

EXECUTIVE COMMITTEE MEETING

Oct. 21 and 22, 1943

PROCEEDINGS



3. INSULATIONS DIVISION

- (a) Mr. Ryan requested the Committee to consider the matter of compensation in the case of Mr. Fred W. Rowoldt. Mr. Rowoldt is assisting Mr. Ryan in the re-organization of our Insulation Division.

Motion by Ryan, seconded by Hosbein, and unanimously carried:

"That the salary of Fred W. Rowoldt be increased to \$450 per month at the earliest date possible after due application to the Salary Stabilization Unit."

- (b) The Committee then discussed the matter of finding another assistant for Mr. Ryan, and upon motion by Ellman and seconded by Pollen, unanimously carried:

"That Mr. Robert Higgins of our Company be asked to report to Mr. Ryan and assume his new duties at as early a date as possible."

Mr. Ellman was requested to interview Mr. Higgins immediately, which he did.. Mr. Higgins then appeared before the Committee and accepted the new proposition.

- (c) Mr. Ryan then presented his first report on his work at Aurora from the time he took over on September 8th to date.

In the ensuing discussion the Committee requested Mr. Ryan to continue and suggested that he should still continue to keep in touch with Chicago Home Office matters and at as early a date as possible to arrange to divide his time between Chicago and Aurora.

EXECUTIVE COMMITTEE MEETING

January 12, 1944 at 10:40 a.m.

PROCEEDINGS

4. INSULATION DIVISION

Mr. Ryan presented his report as to matters transpired since the last Meeting in which he pointed out to the Committee the following:

- (a) The Blow Room Roof is completed.
- (b) Considerable machinery has been overhauled.
- (c) The smoke nuisance has been abated.
- (d) Labor Negotiations with AFL have been completed and a new wage rate has been agreed upon in lieu of the old wage plus bonus. Matter now in the hands of the War Labor Board.
- (e) The Block Machine must be given serious attention.
- (f) The Boiler has been retubed and is again in operation.
- (g) Mr. Harold A. Rowley has been appointed Plant Superintendent, and Mr. Ryan requests the board to increase his salary to \$350 per month.

The Committee then discussed various phases of the Insulating business and recommended to Mr. Ryan that he work out a manner of channeling Insulation Orders through the organization; that he advise the Salesmen regarding deliveries; and the method of handling combined Arch & Wall and Insulation Orders. Upon motion duly made, seconded and carried the following specific instructions were given to Mr. Ryan by the Committee:

- (a) That a Consulting Engineer be contacted to make a survey of our Block Machine difficulties. Mr. Ryan suggested the name of Mr. Westenhaver of LaGrange, Illinois.

(b) That Mr. Ryan follow-up the matter of inspecting one of the other insulating Plants in Aurora with a view to the possible purchase thereof in case favorable terms and conditions can be obtained. It was Mr. Ryan's belief that there might be a possibility of doing something along this line in order to expand our business and add new lines.

(c) It was moved, seconded and carried that Mr. Harold A. Rowley's compensation be increased to \$350 per month.

(d) The Committee then went into a long discussion with Mr. Ryan as to the matter of Mr. Ryan's duties and compensation. It was finally agreed that between now and the Annual Meeting of the Directors in February that a proposition be prepared and recommended to the Directors for such action as they might deem best.

11. INSULATION DIVISION

Mr. Ryan was requested by the Committee to prepare a weekly letter at an early date regarding matters of interest to the Sales Offices. Particularly with reference to the making out of transmittals and to the effect that our block is now in good shape and we are again ready to take orders, promise deliveries, etc.

EXECUTIVE COMMITTEE MEETING

February 22, 1944 at 2:15 p.m.

4. Mr. Lawrence Ryan then made his report on the Insulation Division bringing the Committee up to date since the last Meeting. He asked approval of salary for Clement B. Edgar of \$550 per month without bonus, and Joseph Buettgen \$350 per month without bonus. Motion by Mr. R. D. Foltz, seconded by Mr. Louis E. Hosbein, unanimously carried.

March 31, 1944

1. The purpose of the meeting was to arrive at a meeting of minds on the question of developing the personnel of the Insulations Division and specifically on the question of grooming Mr. Clement B. Edgar for an important position in aiding in the management of the Insulations business.
2. The Committee divided the sessions into three parts:
 - (a) Interview with Mr. Lawrence Ryan; 10 a.m. to Noon
 - (b) Interview with Mr. Clement B. Edgar;)
 - (c) Session without Messrs. Ryan and Edgar;) 2 p.m. to 5 p.m.
3. It was finally decided that Mr. Clement B. Edgar would continue with the Insulations Division at Aurora; that in addition to familiarizing himself with all phases of the business that he undertake specifically certain duties in connection with promoting sales of our products, and that Mr. Louis Ellman be designated as the member of the Executive Committee who would keep in contact with Messrs. Lawrence Ryan and Clement B. Edgar in the furtherance of this program.

EXECUTIVE COMMITTEE MEETING

May 23, 1944 at 10:00 a.m.

3. Insulation Division -- Mr. Louis Ellman then lead the discussion and reported to the committee on his recent visit to Aurora on May 11. He also remarked on the financial condition as of the first quarter and stated that it was the consensus of opinion that a further study should be given to costs and selling prices after the second quarter figures had been obtained.

Insulation Division (Cont'd.) — The committee continued the discussion of the Insulation Division and Mr. Guy Heard was called in and read a recent test on our insulating block (See Exhibit B). The committee then recommended that Mr. Edgar spend considerable time in visiting other Insulating Plants in order to obtain whatever information he can on the manufacture of block.

EXECUTIVE COMMITTEE

M. H. DETRICK COMPANY

FEBRUARY 14, 1945



AURORA INSULATION DIVISION:

A report on the Insulation Division was read by Joseph Buettgen. Clement Edgar explained further that under the present conditions the Division was losing money on block insulation and asked that the sale of loose wool and plastic be pushed.

Gross Profit

Block	8%
Cement	28%
Wool	33 1/3%

Mr. Edgar suggested that money could be saved over a period by building a new office building on the plant site where the King Coal Company now stands. The new office to have a basement for a rest and recreation room. The project would cost approximately \$10,000, but would allow management to keep a closer check on plant conditions and improve handling of shipments, etc. The Committee asked Mr. Edgar and Mr. Buettgen to inquire further into the cost of such a project and draw up plans to be submitted at a later date.

Mr. Edgar further stated that experiments on block involving different mixes and using different pressures on the hydraulic press has produced a 22 pound block instead of the old 27 pound block, which he considers a block of maximum efficiency and one costing a minimum amount to produce. It was suggested that Mr. Edgar continue his experiments and attempt to develop a new block which will be as good as the 22 pound block but can be produced more cheaply.

Mr. Foltz stated that he would attempt to sell a large volume of plastic through a man he has in mind hiring for that purpose.

It was suggested also that perhaps a large volume of loose wool and plastic could be sold through small dealers.