when showing families and friends around the plant.

**Q. There is an emergency shower that is in an area which is locked on the 2nd shift. Shouldn't it be open in case of a chemical spill?**

*FOLLOWUP — DICK FULL — No. This emergency shower is in the Tool Room on the first floor of Building 30. This room is open and used on the first shift only, and the shower is there in case of an emergency since chemicals are used in the process there. Therefore, the area is not normally used on the 2nd shift, and this emergency shower is not required for the adjacent work areas.*

*Editors' Note: Several comments were received regarding the uncleanness of floors and restrooms. Below is a summary of Mr. Heck's responses.*

JACK HECK — Are these things dirty because they are not cleaned, or because the people using them don't clean up behind themselves? I want to remind everyone that it is everybody's job to help keep the Works clean.

**Q. I believe there is a tremendous amount of untapped potential from people who want to help but feel they are held back.**

JACK HECK — I hope we can find a way to work together in a more effective manner. You folks that sit at benches know the best way to do the job because you're there all day. If other people don't listen, then they're not too bright — and that works both ways. We have to do more training, listening, and understanding of what we have to do so that we all look forward to coming to work.

**Q. When will the 2nd shift safety advisor be replaced?**

*FOLLOWUP — DICK WILSON — On Jan. 5, 1987, Charles A. Clark, an experienced safety advisor, was reassigned to the 2nd shift.*

# MVW celebrates Black History Month

## A mere 28 days

by Renee Jackson  
employment opportunity associate

Valentine's Day, Lincoln's birthday and Washington's birthday are days which most Americans celebrate during February. But February marks additional joy and celebration for Blacks across the United States because February is the month in which Blacks celebrate their history — a mere 28 days of retrospecting a history of struggle, accomplishment and change.

Accomplishments of Black individuals such as civil rights leader Dr. Martin Luther King Jr., educator Booker T. Washington, revolutionary Malcolm X, architect Miller Whittaker, businessman George E. Honson, writer Phyllis Wheatley, Revolutionary War soldier Crispus Attucks of Massachusetts,

scientist Percy Julian, physician Sarah Parker Remond, labor leader Ashley L. Totton, cowboy Ben Hodges, abolitionist Sojourner Truth, politicians Edward Brooke and Fredrick Douglas, and musician Dizzy Gillespie are representative of thousands of individual Black men and women who made contributions to American history.

February is a month of cultural enrichment and inspiration as Blacks across the United States celebrate their pride in being Black Americans and their many contributions to the world of science, commerce, civil rights, education and labor — all in a mere 28 days.

