

# BOARD OF OPERATORS - 1143PM MEETING

April 21, 1941

## Present:

A. W. Steudel  
H. J. Hein  
C. L. Davis  
J. VanStone  
G. B. Coolidge  
J. L. Sieplein  
E. A. Stanton  
J. Griffiths  
J. H. Prescott  
E. C. Baldwin

## Absent:

E. E. Ware  
V. Mills  
T. J. McDowell

## Copies To:

G. A. Martin  
H. D. Whittlesey  
L. W. Wolcott  
K. H. Wood  
C. A. Campbell  
Z. E. Martin  
W. M. Stuart  
D. A. Kohr  
W. A. Correll  
P. C. Grigsby  
D. A. Whittaker  
L. C. deMerrail  
F. Allen

## 10058 - REPORT ON FACTORY OPERATIONS:

Orders for heavy liquids amounted to 114,000 gallons as compared with production of 162,000 gallons and shipments of 138,000 gallons.

It was decided that Gibbsboro production figures should be broken down to show quantities produced for Lucas and Sherwin-Williams.

Operations will be continued at the current rate at least for the next several weeks.

Sales for the week were 25% ahead of last year with gains in all departments. Store sales were 26% ahead.

## 10059 - REPORT ON NUMBER OF HOURS PLANTS HAVE OPERATED:

|                                 |     |   |                          |
|---------------------------------|-----|---|--------------------------|
| Chicago                         | P&V | - | Operated at 48 hour week |
| Newark                          |     | - | " " 40 " "               |
| Cleveland                       | P&V | - | " " 44 " "               |
| Oakland                         | P&V | - | " " 40 " "               |
| Los Angeles                     | P&V | - | " " 40 " "               |
| Dallas                          | P&V | - | " " 42 " "               |
| Chicago Lacquer                 |     | - | " " 42 " "               |
| Dry Color                       |     | - | " " 56 " "               |
| Flush Color                     |     | - | " " 120 " "              |
| Acme White Lead and Color Works |     | - | " " 44 " "               |
| Lowe Brothers Company           |     | - | " " 45 " "               |
| John Lucas & Co. Inc.           |     | - | " " 44 " "               |
| Martin-Senour Company           |     | - | " " 44 " "               |
| Chicago White Lead              |     | - | " " 100% capacity        |
| Tin Can                         |     | - | " " 100% "               |
| Coffeyville Lithopone           |     | - | " " 100% "               |
| Leaded Zinc                     |     | - | " " 100% "               |
| Cleveland Linseed Oil           |     | - | " " 100% "               |
| Castor Oil                      |     | - | " " 100% "               |

0035-SWP-000010644

N 4355

10060 - BAGS FOR TITANIUM DIOXIDE:

The Board approved a sample bag submitted as the regular container for titanium dioxide.

10061 - PRODUCTION OF SMALL BATCHES:

Mr. Stuedel showed the Board an analysis of last year's production which indicated that 50% of the individual items produced had an annual production of 300 gallons or less and represented 2% of the total volume, and that 300 or 4% of the total number of items accounted for 60% of the total volume. It was pointed out that production of the smaller items retarded vehicle revisions and the simplification program. As many specials as possible are to be eliminated from paint, varnish, and dry color production.

10062 - CAPACITORS AT CLEVELAND:

Mr. Prescott reported that capacitors installed at the Linseed Oil Mill at a cost of \$3,112.00 have shown an average saving of \$150.00 per month the five months since their installation. The Cleveland factory installation cost amounted to \$2900.00 and monthly saving to \$123.00.

10063 - NAVY INQUIRY:

Mr. Sieplein reported that the Navy Department has asked for a bid on 765,000 pounds of alkyl resin. It was decided that we will not submit a bid.

10064 - BOBBIN ENAMELS:

Mr. Griffiths called the Board's attention to the fact that a line of bobbin enamels has been developed and has been placed in stock at three points without first having been submitted to the Board for approval. He will see why it was done without the Board's approval and that in the future all such new items will be properly submitted.

