

BOARD OF OPERATORS - 1452nd Meeting

May 26, 1947

Present

H.J. Fortier
S.B. Coolidge
D.S. Gaarder
R.F. Hennig
C.M. Lemperly
W.A. Miller
V. Mills
J.J. Rinkeski
P.A. Stanton
E.E. Ware
✓ E.C. Baldwin
L.A. Mason

Absent

A.W. Staudal
A.B. Maltin
T.J. McDowell
H.E. Van Stone

Copies to:

H.D. Whittlesey
L.W. Wolcott
E.T. Housekeeper
L.F. Cellister
D.A. Kehr
G.E. Robertson
W.M. Stuart
D.A. Whittaker
A.G. Pinard

The next meeting of the Board of Operators will be held, Monday, June 9th.

15745 - FACTORY OPERATIONS

Mr. Mills reported production for the week ended May 20th as follows:

Institution	1,031,000 Gals.
Affiliated Companies	351,000
Kem-Tone	134,000
Total S-H	680,000
Trade Sales	344,000
SWP (Inc. in Trade Sales)	192,000
Automotive	33,000
Total Institutional House Paint	261,000

A very good production week was reported at Newark, Gibberson and Detroit Plants.

Factory Problems - Mr. Mills advised that many of our Plants were still operating on a hand-to-mouth basis on raw material inventories, and the timing of deliveries of raw materials is often delayed which results in production losses. Martin-Samour and Gibberson Plants reported one day's loss of production due to shortage of Titanium. The Plants reported shortage of Lead and the Dayton Plant reported shortages of Leaded Zinc and 461 Lithopons. Inventories were very low on Phthalic Anhydride at Detroit and Newark Plants. The Chicago Plant advised they were out of Ethyleneglycol.

Kem-Tone - To expedite the handling of our orders holding, the Board agreed that our present Kem-Tone schedule of 150,000 gallons a week should be maintained. Effective next week our Plants should manufacture against orders holding on both old and new colors.

House Paint - Mr. Wills advised that we will cross the three million gallon production mark next week. However, our manufacturing schedules will be maintained as long as orders holding for immediate shipment are in the Plants.

15746 - SALES

Mr. Lemperly reviewed the Sales Report for the week ended May 22nd as follows:

	<u>This Year</u>	<u>Last Year</u>	<u>% Gain or Loss</u>
Grand Total Sales	\$1,903,974	\$1,535,669	24.0
Total Sales without PC&O	1,395,630	1,098,230	27.1
Branch Sales	1,148,034	804,338	42.7
	<u>% Gain</u>	<u>% Loss</u>	
Trade	96.5		
Kem-Tone		2.7	
Automotive Jobbers		20.8	
" Direct	85.6		
Industrial	35.9		
Transportation	36.4		
Government		95.6	
Insecticide		29.2	
Kin-X - Dealers	.2		
Jobbers		98.4	
Pestrey - Dealers		65.0	
Jobbers		94.5	
Wood-We-More - Dealers		5.7	
Jobbers		97.3	
Bug Blaster - Dealers	100.0		
Jobbers	100.0		
PC&O District	100.0		
" Lanes	16.2		

Weekly Letters - The general consensus from the District Managers' Weekly Letters reflects that the market is still interested in white finishes. Mr. Baeder advises that there has been some indication of dealers cutting the price. However, Mr. Burt, advises there has been little or no price resistance in his District. All District Managers are campaigning strongly for display of our Special Products' promotional features through the store windows, counters and display tables. Mr. Everett advises of strong competition on 2,4-D material in the bulk market. All Districts still have a heavy demand for Semi-Gloss, Flat-Tone and Enameloid.

Flanox - Mr. Lemperly advised that all restrictions are off on the sale of Flanox. Mr. Coolidge advised that the Plant can make immediate delivery in 1's and 5's.

Progress has been made on the development of a new liquid soap. Definite announcement of this material will be made at a later date.

0035-SWP-000013184

15747 - RAW MATERIALS AND SUPPLIES

Oil and Turpentine - (Week Ended 5/20/47)

	<u>Stock</u>	<u>In Transit</u>	<u>On Order And Contract</u>	<u>Used Past Week</u>
Linseed Oil	53-1/4	10	171	19
(48) Blend	9-3/4	6	—	4-1/4
Dehydrol	16	4	—	3
Soybean Oil	36-1/2	7	71	7-1/2
Wood Oil	17	3	22	1-3/4
Oiticica Oil	2	—	—	—
Fish Oil	2-1/4	2	1	1/4
Misc. Oils	11-3/4	1	—	1
TOTAL US AGE AT PLANTS				36-3/4
Raw Castor Oil at Mill	6	3	26	—
Tall Oil - Crude	29	1	14	2
Refined	8-1/2	1	—	3/4
Glycerine	5-1/4	—	1	1/2
Pentaerythritol	182 Tons	—	46 Tons	13 Tons
Turpentine - Crude	10	2	—	1-3/4
Refined	4-3/4	—	—	—

Oil - Mr. Hennig advises that the Company has purchased 5 tanks of Linseed Oil this week and 2 tanks last week.