## The Alliance

by Chuck Cohen,  
capacity planner, MRP components

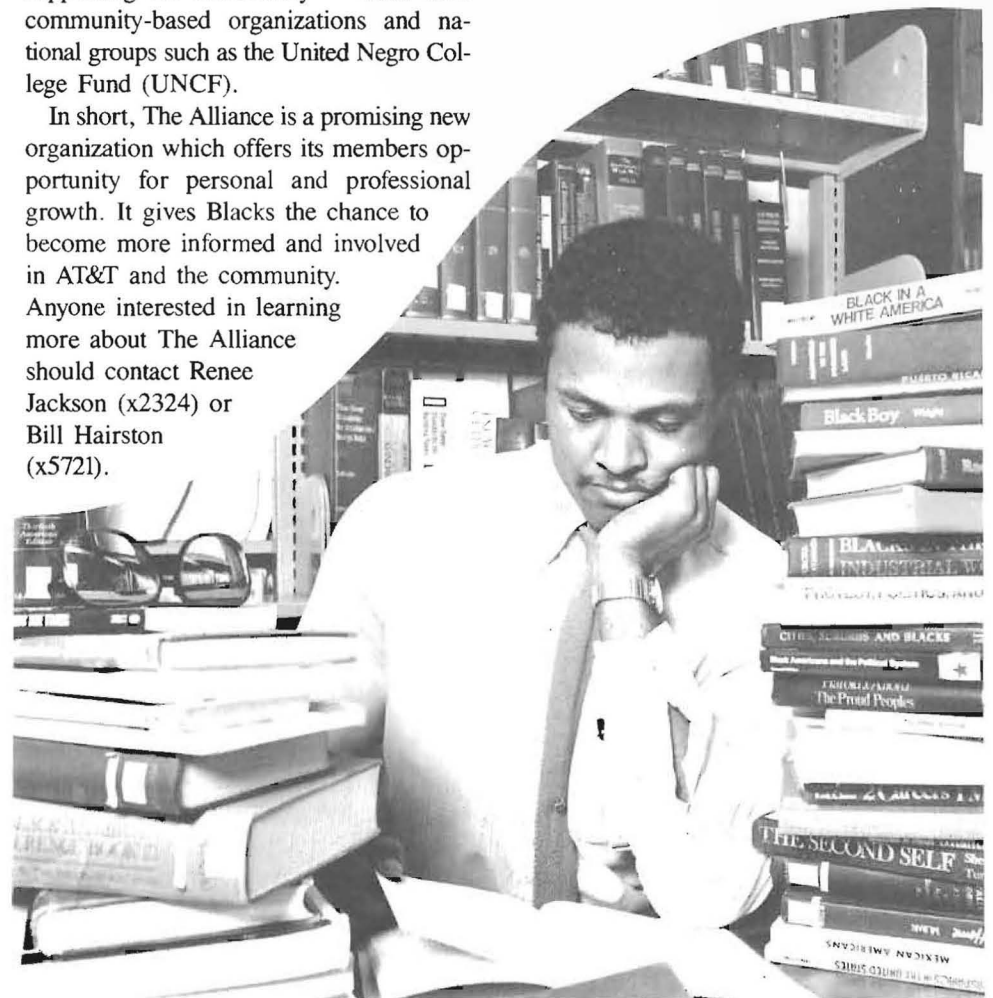
A new and growing organization is The Alliance of Black Communications Employees (also referred to as The Alliance). Through its various chapters, The Alliance gives Blacks an opportunity to come together and share experiences unique to being black within AT&T. In the various meetings, seminars and conferences, the message is delivered that Blacks must feel good about themselves and their community, and that collectively, they can make a difference within and for AT&T.

The Alliance also plays a major role in supporting the community — both local community-based organizations and national groups such as the United Negro College Fund (UNCF).

In short, The Alliance is a promising new organization which offers its members opportunity for personal and professional growth. It gives Blacks the chance to become more informed and involved in AT&T and the community. Anyone interested in learning more about The Alliance should contact Renee Jackson (x2324) or Bill Hairston (x5721).

*"IT REALLY ISN'T just Black history — it is history for us all. It is an educational process in which I hope all people will involve themselves with a 'Yes, I can' attitude," says Chuck Cohen.*

Staff photo — Roger Culliford



## Black History Month celebration schedule of events

Date	Activity
February 3	Motivational speaker Les Brown appeared in the Works auditorium and at the North Andover Middle School. Tapes of these presentations will be made available to employees at a later date.
February 9-13	Ethnic food week
February 12* (12:00 noon - 1:00 p.m.)	Video: "A Class Divided," Works auditorium
February 26* (12:00 noon - 1:00 p.m.)	Video: "Paul Robeson," Works auditorium
Entire month of February	MVW Library — special loans featuring Black history literature.

\*Arrangements have been made for videos to be shown for employees of all three shifts.

## MVW to observe National Engineers Week

In observation of National Engineers Week, MVW will be hosting several events from February 17-20.

On February 17, a meeting and luncheon for all MVW Network Systems and Bell Laboratories Tech Pros will be held at the Collins Center in Andover. Scheduled to speak at this meeting are John O'Neill, executive vice president, Network Systems Products; Jack Heck, MVW manufacturing vice president; Bill Scheerer, MVW executive director, Transmission Systems; and Eli Goldratt, author of *The Goal*, who will speak on the "Race for a Competitive Edge — The Real Problems Facing US Industry."

Also scheduled for this event is the presentation of Engineering Excellence Awards.

Other events scheduled for the week include tours to the Computervision plant in Manchester, NH; the General Motors assembly plant in Framingham, MA; the Pease Air Force Base in New Hampshire; Lowell National Historical Park in Lowell, MA; and Seabrook Station, Seabrook, NH.