10065 - BRUSH STOCKS:

Mr. Griffiths reported that brushes are being eliminated from the following warehouse points:

Albany, New York  
Baltimore, Maryland  
Charlotte, North Carolina  
Cincinnati, Ohio  
Houston, Texas

Indianapolis, Indiana  
Oklahoma City, Oklahoma  
Omaha, Nebraska  
Spokane, Washington

10066 - JAPAN COLORS:

Mr. Baldwin reported that Japan Colors are to be packaged in cans of standard size and sold by volume rather than by weight thereby eliminating odd sized packages. It was suggested the packaging might be further simplified by using standard double-tight containers rather than press cans.

10067 - DEHYDROL:

Mr. Coolidge reported that the price of Dehydrol is to be increased to 13 $\frac{1}{2}$ ¢ a pound in tank cars f.o.b. Cleveland, freight equalized with New York. This same billing price will apply to shipments to factories.

Production of Dehydrol last week amounted to 340,000 pounds as compared with factory

consumption of 164,000 pounds.

10068 - LEAD IN OIL:

Mr. Coolidge reported that National Lead has announced a price increase of  $\frac{1}{2}$ ¢ a pound on white lead in oil paste, and 10¢ a gallon on liquid white lead. These price increases are effective April 26.

10069 - PIGMENT PRODUCTION:

Mr. Coolidge reported that the pigment plants are operating at capacity but that the stocks of lead and leaded zinc decreased further. Current stock of white lead amounts to 1000 tons as compared with a stock of 3000 tons at the first of September.

The Board decided that an additional 1000 tons of lead should be set in the old Dutch stocks so that it will be available about the first of the new year. Mr. Davis pointed out that if there is a real shortage of zinc pigment that more lead will be required.

Mr. Coolidge stated that a survey made by the Zinc Institute showed that only 20% of zinc oxide is made from spelter, and that the remaining 80% is made from ore unsuitable for making metallic zinc.

10070 - SCREENINGS OIL:

Mr. Davis reported that there are 4 tank cars of screenings oil on hand. It was decided that these should be reserved for Chicago since none of the other plants have used screenings oil in any quantities.

Mr. VanStone pointed out that we need a cheap oil such as screenings oil as a standard raw material. It was decided that plans would be made to produce between two and four more tank cars of screenings oil before August 31, and a tank car a week during the next fiscal year.

10071 - SHORTAGE OF PAINT VEHICLES:

Dr. VanStone pointed out that we are facing a shortage of paint vehicles and that currently we have trouble in obtaining fish oil, neofat, phthalic anhydride, and P.E. In view of the more severe shortage that is expected, a more concerted effort will be made to reduce the number of circles required in our formulas. A meeting is to be held in Chicago this week with Affiliated Companies.

10072 - CHINA WOOD OIL:

Mr. Davis reported that a China Wood Oil meeting is being held at Washington on April 22, and that wood oil may be put on priority list.

10073 - LINSEED OIL:

The Board decided that the market price rather than the pool price of linseed oil is to be used in all cost figuring.

10074 - SUBSTITUTE FOR LEAD:

Dr. VanStone advised the Board that the reported German substitute for lead pigment consists of 80% aluminum and 15% silica. Consequently it will be of no interest in this country.

10075 - INSECTICIDES:

Dr. VanStone reported that the cost of shipping arsenate of calcium in bags from Oakland into the southern states is \$3.10 as compared with the cost of \$3.90 in drums. Consequently it was decided that as much as possible of calcium should be packaged in bags rather than in drums.

The Board discussed the cost of manufacturing insecticides and it was pointed out that the high cost on arsenate of lead and dry lime sulfur is due to the high cost drying process. Dr. VanStone will make a careful investigation to see how the cost of drying and packaging can be reduced.

10077 - DRY COLOR EQUIPMENT:

Dr. VanStone stated that a report is coming through on dry color equipment that is obsolete and should be written-off.

10078-OAKLAND LIME SULFUR PLANT:

The Board asked Mr. Stanton to submit a report on the current book value of the Oakland lime sulfur plant.

10079 - COAL TAR PRODUCTION:

The Board asked Dr. VanStone to investigate to see what progress had been made on the effort to rejuvenate the coal tar plant.