Price Changes - There have been price declines on Linseed, Soya and Tung Oils, Carnuba Wax and many Resins. The price on Turpentine has been increased.

Bottles - Mr. Hennig advised that approximately 30,000 of our surplus bottles have been sold.

Naphthalene - Mr. Hennig reported that our supply of Naphthalene has improved considerably but the supply of Caustic is still critical.

Special Vehicles - The Purchasing Department has been advised that Cook can supply all of our normal demands for special Automotive vehicles which we ordinarily obtain from them.

Phthalic Anhydride - Mr. Hennig reported on his contact with several suppliers of Phthalic. There does not appear to be any great easing of this material in the near future. The Barrett Company is building a new plant at Ironton, Ohio. National Aniline Company is switching over largely to production on Maleic. The American Cyanamid are contemplating a new plant.

Titanium - Mr. Hennig just returned from a trip to our Titanium suppliers and reported that it will be several months away before various grades can be supplied and even then production will be on the pure grades only. Very little production is anticipated on let-downs. Titanium Pigments expected to have their new plant in operation by August but it is now delayed until October. We will be in line for an increase in Calcium Titanium as soon as production is forthcoming from this plant.

There has been very little production on Barium Titanium as this has been sacrificed for the production of Calcium Titanium. Titanium Pigments has offered us 292 tons of Barium Titanium during the months of June and July when they will switch production from Calcium to Barium Titanium. Our most urgent need for Barium Titanium is in some Automotive Finishes. However, our Technical Department will review our formulas to determine other uses of Barium Titanium. The Board agreed that we should commit for this Barium Titanium as there will be no more available until October. Our shipments of Calcium Titanium during the months of June and July will be cut down proportionately to allow for the Barium Titanium. We are now obtaining the wet ground Titanium from the Calco Company.

Mr. Hannig advises that our total receipts on Titanium for June should be as high as May and barring labor strikes we may receive an extra 100 tons. Our receipts in July will be approximately 165 tons less than June. It now appears there will not be any great easing on Titanium supplies before October.

15748 - AUXILIARY OPERATIONS

<u>Can Production -</u>	Manufactured	2,060,126 Metal Cans
	Shipped to - Factories	1,417,936
	Trade	516,839

<u>Pigment Production -</u>		<u>Produced</u>	<u>Shipped</u>	<u>Stock</u>
	Lead-Zinc	624 Tons	498 Tons	327 Tons
	Lithopons	524	557	340
	White Lead	160	176	12

Lead Plant Operations - Mr. Coalidge advised that the Company is completing arrangements for a contract with the National Lead Company for supplies of White Lead, Red Lead and Litharge. Our own Plant will shut down approximately June 1st and will be dismantled shortly thereafter.

White Lead-in-Oil - Mr. Coalidge requested that our future program on White Lead-in-Oil be planned. It was agreed to discuss this at the District Managers meeting next week and plans will be made accordingly.

Vacation Period - Mr. Coalidge proposed to close the Coffeyville Plant for the vacation period the last two weeks of July. Discussion was held on closing down some of our Plants for a straight two weeks vacation period and it was agreed that this proposal might be given consideration another year. It was agreed to review the Coffeyville request again June 9th.

Oil Extraction Plant - Mr. Coalidge advised that the Oil Extraction Plant should be ready for operation in July.

15749 - SPECIAL PRODUCTS - Week Ended 5/20/47)

Need-No-More 40 - ^{1-1's} ^{5's 0} ^{Drums}
 Stock at Factories 3.4 5,059 1,431 1.6 50 7✓
 Orders Holding 4 29 1
 " Received 168 57 10
 Filled during week 115 46 1
 " year-to-date 276 28,044 3,725 3.5 745 7✓

Need-No-More 14 - ^{Half-Pints} ^{Quarts} ^{1's} ^{5's} ^{Drums}
 Stock at Factories 1.1 1,058,685 202,898 2,180 97 3
 Orders Holding 288 108 1
 " Received 3,894 4,378 57 1
 Filled during week 1,764,817 284,232 9,929 288
 " year-to-date 1,764,817 284,232 9,929 288

Need-No-More Sprayers - ^{Regular} ^{5-Gal.}
 Stock at Factories 12,480
 Orders Holding 39,236
 " Received
 Filled during week 35,080
 " year-to-date 867,582

