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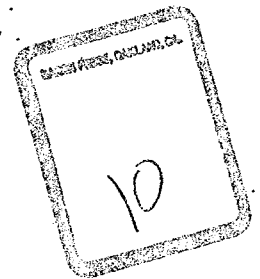
DOCUMENT DESCRIPTION: Meeting Agenda, Minutes &
Attendee List - Fibers Dept, Joplin Plant

FIBERS DEPARTMENT STAFF MEETING

JOPLIN PLANT

December 20, 1964.

*Plutiff's 8
(Huelster)
JX CSR*



ATTENDANTS:

MR. H. F. MUNN
MR. J. W. HUDSON
MR. H. L. HUELSTER
MR. J. P. HARRINGTON
MR. T. R. SIMKINS

MR. P. L. LOSSE ✓
MR. C. E. RAY
MR. L. H. BATCHELFF
MR. L. J. PLANCK, JR.
MR. L. T. MONTANT, JR.

1. Introductory remarks by H. F. Munn and J. W. Hudson.
Need for new and changed technologies - change in direction of our fibre business. Good results in 1964: higher margin and higher total profit. Plans for 1965 most interesting - call for maximum effort on everyone's part.
2. Discussion of characteristics of felt products by P. L. Losse.
Hardness required because of competition and comparison with calcium silicate products. Dimensional stability important for same reasons. Tensile strength particularly important on flat materials. Shot content a function of fiberization. Incombustibility a function of resin content. Problems with resins supplied by Pacific Resins. Other suppliers - Catalin - have better products, especially where internal heating (punking) concerned. Ductility a function of strength of glass fibres. Ours have tendency to be brittle. Possible remedy use of viscous oil. Discussion of relation between manufacturing requirements and customer needs. Hardness really a synonym for degree to which material can withstand handling on job; correlated with resin content. Discussion of recent increases in felt manufacturing costs. H. L. Huelster stated we should strive to decrease densities to greatest possible extent: discussion of relation of density and thickness to binder content. J. P. Harrington stated that consistency of product most important, provided quality adequate. Discussion of variables in manufacturing process, with general agreement that cleanup and selection of current feedstock should have number one priority. Deadline on equipment May 1, 1965.
3. Discussion of visits by salesmen to Joplin.
J. P. Harrington stated individual visits far better than group, since less time wasted. Good in terms of morale and valuable because of feedback of application problems to plant. Also shows salesmen that plant not standing still in terms of either production problems or products. H. F. Munn stated that T. R. Simkins should act as cicerone. J. W. Hudson questioned length of each visit and plans for 1965. J. P. Harrington stated visit should run 2-3 days and plans for 1965 envisaged continuance of program - that expense would be offset at least in part by budget for sales meeting. H. F. Munn stated that visits should be programmed and care should be taken to avoid premature sales of products in development.
4. Discussion of relocation of cerent operation - H. L. Huelster and P. L. Losse.
Economics, space requirements and slight possibility of health problem all dictate move. Extended discussion of automation and bulk handling, also pressure packing. H. F. Munn asked about schedule on relocation and mechanization of cerent operation. H. L. Huelster stated before May 1 should be complete; installation new operation in and debugged before labor negotiation.
Discussion of Firming and "III" Cerents. Agreed both discontinued by May 1. Remaining raw materials to be written off at \$120 per month, per H. F. Munn.

156

5. Discussion of status of various patent applications.

P. L. Losse stated that initial draft of application roof jack insulation had been received. Check of possible infringements on postforming sheet (Superglas 2000) in process. Data on duct stiffener on hand; P. L. Losse to write up. Discussion of letter from Wood, Herron & Evans regarding patentability of 1800 sheet. They consider not patentable; P. L. Losse disagrees but has not replied. Discussion of Superglas/portland cement sheet. P. L. Losse stated our sheet good to 1200° - Government specification calls only for 800°. H. F. Nunn stated that if prospect only to compete with Transite we should drop project; continue only if we come up with specialty product. T. R. Sinkins pointed out that product designed to compete with "Marinite", currently priced at \$1.125 per board foot. P. L. Losse stated that patent application on MFB had been filed. H. F. Nunn stated that T. R. Sinkins should work with Research and Production on new ideas.