10080 - INVENTORY--MARCH 31:

Mr. Stanton reported the inventory figures for the month of MARCH as follows:

|                              | <u>March 1941</u>   | <u>Increase over<br/>August 1940</u> | <u>Increase over<br/>August 1937</u> |
|------------------------------|---------------------|--------------------------------------|--------------------------------------|
| P&V - P&S - Auxiliaries      | \$ 7,217,089        | \$ 1,807,392                         | \$ 1,039,221                         |
| Whses & P&V Factory Stock    | 5,780,797           | 1,336,550                            | 1,173,347                            |
| S-W Factories and Warehouses | \$12,997,886        | \$ 3,143,942                         | \$ 2,212,568                         |
| S-W Retail Stores            | \$ 3,699,090        | \$ 1,123,478                         | \$ 561,169                           |
| The Martin-Senour Company    | 721,631             | 164,653                              | (96,789) Dec.                        |
| Acme WL & Color Works        | 3,920,284           | 1,299,239                            | 373,666                              |
| The Lowe Brothers Company    | 1,610,657           | 332,788                              | 258,282                              |
| John Lucas & Co. Inc.        | 1,270,447           | 346,527                              | ( 139,593                            |
| W. W. Lawrence & Co.         | 226,485             | 60,541                               | (                                    |
|                              | <u>\$24,446,480</u> | <u>\$ 6,471,168</u>                  | <u>\$ 3,448,489</u>                  |

10081 - PUBLIC BIDS:

From September 1, 1940 to April 18, 1941, 1622 invitations to bid have been received. A total of 1205 amounting to \$3,828,031 have been placed and of this total we have received awards on 203 amounting to \$959,697.

1945 - FACTORY OPERATIONS, week ending April 15, 1941  
HEAVY LIQUIDS - S-W PLANTS

|                       |                       |                  |               |
|-----------------------|-----------------------|------------------|---------------|
| Total orders received | - 114,353             | Total production | - 162,449     |
| Total factory stocks  | -1,053,492            | Inventory Inc.   | - 41,148      |
| CHICAGO               | - Orders recd. 52,345 | Production       | 93,151        |
|                       |                       | Stocks           | 643,912 gals. |
| NEWARK                | - Orders recd. 27,437 | Production       | 28,776        |
|                       |                       | Stocks           | 196,836 "     |
| CLEVELAND             | - Orders recd. 25,641 | Production       | 33,157        |
|                       |                       | Stocks           | 148,894 "     |
| OAKLAND               | - Orders recd. 8,930  | Production       | 7,365         |
|                       |                       | Stocks           | 63,850 "      |

TOTAL PLANT OUTPUT:

|                 |     |                 |                 |
|-----------------|-----|-----------------|-----------------|
| CHICAGO         | P&V | - 161,947 Gals. | Operated at 95% |
| NEWARK          |     | - 81,634 "      | " " 95%         |
| CLEVELAND       | P&V | - 81,125 "      | " " 95%         |
| OAKLAND         | P&V | - 27,843 "      | " " 150%        |
| LOS ANGELES     | P&V | - 17,905 "      | " " 55%         |
| DALLAS          | P&V | - 16,050 "      | " " 120%        |
| CHICAGO LACQUER |     | - 64,237 "      | " " 100%        |
| DRY COLOR       |     | - 217,474 Lbs.  | " " 129%        |
| FLUSHED COLOR   |     | - 64,302 "      | " " 100%        |
| CHEM. PRODUCTS  |     | -               | " " 85%         |

BOUND BROOK INSECTICIDES:

|                |          |                 |         |
|----------------|----------|-----------------|---------|
| Arsenic Acid   | 120 tons | Basi-Cop        | 21 tons |
| Lead Arsenate  | 118 "    | Copper Arsenat. | 14 "    |
| Misc. Blends   | 45 "     | Red River Mix   | 5 "     |
| Dry Lime Sul.  | 30 "     | Paris Green     | 4 "     |
| Calcium Arsen. | 27 "     |                 |         |

OPERATED 5 DAYS @ 3 SHIFTS

OAKLAND INSECTICIDES: Operated 5 days @ 3 - 8 hour shifts.

ACME: Produced 89,250 gals. Paint Dept. operated at 56%, Enamel & Lacquer at 43%, and Varnish & Thinner at 19%.

LOWE BROTHERS COMPANY: Manufactured 59,321 gals. with Paint Depts. operating at 78%, Enamel Dept. at 78%, and Varnish Dept. at 58%.