Peetroy 25% - ^{Quarts} ^{1's} ^{5's} ^{Drums}
 Stock at Factories 3.4 340,730 120,507 2,187 7
 Orders Holding 132 36 1
 " Received 640 138 73
 Filled during week 733,299 231,187 782 28
 " year-to-date 733,299 231,187 782 28

Peetroy 10% - ^{3-Gal.} ^{5-Gal.}
 Stock at Factories 1.4 18,310,845
 Orders Holding
 " Received
 Filled during week 5,157,088 1,935,602
 " year-to-date 5,157,088 1,935,602

Peetroy 64 - ^{Pints} ^{Quarts} ^{1's} ^{5's}
 Stock at Factories 1.6 232,286 408,733 14,143 135
 Orders Holding 144 276 1
 " Received 11,508 276
 Filled during week 1,531,044 772,068 13,547 25
 " year-to-date 1,531,044 772,068 13,547 25

Bug Blaster - ^{Guns} ^{Refills}
 Stock at Factories 12,435 841
 Orders Holding 733,256 373,832
 " Received 1,452 43,838
 Filled during week 100,224 14,628
 " year-to-date 868,752 173,304

Mr. Gaarder advised that the Oakland Plant should finish their production schedule June 15th, and the Bound Brook and Cleveland manufacturing and filling should be completed by June 9th. We expect to be approximately 130,000 guns short of the program. Mr. Gaarder will check with each of the Companies to determine the amount of cancellations on orders and a report will be made at the next meeting.

	6. Pinta	35 Quarts	14 1's	5's
<u>Lin-X Clear Glass -</u>				
Stock at Factories	43. 36,328	57 57,591	18 20,633	120
Orders Holding	1,806	3,235	330	—
" Received	4,379	4,221	972	—
Filled during week	—	2,865	412	—
" year-to-date	541,951	514,281	160,093	198

	0 Pinta	14 Pinta	4 Quarts	1 1's	5's
<u>Lin-X Self-Polishing Wax -</u>					
Stock at Factories	39.9 39,380	209,857	277,414	32,571	447
Orders Holding	—	—	—	—	—
" Received	—	456	36	66	299
Filled during week	—	—	—	—	—
" year-to-date	✓ 541,685	✓ 943,540	✓ 779,623	87,142	2,592

Lin-X Waxers - Our present orders holding exceeds our commitments. The Board agreed that the Purchasing Department should place an order for another 15,000 complete units for immediate delivery.

	0 Pinta	14 Pinta	1's
<u>Lin-X Green Polish -</u>			
Stock at Factories	948	63,312	—
Orders Holding	143 28,446	—	—
" Received	—	168	—
Filled during week	12,096	—	—
" year-to-date	341,162	692,097	10,596

	14 Pinta	0 Pinta
<u>Lin-X Auto Polish -</u>		
Stock at Factories	14. 5,352	16 56,544
Orders Holding	—	—
" Received	—	—
Filled during week	—	—
" year-to-date	✓ 645,118	✓ 658,113

	This Year	Last Year
<u>Kew-Fans -</u>		
Stock at Factories	332,179 Gals.	389,974 Gals.
Orders Holding	704,568	1,300,750
" Received	60,939	207,981
Filled during week	133,455	253,927
" year-to-date	7,860,844	

19740 - STOCK POSITION

	This Year	Last Year
<u>Trade Sales -</u>		
Stock	375,838 Gals.	343,168 Gals.
Orders Holding	635,289	753,857
Net Position	295,451-Minus	439,393-Minus
Production	326,069	45,599

Special Inventories - Mr. Fortier called special attention to the Heavy gallonage of Industrial and Transportation Finishes which were holding in our Plants on "hold orders." Mr. Lemperly will contact Messrs. Eahl and Ball for immediate disposition of this material as well as devise a new plan to hold down the quantities placed in special stock inventories.

P.C. & C. Stocks - Mr. Rinkoski advised the Board that requests have been received from the P.C. & C. Departments for stocks of Dehydrol to be carried in inventory. Mr. Coolidge advised that these requests have been necessary because the Factories have been reluctant to supply the P.C. & C. Departments materials from their own inventories. The Board very definitely feels that with the shortage of warehouse space, it should be unnecessary to carry two stocks in one place and that arrangements should be made whereby the P.C. & C. Departments can draw raw materials from their local Plants. Mr. Stanton agreed that the accounting procedure could be arranged. Mr. Miller will check on the advisability of setting this up at Chicago.

Overstocks - Mr. Fortier requested that every effort be placed on the immediate disposal of all overstocks. Messrs. Lemperly and Rinkoski will review this program again.

Green Polish - Mr. Miller advised that immediate steps will be taken to dispose of the 14,000 gallons of off standard green polish at Chicago.

Obsolete Lacquer - Mr. Miller advises that the Chicago Plant would like to have the obsolete ready mixed Automotive Enamels returned by July 1st. Messrs. Lemperly and Rinkoski will check to see if the program has been set up.