Notices of dates and times of additional technical films and talks will be forthcoming.

This year's co-chairpersons of the Engineers Week Planning Committee are Pam Jackson, switching and piezoelectric components manufacturing manager, MVW

Network Systems; and Bob Maurer, head, transmission terminals department, Andover Bell Laboratories. MVW Network Systems subcommittee chairpersons include Tony Cappabianca for publicity, Kevin Madore arranging for speakers, and Charlie Turner handling physical arrangements.

Bell Laboratories subcommittee chairpersons include Gerhard Stenger of Andover for the Collins Center program, Mark Schaefer of Ward Hill for films, and Fred Malcolm of Andover arranging tours.



## ESP

## Awards for December total \$19,735



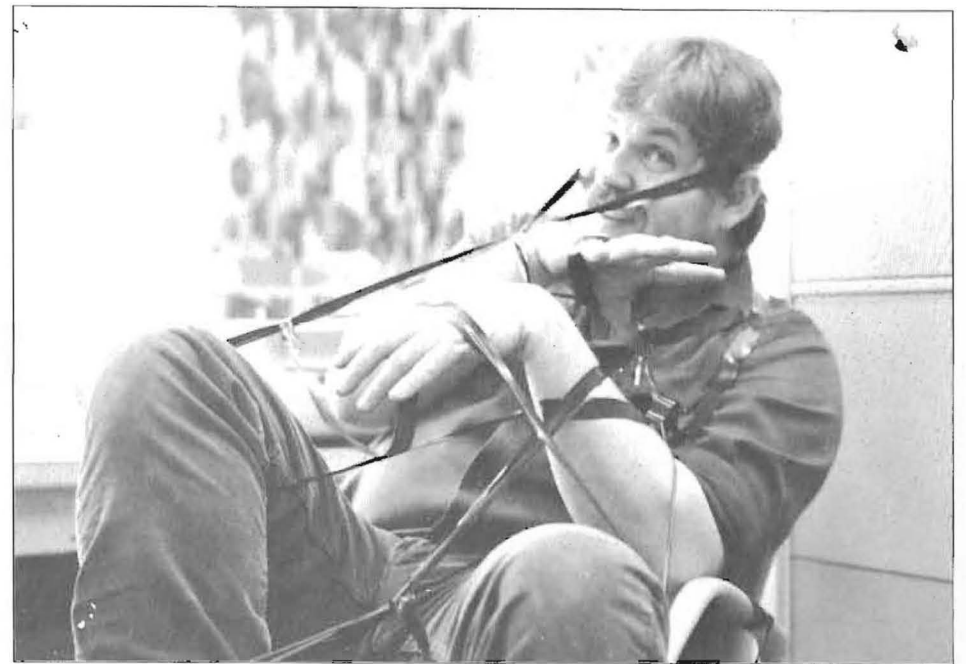
Staff photo — Roger Culliford

**LUCILLE B. TALLINI**, senior layout operator in the microwave radio circuit pack department, receives a check for \$2,115 from **Jack Heck**, MVW manufacturing vice president. Lucille's suggestion proposed that bulkhead connectors be mass soldered into the printed wiring boards instead of hand soldered on ADR circuit packs. At left is Lucille's supervisor, **Sam D'Antonio**.

## December awards

(More than one award indicated in parentheses)