6. Discussion of new product development.

Extended discussion of sheeting equipment and possible modifications thereto. Extended discussion of desirability of purchasing EIMCO extractor (price \$12,500 FOB West Coast). J. P. Harrington asked if unit not purchased, would we be out of humidifier wafer business. P. L. Losse stated that we would be. H. F. Nunn asked for P. L. Losse recommendation regarding EIMCO unit. P. L. Losse stated his recommendation we should purchase. Discussion at length of products available from EIMCO unit: three grades (soft, medium, hard) of 1500 board, humidifier wafers, moldable felt (Superglas 2000), ceramic felts. H. F. Nunn stated that H. L. Huelster, P. L. Losse and T. R. Sinkins should get together after the meeting and decide definitely what action should be taken with respect to the EIMCO unit, including what guarantees, etc., should be requested from the manufacturer.

7. Discussion of heat treatment of Kaowool.

H. L. Huelster stated experimental run was being checked for cost. When this complete, work order to be issued for carts and trays (for drying). J. P. Harrington stated that program with B&W was completely stalled, pending shipment of a couple of cartons of finished product. Extended discussion of B&W program. Upon checking H. L. Huelster stated that five (5) carts would be available for drying on 12-30 - Block to be shipped to B&W 1-5 or 1-6.

8. Discussion of new products.

H. F. Nunn asked if T. R. Sinkins should coordinate our efforts in this area. J. P. Harrington stated that T. R. Sinkins should bring new products up to the point of readiness for sale, complete with data sheets, prices, etc. George Ferry to handle sales. Graves to be fitted in because of importance of pricing. Costs should be submitted through normal channels - on basis of normal production costs. Extended discussion of problem of getting new products off the ground, i.e., B&W MFB Block.

9. Discussion of fact file information on new products by T. R. Sinkins.

P. L. Losse stated in his view problem was one of communicating to the salesman what was reasonable and possible in the way of data on individual products. Extended discussion of status of data sheets on humidifier wafers, flexible felt and MFB. H. F. Nunn asked if data sheets were required on these products. J. P. Harrington stated they were. H. F. Nunn stated that T. R. Sinkins should draft data sheets on the basis of factual information currently at hand, leaving blank for the time being data not yet available. T. R. Sinkins stated that data sheets for moldable felts, MFB and humidifier wafers would be in draft by the end of the week.

10. Discussion by P. L. Losse of properties of Hi Stick Cement vs. those of current One Cote. Reference to his memorandum of 11-30-64.

Slight reduction in wet coverage*
Wet adhesion better
Compressive strength somewhat reduced*
Some reduction in abrasion resistance*

*All these properties still exceed requirements of specification MIL-C-29008 for a wide range of plasticity values.

Manufacturing cost of Hi Stick \$4.00/ton under that of standard One Cote. Possibility of further savings by reduction in size of bags. Discussion of mechanics of introduction of Hi Stick. Agreed that J. P. Harrington would advise two or three Area Managers of new product; the Area Managers to work with one or two selected accounts in each territory to ride herd on initial shipments of Hi Stick and get careful evaluation of user reaction to new formulation. P. L. Losse to set up quality controls at once, particularly on application over steel pipe.

11. Discussion by T. R. Sinkins of current status of new products.

Superrlas 1800 aimed primarily at furnace, boiler and incinerator markets. Currently being evaluated for basket use. Williamson now buying markets from Nicolet Industries. Discussion of status of die-cutting equipment. H. L. Kuelster stated should be shipped after first of year. Discussion of our submission to Chrysler Airtemp. They will buy our material through K. William Beech. T. R. Sinkins pointed out importance of material being hard on both sides. P. L. Losse stated EIMCO equipment would take care of this.

Discussion of tap out cones.