LUCAS: Manufactured 59,731 gals. Operated at 90%.

MARTIN-SLOOUR COMPANY: Manufactured 26,226 gals. Paint Dept. operated at 111%.

4-21-41

#10056 - PLANT REQUISITIONS APPROVED:

RETAIL STORES:

|                        |                              |          |
|------------------------|------------------------------|----------|
| #1814 - Ottumwa        | 3 fire extinguishers         | 25.50    |
| #1815 - Ambridge, Pa.  | 2 fire extinguishers         | 17.00    |
| #1837 - Camden         | 1 sign                       | 95.00    |
| #1833 - Trenton        | Wallpaper trimmer            | 60.00    |
| #1890 - Memphis        | 1 - 4 drawer file            | 14.21    |
| #1891 - Sandusky       | 1 neon sign                  | 18.75    |
| #1892 - Cape Girardeau | 1 water cooler               | 28.22    |
| #1893 - Quincy         | Second hand Royal typewriter | 44.50    |
| #1894 - Syracuse       | Cash drawer                  | 21.50    |
| #1896 - Ambridge, Pa.  | New installation             | 1,589.43 |
| #1897 - Miami Beach    | Plymouth coupe               | 713.30   |
| #1898 - Paris, Tex.    | Color Meter, senior          | 179.50   |

WINSTON-SALEM

|    |                         |       |
|----|-------------------------|-------|
| #6 | 2 wheel warehouse truck | 21.67 |
|----|-------------------------|-------|

EO. CENTRAL DIST.

|      |                              |        |
|------|------------------------------|--------|
| #228 | 1 adding and listing machine | 238.00 |
|------|------------------------------|--------|

CHICAGO FACTORY

|       |                                         |          |
|-------|-----------------------------------------|----------|
| #1192 | Steel filing cabinet - E & C            | 65.17    |
| #1196 | Beta line - C.P.                        | 294.35   |
| #1200 | Typewriter, less trade-in               | 88.56    |
| #1202 | Fluorescent lighting fixtures - Varnish | 127.80   |
| #1206 | Pulley and bearing equipment - Mech.    | 73.65    |
| #1216 | 2 rot. spray strainers - C.T.           | 200.00   |
| #1217 | 1 Spicer turbine blower, complete       | 1,187.00 |

CLEVELAND ADMIN. OFFICES

|       |                                                    |        |
|-------|----------------------------------------------------|--------|
| #1592 | 4 transfer file cases - Graphic Arts               | 14.00  |
| #1611 | Steno. desk, chair and Royal typewriters (2) S & T | 230.12 |
| #1614 | 3 bank comptometer - P & A Acctg.                  | 345.00 |
| #1615 | Royal typewriter, less trade-in - Advertising      | 86.06  |

CLEVELAND FACTORY

|       |                                             |        |
|-------|---------------------------------------------|--------|
| #3411 | St. viscosimeter, complete                  | 30.00  |
| #3412 | 2 vertical exposure racks                   | 50.00  |
| #3413 | Remove wash bowl - replace with wall urinal | 50.57  |
| #3414 | (1500) motor driven pump, etc.              | 145.51 |

CLEVELAND LINSEED OIL MILL

|     |                           |       |
|-----|---------------------------|-------|
| #55 | Oak desk and swivel chair | 61.00 |
|-----|---------------------------|-------|

DALLAS

|     |                                      |       |
|-----|--------------------------------------|-------|
| #56 | 8 venetian blinds and transom blinds | 89.10 |
|-----|--------------------------------------|-------|

LOS ANGELES

|      |                                        |          |
|------|----------------------------------------|----------|
| #171 | Platform extension at rear of building | 6,000.00 |
|------|----------------------------------------|----------|