\$7,155	\$100	Julio W. Joubert, Sr.
Robert R. Desjardins	Tony M. Brasil	Ann R. Latford
	Cornelius J. Donahue	Wayne S. Marcinuk
\$1,810	Evelyn M. Fazel	Virginia M. McMahon
Mark S. Jillson	Susan E. Hartford	John P. Menihane
	William V. Steele	Elsie M. Padilla
\$1,765	\$75	James E. Paquin
Byron E. Kitsos	Roger E. Bellerose	Maureen L. Parent
	Leo Desando	Susan J. Passler
\$1,720	Ronald A. Ferris	Therese M. Perry
Steven R. Marcouillier	Judith B. Gagnon	Charles W. Senter
	James E. Hajjar	
\$835	David S. Huse	\$37.50
Robert L. Ackerson (4)	Marilyn Kelleher	John T. Golon
	John C. McNamara	Cecilia Guadalupe
\$755	Deborah A. Medley	Deborah J. Hunkele
Joseph A. DiMattia	Marcia M. Rodgers	Joseph G. LaCroix
	Lauren M. Roy	David M. Morse
\$435	Lisa M. Thomas	Michael J. Polizzotti
Denise B. Belfiore (2)	Omar E. Tilton	Suzanne G. Prescott
	Jean M. Tisbert	David H. Robinson
\$415	Walter M. Whitmore	\$30
Carol N. Desell		Richard E. Wansker
Robert K. Lang	\$70	
	Susan L. Lahaye	\$25
\$175		Christopher W. Ball
Howard E. Anderson (3)	\$62.50	David M. Baril
	David A. Bell (2)	Irene F. Baublis
\$150		David P. Bourque
Siobhan M. Basile (2)	\$50	Alice J. Chase
	Dianne P. Barry	Elaine J. Collins
\$137.50	Mark D. Bean	Jeanne E. Doyle
David G. Berube (3)	Mary E. Belanger	Steven A. Duquette
	Michael B. Buckley	Karen J. Laury
\$130	Roger A. Chandonnet	Marjorie J. Mitchell
Paul N. Geggis	David W. Coddling	Sherry A. Rizzotti
	Lorraine D. Couture	Debra Ryan
\$125	Shirley M. Cyr	
Elizabeth M. Hardy (2)	Michael R. Deloge	
Kenneth C. Lisby	John W. Fruci	
	Louise M. Hairston	
	Richard J. Hale	
	Edward M. Johnson	



Staff photo - Irene Dumas

**RED TAPE** ties up Richard LaCroix, Works Service group

## Red tape action committee formed

How many times have you had good intentions of accomplishing a task but got so bogged down in red tape that you gave up in frustration? Well, with your help, red tape at MVW will become a thing of the past.

A newly formed red tape action committee is now dedicated to cutting needless hassles which interfere with getting the job done. A simple form will soon be distributed for your use in identifying red tape problems. In the meantime, if you're bogged down in red tape and want relief, contact your supervisor or any of the following committee members directly.

Len Winn	x3610
Marvin Hodge	x2148
Rod Trombly	x2272
Art Hatcher Jr.	x2102
John Ostrowski	x2155
Joe Marcotte	x2086
Don Hevehan	x3331
Tom Enright	x2394

## In memoriam . . .

Leon T. Boucher, retired receiver, Aug. 5, 1986  
 Edna L. Lusignant, retired process checker, Aug. 8, 1986  
 Arthur J. Charbonneau, retired millwright, Aug. 18, 1986  
 Caroline G. Chard, retired bench hand, Aug. 22, 1986  
 Polly T. Kosciwicz, retired tester, Aug. 29, 1986  
 Elouise P. Goudreault, retired machine operator, Oct. 3, 1986  
 Joseph F. Adams, retired department chief, Oct. 24, 1986  
 Arthur E. Fancy, retired senior wage practice specialist, Nov. 27, 1986  
 Madeline G. Macaione, retired inspector, Dec. 10, 1986  
 George A. Jalbert, planning engineer, Dec. 12, 1986  
 Gertrude R. Burton, retired layout operator, Dec. 16, 1986  
 Rose R. Pappalardo, operator, Dec. 24, 1986  
 Leola S. Ladebush, retired layout operator, Dec. 25, 1986  
 Russell A. Greene Jr., senior tester, Dec. 28, 1986  
 Elizabeth N. Arsenault, retired winder, Dec. 30, 1986  
 John A. Savage, drafter, Jan. 4, 1987  
 Helen T. Cash Windle, retired coil winder, Jan. 19, 1987

## Clark Shop awards

\$75	\$50
Sam Pepe (2)	Bob Moldenhauer
Ed Ward	
Larry DeSantis	\$25
Bob Watkins	James Cook
\$150	
Al Cassie (3)	

## Quality Heroes named at Works results meeting



Staff photo — Roger Culliford

**PAUL DESHAW**, printed wiring board engineer, center, is a *Quality Hero*. **Len Winn**, MVW quality manager, far left, and **Mike Saylor**, PWB engineering dept. chief, far right, extend congratulations.