T. R. Sinkins to get with Akron Standard Mold after first of year (before January 15) to discuss their helping with forming equipment. T. R. Sinkins also to visit Fiberforming in Olean, N.Y. (after first of year). Meantime, Rex Clay Products to produce tap out cones for Eagle-Picher. Cones have been tested at Reynolds, and we should get first order after first of year. Clin to test also.

Discussion of MTR board. Discussion of type of laminating equipment.

T. R. Sinkins stated knife coater would probably be best. H. L. Kuelster to check prices on this type of equipment.

Brief discussion of "Superrlas 2000" flexible felt (postformed felt).

P. L. Losse asked if there were a need for a flexible 2000 material. T. R. Sinkins stated that there was.

Discussion of humidity wafers.

P. L. Losse stated that quality of end-product was a function of the equipment used to make it.

Discussion of Superrlas 1800 by T. R. Sinkins.

This still on test at American Gas Association by Marie Chef. General Automatic using but only in oil fired units. They also having American Gas Association test. If approved, General Automatic's requirements would be tried.

Discussion of roof back insulation.

Final approval at Strawhorn needed. Some foot-dragging here. T. R. Sinkins to follow after first of year. Also at Richmond testing Superrlas 1800 board for runners and troughs. T. R. Sinkins to meet with American Zinc work of Eagle-Picher at Maryetta not successful in using 1800 on largest size pipe because of inability to withstand mechanical abuse.

12. Discussion of furnace rebuild by H. L. Huelster.
Present unit on line 23 months with only one patch needed. Timing would depend on felt business. We would try to inventory felt and RT boards while rebuild in progress. Discussion of advisability of getting outside contractor to handle. H. L. Huelster pointed out nearest contractor would be Kansas City or Tulsa, and labor would be imported. Cost around \$45,000 vs. \$12,000-14,000 if done in-house. H. L. Huelster stated single most important project to improve quality of fibre was to mechanize and standardize furnace charge. Work order for materials handling equipment in by May 30. Vendor to visit Joplin in first half of January.

13. Discussion of 24" block project by H. L. Huelster.
Tests held up by shortage of fibre. Wet sawing equipment largely on hand, with target date for production of finished block 2-15-65. J. P. Harrington asked about properties of finished block. H. L. Huelster stated there would be at least as good as present product, density-wise. A test run would be made in 7 to 10 days.

14. Discussion by H. L. Huelster of product quality.
Largely an educational process at plant level. Discussion of variations in product costs. Long-run prospects for lower costs.

15. Discussion by H. L. Huelster of packaging and related problems.
Over the years our objective had been to go to lightest and least expensive packages possible. We should consider in some cases reversing this, checking into stronger packages, i.e., possibly wood framed in the case of felts. Currently felt cartons stapled. Now investigating glued and taped cartons; better and cheaper, and cost of maintaining tools and staples eliminated.

16. Discussion of manpower cuts by H. L. Huelster.
No additional hourly paid employees on payroll since August; 7-8 men on call; production leveled and all hands working approximately 40 hours per week, with resultant improved morale and efficiency. Future plans involving warehousing of standard materials. For example, if orders received for four hours production time of blankets, enough material to be run for stock to fill out one full shift. Reduction in inventory of incoming materials. Expense work order review to be discussed after the meeting between H. L. Huelster, L. J. Plance and C. E. Ray.

17. Brief discussion of advisability of investigating R&D producing fibrous glass.
J. P. Harrington pointed out that Rustin-Bacon makes Uralite out of scrap asbestos strand. Perhaps we should experiment with same material on sheeting machine. H. L. Huelster stated our prime objective to standardize our present charge, rather than look for new raw materials. Then we should check properties of present products, to see if modification in standard charge would improve. His impression was that we had too many unfinished projects in the plant.

18. Brief discussion of moldable felts.
H. L. Huelster stated that information regarding properties was based on the run for R&D in Salt Lake City.

