

beginning of the year 1920 finds The Sherwin-Williams Company broadening it at a tremendous rate. This fact applies to every phase of the company's affairs, finances, output, additional lines, the taking on of additional industries, the expansion abroad, and the developing of new products heretofore not on the market. All of these represent a tremendous growth and indicate a wonderful expansion programme built upon the supreme confidence of the business of this country and the world at large.

However, the most interesting phase of this wonderful expansion is the building of the many new plants, in which will be manufactured the great lines of Sherwin-Williams Products to be put into the commerce of the world.

The rapidity with which this expansion programme was launched by our President found the Engineering and Construction Department operating in rather narrow bounds, as up to the time the programme was launched very little construction work was being done. However, upon the decision to proceed, with the view of getting our plants under production early in the Summer of 1920, the Engineering Department immediately did a little expansion on its own hook, and increased its quarters threefold. The staff increased accordingly, and within a month the Department had reached a staff of some forty men, representing all phases in the engineering line.

Engineering Staff

It is rather unusual to find an engineering staff, even though it may be in a large consulting concern, where all engineering work of whatever character is being taken care of in the one office, but in the office of this company there are no engineering problems which are passed, but all are taken care of as they are presented, regardless of their character. This means that we have an extraordinary diversified lot of work passing through the Department simultaneously, but we find that this leads to far better results, as it enables us to carry through all phases of our work to better advantage, as all phases can be compared in the same Department, which insures no interferences or bad flow conditions in the plant after it is completed.

An extensive programme necessarily means that the Department on a great part of the work must operate at a long range, as the location of the plants are either on the Atlantic or Pacific seaboard, middle west or south, and therefore, the work must be developed in such a way as to carry it through accurately in the field, and insure a rapid construction when the work starts. However, the Department has met all of these factors satisfactorily, and the great amount of work coming into the office strengthens the organization rather than weakens it.

The work now on the boards of the Department represents expenditures which will be divided up into the following plants, additions to plants, and reconstruction of certain units.

New Cappeau Kiln

At Coffeyville, Kansas, the Department is installing a new cappeau kiln, rebuilding B Pipe Line, and building a new ore crushing plant; also rebuilding the old No. 1 cappeau kiln. This large program represents smelter work throughout, and an outlay of \$500,000.

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new and novel installation for the accumulation and reclaiming the fumes. This Varnish Plant, when completed, will represent without question the last word in construction and arrangement.

There has also been projected, and will undoubtedly be part of our 1930 programme, the building of a new machine shop, store room and storage department as our Chicago plant has such a tremendous amount of machine shop work that it requires a large, high class shop to accommodate it, and we estimate that this will represent a large outlay, and will also represent a modern machine shop in every respect with auxiliaries in the way of pipe fitting shop, carpenter shop, electric shop, sheet metal shop, etc., and then a modern high grade store room and storage department for materials of all kinds.

In addition we have in mind the rearrangement and extension of our lunch room and service facilities, which will represent an expenditure of approximately seventy-five to one hundred thousand dollars, and will perhaps mean the building of a large unit to house the Service Department and at the same time take care of the feeding and comfort of all employees.

Acetic Acid Plant Being Built

In addition to this large programme at Chicago, the Department is completing the plans for the Acetic Acid Plant which is to be built at Bound Brook, N.J. This represents a duplicate in many ways of our most modern Acetic Acid Plant here at Chicago, which has been such a successful unit. There is, of course, incorporated in this new building some improvements which naturally follows our being in the business several years. There is also contemplated at Bound Brook additions in the Insecticides Department and Power Station work.

Lithopone Plant Doubled

Our next largest improvement, which will also be at Chicago, is the increase of our present Lithopone Plant 150 per cent. This means a duplicate of the present modern, reinforced, daylight factory building and Black Ash Department. To the plant will be added four additional revolvers with all auxiliary equipment and in milling department will be added two muffles and auxiliary equipment, enabling us to increase the capacity 150 per cent, with a possibility of increasing over this under certain conditions. Our Lithopone Plant is, without a question, the most modern and up-to-date Lithopone Plant in the world.

The warehousing facilities in Chicago have also been taken care of, and there will be built in the Spring, a five-story, mill type warehouse building known as the extension to our No. 15 warehouse. This will be of the modern mill type construction, and will represent the latest in this type of construction. The building will be used strictly for warehousing.

Our Tar Department at Chicago has been awarded a large reinforced concrete finishing department, which will be two stories high, with a part three stories covering 150' x 50'. This will be of modern type, and equipped with the most modern apparatus for this type of building, and will greatly facilitate the Tar Plant production. The building is so constructed that it can be doubled up in size when needed.

\$100,000 Increase in Chemical Products Department

In the Chemical Products Department there is a reconstruction programme which will probably cost \$100,000. This represents addition to building No. 511, which is a two-story mill type building covering approximately 60' x 80'.

In the Beta Plant quite an expansion is being made. This addition does not represent much additional floor space, but improvements to present structure.

For the Paint Division at Chicago, the Department is building a new enamel department which represents a four-story reinforced concrete, sunlight factory, which is going to be the latest word in paint factory construction and design. This is the company's first plant in which direct connected chain drive upon the mills has been arranged for, and there has been introduced into this Department some novelties which will no doubt greatly facilitate high-class paint making.

Newark

At Newark, the Department has made plans for addition to the D Department which represents a modern layout, and also large improvements in the present power station, but in addition to this work which is now under way, we are designing a five-story reinforced concrete warehouse, approximately 150' x 50', and a \$100,000 power house addition for Newark.

Detroit

At Detroit the Department is making several additions and reconstruction work which will improve the Insecticide and Arsenic Acid Plant at that city. There has also been added quite a number of mills to increase its capacity.

Building Going on Rapidly

The foregoing outlines in a general way the large expansion work which the company has undertaken up to this time, and it is almost assured that there will be added to this programme quite large and substantial increase, and the carrying on of this great amount of building is going to be done under high pressure, as the Department expects to have these buildings ready for machinery in the next three or four months, and get machinery installed a couple of months after, so as to throw all the plants into production the early part or the middle of the Summer.

In conclusion, I feel that all of those who are connected with The Sherwin-Williams Company have much to be proud of when we consider carefully the great evidence of confidence on the part of our President and his associates in launching such a great expansion programme, and the fact that we are part of the organization which is to put through and develop in a concrete way this important work.