**L**en Winn recognized Paul DeShaw as a Quality Hero for his efforts to improve the work environment in the printed wiring board shop. Paul, working on an age old problem of noise control, redesigned blanking dies used to punch printed wiring boards out of panels. This creative approach to an industry-wide problem has resulted in a dramatic reduction in noise level.

Len Winn also named the drafting people with Charlie Espinola, department chief,

as the leader, and Joe Sweeney, senior public relations specialist, as Quality Heroes during the December results meeting. Charlie's people were honored for their efforts in significantly improving the quality of drafting output. Joe was recognized for the quality work he produces which cannot be quantified. As Len stated, "It can't be measured, but I know it when I see it."



Staff photo — Roger Culliford

**CHARLIE ESPINOLA** receives congratulations from **Len Winn**. **Joe Sweeney**, also a *Quality Hero*, was unavailable for photo.

## TO YOUR HEALTH

### No smoking listed as most important health habit

By Dr. Don Waugh  
... MVW Medical Director

Doctors in Massachusetts were polled as to what health habits they regarded as most important. The results were tabulated by Dr. Henry Wechsler of the Medical Foundation in Boston and reported in the *New England Journal of Medicine*.

Ninety-three per cent of the doctors polled listed eliminating cigarette smoking as the most important health habit.

According to the poll results, doctors listed these health habits in the order of importance as follows:

- Eliminate cigarette smoking
- Avoid excess calories
- Use a seat belt
- Eat a balanced diet
- Know about drug contents, side effects
- Drink alcohol moderately or not at all
- Decrease salt consumption
- Avoid foods high in saturated fats
- Eat breakfast every morning
- Avoid undue stress
- Engage in aerobic activity a few times a week
- Avoid foods high in cholesterol
- Get seven hours of sleep each night
- Have an annual physical exam
- Drink coffee moderately or not at all
- Minimize sugar intake
- Take daily vitamin supplements



Dr. Don Waugh



Staff photo — Roger Culliford

## Excellence Awards announced

The very first winners of MVW's AT&T Excellence Award were announced by Bob Wysocki, manager, product engineering, in a brief ceremony on Jan. 28. Eight of the nine teams met or exceeded their TOR goals for the month of December. In addition to this accomplishment, the Digital Multiplexers team showed the greatest improvement over the previous month's TOR (55%). These results exemplify outstanding efforts by all team members. Congratulations to all!

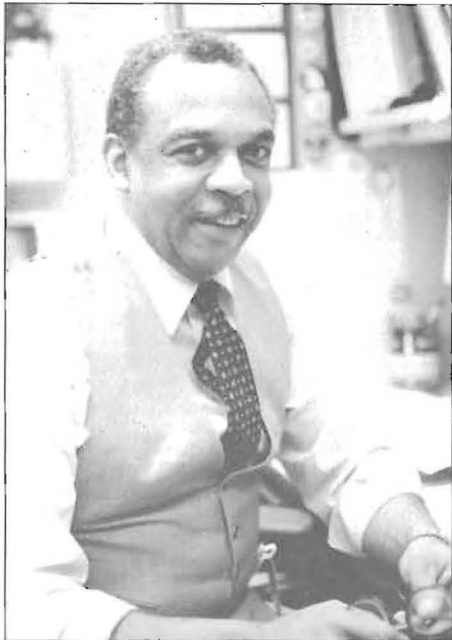
Pictured above are team leaders (from

left) Al Kruschwitz — Lightwave team, Joe Comerford — Digital Terminals team, Andy Abrahamson — Fastech team, Jack McSweeney — Components team, Pat Grelle — Digital Multiplexers team, and Carlo Bracci — Radio team. Unavailable for photograph were winning team leaders Diane Ouellette — Thin Film Transmission team and Ralph Cook — Thin Film Switching team.



## AFTER HOURS

# Bill Hairston enters the ministry



Staff photo — Bob Gablosky

**BILL HAIRSTON** talks about his ministry.

**B**ill Hairston, QWL management facilitator for hourly employees, was recently licensed by the Calvary Baptist Church of Haverhill, MA as a minister of the gospel. When *The Valley Voice* staff asked Bill about this pursuit of a second vocation he was quick to respond that he was simply affirming a prior decision of the Lord.