19. Extended discussion of steps in new product introduction by H. L. Huelster.
J. P. Harrington, L. J. Plance and L. L. Jones.
Need for someone to fill gap between Research and Production, to determine when research stop for new product should be transferred from Research to Production. Need for closer liaison between R&D and Production with monthly reports and such things. H. L. Huelster stated there should be cooperation for additional work going into R&D and Production.

20. Discussion by H. L. Huelster and J. P. Harrington of Alum-A-Felt.
H. L. Huelster stated that half-sectional wire covering, cut from board, could be made up to 4 x 1'. Discussion of stretch-out charts and RTV dimensions. Importance of felts used in these products having right hardness and thickness.
21. Discussion by J. P. Harrington of status of R&W agreement.
Contract has been mailed to them for signature, but not yet returned. Agreement is for three-year period.
22. Discussion by J. P. Harrington of MTB.
Objective is to increase sales of Joplin products, i.e., PV block and MT Boards. Interest in these products has been expressed by industrial furnace manufacturers such as Selas Corporation and RMI. Discussion of shipments to H. K. Porter. Initial shipment in Eagle-Picher cartons through misunderstanding. Printed cartons for Porter now on hand at Joplin. Austin to be eased out of Porter picture. H. F. Nunn stated that the private brand business was a good one. J. P. Harrington stated that more was possible. Prospects include Fibreboard Paper Products (Pabco), Massillon Refractories, Ohio Fire Brick.
23. J. P. Harrington asked regarding status of faced felts.
H. L. Huelster stated that first step was to assure ourselves that plain felts were as good quality as we could make, then get into facing. He stated that samples of faced felts and material for test by Underwriters Laboratories should be ready by 2-1.
24. H. F. Nunn asked when Research would move to new quarters.
Discussion of this subject with P. L. Losse. Move scheduled for approximately 2-1.
25. J. P. Harrington asked for comments on draft new product questionnaire.
H. L. Huelster stated it was sufficiently comprehensive to be satisfactory.
26. Concluding remarks by H. F. Nunn and J. W. Hudson.
Although department had been going through a trying time, we had been successful in making a profit every month for the past 16 months. Our sights were being continually raised. Vital to continued growth was the best in communications and cooperation between all departments. Good new people to be added when we can assimilate them. J. W. Hudson stated that he had little to add, that he hoped in the future to make more of a contribution. Meetings to be more frequent. Agreed next meeting to be held January 26.*

L. T. MONTANT, JR.

ltm/arn

*Subsequently changed to February 16.

SUMMARY OF ACTION ASSIGNMENTS

<u>Reference</u>	<u>Action</u>	<u>Responsibility of</u>	<u>Due Date</u>
2.	Installation of batching equipment.	H. L. Huelster	5/ 1/65
4.	Relocation of cement operation.	H. L. Huelster	5/ 1/65
	Initiate write-off of Fireproofing and "111" raw materials.	C. E. Ray	1/ 1/65
5.	Write up patent application on dust stiffener.	P. L. Losse	2/15/65
	Bring to conclusion patent work on 1800 Sheet.	P. L. Losse	3/ 1/65
6.	Finalize action recommendation on EDMCO unit.	H. L. Huelster P. L. Losse T. R. Simkins	1/15/65
10.	Arrange with Area Managers for test shipments of Hi Stick Cement.	J. P. Harrington	1/21/65
11.	Visit Akron Standard to discuss forming equipment.	T. R. Simkins	1/21/65
	Visit Fiberforming in Olean.	T. R. Simkins	1/21/65
	Check prices on knife coating equipment.	H. L. Huelster	2/25/65
	Meet with American Zinc on 1800 sheet	T. R. Simkins	1/25/65
	Followup Strawsein on roof jack insulation	T. R. Simkins	1/21/65
12.	Submit work order for materials handling equipment.	H. L. Huelster	5/21/65
13.	Test run on 24" block.	H. L. Huelster	1/31/65
23.	Prepare samples of faced felts and material for test by Underwriters.	H. L. Huelster	2/ 1/65
24.	Move Research to new quarters.	P. L. Losse H. L. Huelster	2/ 1/65