NEWARK FACTORY

|      |                                                                                                    |           |
|------|----------------------------------------------------------------------------------------------------|-----------|
| #727 | 2 - 24 x 36 ball mills- 2800% steel balls, motors, switches and starters, complete                 | 12,629.80 |
| #729 | 3-roll mill with 2 large size mixers                                                               | 9,312.00  |
| #738 | 1 - 2000 gal. tank, 2 - 1000 gal. tanks - 11 - 600 gal. agitator tanks, building alterations, etc. | 25,738.70 |
| #756 | Lighting fixtures                                                                                  | 84.41     |
| #758 | 1 inspection light for drums                                                                       | 65.64     |
| #761 | 1 telechron clock                                                                                  | 6.47      |
| #762 | Build two platforms on east and south sides of bldg.                                               | 726.99    |
| #763 | Line for handling (4022)                                                                           | 96.20     |
| #764 | Four drawer file cabinet - Purchasing                                                              | 21.90     |

HAVANA - (Newark Reqn. #397)

|      |             |       |
|------|-------------|-------|
| #397 | Ledger tray | 12.50 |
|------|-------------|-------|

OAKLAND

|      |                                                   |        |
|------|---------------------------------------------------|--------|
| #167 | 3 steel tanks - complete with mixer paddles, etc. | 503.10 |
|------|---------------------------------------------------|--------|

|                                   |           |
|-----------------------------------|-----------|
| TOTAL PLANT REQUISITIONS APPROVED | 61,402.78 |
|-----------------------------------|-----------|

#10057 - LARGE EXPENSE REQUISITIONS APPROVED:

RETAIL STORES:

|       |                                                       |        |
|-------|-------------------------------------------------------|--------|
| #1839 | Painting ceiling two coats - Asheville                | 59.00  |
| #1895 | Replace sign work on broken display window-Charleston | 32.00  |
| #1899 | Repainting and remodeling - Houston-Main              | 140.63 |

CHICAGO FACTORY

|       |                                                     |        |
|-------|-----------------------------------------------------|--------|
| #1225 | Clean out lines from kettles to thinning tank-Varn. | 227.42 |
| #1229 | Rebottom copper varnish kettles - Varn.             | 195.00 |

CLEVELAND FACTORY

|       |                                         |       |
|-------|-----------------------------------------|-------|
| #3410 | Rebottom and lengthen copper kettle #84 | 84.50 |
|-------|-----------------------------------------|-------|

CORTELYVILLE

|      |                                                 |        |
|------|-------------------------------------------------|--------|
| #684 | Replace cylinder for vacuum pump                | 380.00 |
| #635 | Replace mixer chain and sprockets for "C" mixer | 425.00 |

CELLAS FACTORY

|     |                                                   |       |
|-----|---------------------------------------------------|-------|
| #59 | Repair Lightning mixer and replace worn out motor | 47.50 |
|-----|---------------------------------------------------|-------|

LOS ANGELES

|      |                               |        |
|------|-------------------------------|--------|
| #145 | Raise sunken spur track, etc. | 135.00 |
|------|-------------------------------|--------|

NEWARK FACTORY

|      |                                        |        |
|------|----------------------------------------|--------|
| #753 | Install electric lights in Sample Room | 126.13 |
| #754 | Grounding belts - Bldg. #11            | 59.00  |
| #755 | Grounding belts - Bg. #13              | 118.00 |
| #757 | Repairing doors                        | 80.70  |
| #760 | Rebottoming 2 varnish kettles          | 108.60 |

|                                                     |          |
|-----------------------------------------------------|----------|
| TOTAL LARGE EXPENSE REQUISITIONS APPROVED - - - - - | 2,218.48 |
|-----------------------------------------------------|----------|

|                                   |                 |
|-----------------------------------|-----------------|
| Total Plant Requisitions approved | \$ 2,556,732.82 |
|-----------------------------------|-----------------|

|                   |            |
|-------------------|------------|
| Total Expense " " | 126,339.48 |
|-------------------|------------|

MARTIN-SENGOUR - Chicago

|      |                                                  |        |
|------|--------------------------------------------------|--------|
| #377 | 1941 Ford Deluxe Tudor, less trade-in            | 341.00 |
| #398 | Painting offices and washrooms at Brooklyn Whse. | 150.00 |

ACME - DETROIT

|         |                                         |        |
|---------|-----------------------------------------|--------|
| ES 1379 | 5 rubber tired portable platform trucks | 260.00 |
| ES 1396 | 16" motor driven ventilating fan        | 70.00  |
| ES 1400 | Steel tank 36" diam. - 84" high         | 172.00 |
| BE 179  | Wet abrasive belt sander                | 202.50 |