Bill's religious convictions stem from early childhood Bible teachings as a member of a family of sixteen in Buffalo, NY. Giving his life to Christ in 1942 he admits to a period of "backsliding" as a young adult, but he has since consistently matured spiritually as he and his family have served in churches as they've moved about the country — Newport, RI, Buffalo/Niagara Falls, NY, Omaha, NE, and now in Merrimack Valley.

Assuming the role of associate minister under his pastor, Rev. Conley Hughes Jr., would seem to be a natural progression since Bill has served over the years as a deacon, trustee, lay leader, and choir/chorus member to name a few. Bill smiles when he says he has even attempted to sing solo. But he states that the calling to the ministry is far different from any other service he has ever performed. He preached his initial sermon on November 31, 1986, and was honored on the second occasion by being asked to bring the New Year's Eve message.

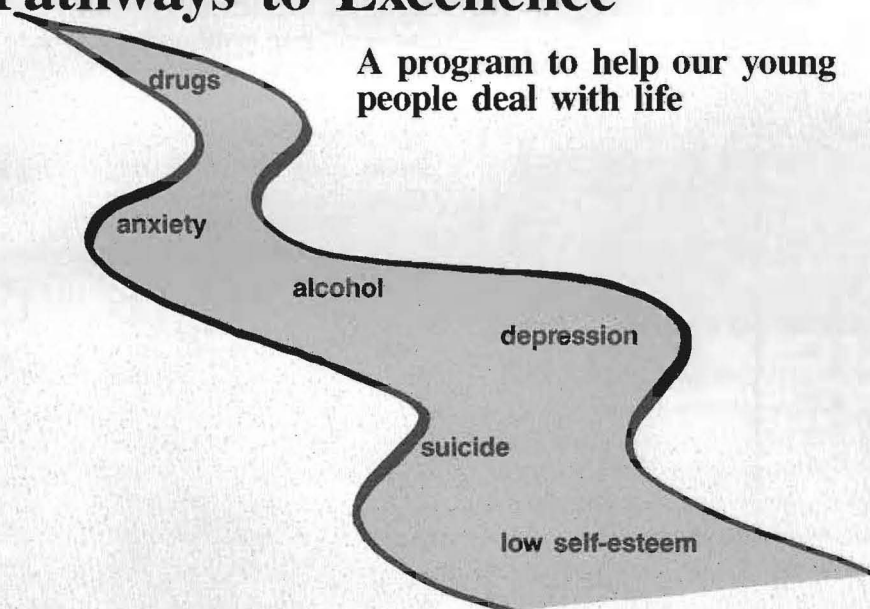
Bill gets a chuckle when members of the Calvary Baptist Church "family" find difficulty in addressing his new status in the congregation. Some still refer to him as deacon, others assume reverend to be appropriate, and some alternate between the two. He explained that in his denomination, the title "brother" is proper until he is ordained at which time reverend becomes official.

Bill's future plans include out-of-hours study towards a Masters Degree of Religious Education (MRE) at Gordon-Conwell Theological Seminary. He also looks forward to sharpening his teaching skills and to someday pastor his own church. For the immediate future Bill plans to incorporate this new endeavor with his AT&T employment as he has done with other community service for the past 22 years.

Well, "Brother" Bill, your AT&T "family" extends congratulations and wishes you success in your new endeavor.

## Pioneers sponsor Pathways to Excellence

A program to help our young people deal with life



The Telephone Pioneers of America, Chapter 78, will soon be starting a special program for teenagers entitled "Pathways to Excellence." This program, developed by the Pacific Institute, provides positive alternatives to young adults experiencing low self-esteem and other problems associated with adolescence and post-adolescence such as poor motivation, anxiety and depression.

A preliminary meeting of Chapter officers and volunteer facilitators will be

held soon. Anyone interested in becoming involved in this program as facilitators or advisors is encouraged to write or call the Pioneer office (x2311).

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The Pioneers are always willing to accept items for nursing homes and the needy. Canned goods, books, magazines, eyeglasses, knitted articles, toiletries, etc. may be dropped at the office any time. The need is constant. Please help.

## WEValley Club

### Upcoming Events

The WEValley Club is offering discount tickets to the Boat Show at the Bayside Exposition Center.

The Harlem Globetrotters will be appearing at the Worcester Centrum on February 21. Tickets are available at the WEValley Club office for \$15.50.

Paul Anka appears at the Lowell Auditorium on February 28, at 7:30 p.m. Tickets at \$23.50 each are available for this performance.

### Upcoming Trips

*\*all prices are quoted below based on double occupancy*  
Atlantic City — 4 days/3 nights  
February 15-18 \$179 per person

Atlantic City — 4 days/3 nights  
April 1-4 \$179 per person

Atlantic City — 4 days/3 nights  
April 26-29 \$179 per person

Washington, D.C. — 4 days/3 nights  
May 1-4 \$239 per person

Quebec City — 4 days/3 nights  
May 22-25 \$229 per person

Visit the WEValley Club office for more information and other trips.



**PRESIDENT**  
John Thornton,  
toolmaker in the  
tool and machine  
construction and  
tool maintenance  
department.



**VICE PRESIDENT**  
Elaine David,  
bench hand in  
the D4 high  
volume plug-in  
dept.

Staff photos — Bob Gablosky

Welcome to new WEValley Club President John Thornton, new Vice President Elaine David, and other directors of the WEValley Club.

Outgoing President Mary Rice officially handed over her gavel to John on Jan. 1, 1987. We thank Mary and all outgoing directors for their hard work in making WEValley Club an enjoyable experience.

# Safety team winners announced

Four safety teams recently completed 90-day segments without a single lost-time accident. A drawing was held on Friday, Jan. 16, to pick the names of 20 employees on each of the four teams who will be the recipients of \$100 each (see names of winners below).

The safety organization would like to extend its congratulations to the lucky winners; but, more importantly, we would like to thank all employees for their fine safety performance in 1986.

*JOE RAVGIALA, Cowboys team member, draws winners.*



**JETS**  
 Beverly Anderson  
 Shirley Cyr  
 Donat Rheume  
 Clifford Springer  
 Leslie Rogers  
 Lillian DeFrancisco  
 Edward Hale  
 Theodore Papadakis  
 Tae Choe  
 Steve Bucyk  
 James Carney  
 Margarita Espinal  
 Edward Hughes  
 Michael Tabola  
 Leona Lane  
 Adrienne Lebrun  
 Debora Marquis  
 Patricia Silva  
 Sonia Valentin  
 Gina Bordieri

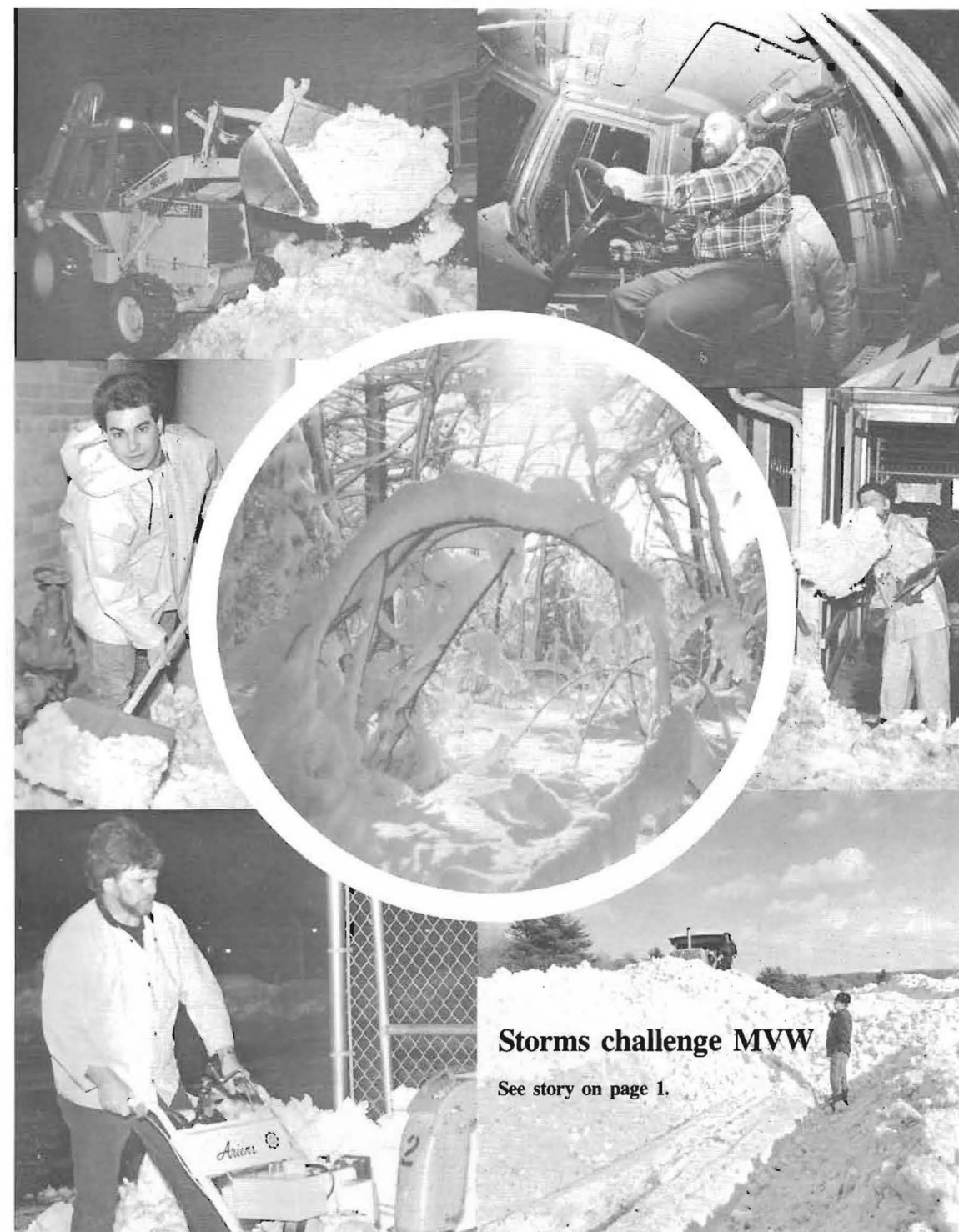
**CARDINALS**  
 Patricia Belfiore  
 Jean Carr  
 Fernando Cruz  
 Lind Melendez  
 Ann Wholley  
 Marilyn Fogarty  
 Harris Alvalle  
 Luis Cornejo  
 Linda Patrick  
 Theresa Wilkinson  
 Mercedes Spindler  
 Christopher Ball  
 Loretta Sudoz  
 Harry Tran  
 Elizabeth Vanasse  
 Irl Clevesy  
 Concettina Curro  
 Pamela McLaughlin  
 Sam Robinson  
 Beverly Sheehan

**COLTS**  
 William Herzog  
 Denise Bergeron  
 Roberta Biggart  
 Delores Conlon  
 Mark Plante  
 Dorothy Sciuto  
 Matias Maisonet  
 Nancy Murphy  
 Krystyna Lekarcyk  
 Denise Collins  
 Erika Doda  
 Andrew Georgiades  
 Thomas King  
 Marie Mooradian  
 Norman Pouliot  
 Joe McManus  
 Michael Powers  
 Joseph Kalus  
 Wanda Howland  
 Matthew Wight

**COWBOYS**  
 Ernest Packard  
 James Martinage  
 Karl Smith  
 Karney Krikorian  
 Chester Erlen  
 Frank Damiano  
 Warren Delaware  
 John Holbrook  
 John Kelsey  
 Fred Parker  
 Albert Comeau  
 Joan Ekengren  
 Steve Lefoley  
 Elizabeth Letourneau  
 Nella Marceddu  
 Sam Dinoto  
 Robert Gagne  
 Robert Lapierre  
 Paul Mulry  
 Leonard Skortz

# THE VALLEY VOICE

Merrimack Valley Works  
 February 1987



**Storms challenge MVW**

See story on page 1.