Factory Stock Control - It was pointed out by the Board that many orders holding at our Plants are the result of insufficient orders to warrant a batch manufacture in an over-all total gallonage stock limit which controls the Stockkeeper's orders on the Factory. The Board agreed that the Plants could manufacture full batches, never to exceed one unit and not go over a total gallonage stock limit of 150,000 gallons at Chicago. At other Plants, stock limits will be set up proportionately. Plants are requested not to manufacture less than normal batches. The Plants should be advised immediately to fill against orders holding only on Whites plus the stock limits established for inventory.

Pestrey 25% - Mr. Rinkoski advised that a few leaky containers of Pestrey 25% in 1's had been reported in our warehouses. The Board agreed that all damaged packages should be recalled.

15752 - LEASE APPROVED

	<u>Used as -</u>	<u>Period of Lease</u>	<u>Rental</u>
Endicott, N.Y.	Store - Renewal	4/1/47 to 3/31/50	\$150.00 Month - New 90.00 " - Old

15752 - MISC. EXPENDITURES APPROVED

Adv.-1315 1,000 Prospectus on "I-Tite" for S-W Branches

\$40.00

0035-SWP-000013190

15742 - FACTORY OPERATIONS - Week Ending 5/20/47

Heavy Liquids - 3-4 Plants

Total Orders Received	267,322	Total Production	326,069
Total Factory Stocks	375,338	Inventory Decrease	10,670

Chicago - Orders Received	63,179	Production	131,357	Stock	97,352
Newark	104,418		77,354		83,211
Cleveland	53,319		49,119		50,276
Oakland	16,017		19,969		42,824
Dallas	26,117		35,076		41,104
Los Angeles	4,772		6,496		32,222
Acme-Detroit			6,698		28,849

Total Plant Output

CHICAGO	253,770 Gallons	Operated at 70% Capacity	44 Hour Week
NEWARK	134,487	57	48
CLEVELAND	85,672	45	40
OAKLAND	70,014	75	40
LOS ANGELES	25,570	63	40
DALLAS	55,312	93	48
CHICAGO LACQUER	55,285	60	48
DETROIT	146,583	82	40
DAYTON	68,959	33	40
GREENSBORO	104,151	70	43
MARTIN-SKOWD-CHICAGO	31,574	63	44
CHICAGO DRY COLOR	154,319	87	44
" FLUSHED COLOR	43,332	76	40
" CHEMICAL PREPARATIONS	Weighted Average	60	
OAKLAND INSECTICIDES	Cal. Arsenate	30 T	
	Misc. Dusts	43	
	Oil Mulsions	6	
BOUND BROOK INSECTICIDES	Ars. of Lead	107 T	
	Basal-Gop.	63	
	50% DDT	46	
	Bag Blaster Guns	87,519	
	Dry Lime Sulfur	14	
	Misc.	87	

0035-SWP-000013191

#15743 -- PLANT REQUISITIONS APPROVED

Argentina

#2537 1 stainless steel shaft, propeller, coupling \$ 43.50

Southwestern District

#505 1 stencil machine -- Kansas City Whse. 116.00

Cleveland Administrative

#2536 1 oak flat top desk -- P & A Acctg. 75.00

Bound Brook Factory

#332 Repair air compressor 379.00

Chicago Factory

#8545 Rearrangement & installation of 3 filling & discharge stations 5,014.30
Acetanilid

#8809 Overrun on Reqn. 8455 for \$75,000 -- provide increased amount of water, steam & air in Tall Oil plant 11,400.32

#8877 1 heavy-duty hand truck -- Pro. #6 25.00

#8881 Install hoist and alter bridge -- R & S 4,065.50

#8886 Remove dough mixer, repair -- Lacquer 1,408.20

#8913 New sprinkler alarm circuits in tunnels -- General 968.00

#8917 1 electric desk and wall fan -- Warehouse 38.00

#8918 2 Ewance laboratory stools -- Dry Calor 13.00

#8928 19 disposal cans -- various 61.75

#8932 Install 45 HP motor, platform & transmission drive on thinning tank 2,990.55

Coffeyville Factory

#232 Overrun on reqn. 64 for \$2700 -- 1 locomotive - Yard 69.04

#233 " " " 85 " 1600 -- 1 hydraulic lift & four roller
brg. trucks 55.87

#239 Purchase & install 1 conductivity bridge & 1 cell in Lithopone Lab 145.00

Gibbsboro Factory

#447 2 rote paint strainers -- Paint 350.00

Newark Factory

#136 Furnish & install additional conveyor equipment 1,713.75

#150 1 drawing table, 1 straight edge, 1 cover, 1 daser lamp - Engineering 92.00

TOTAL PLANT REQUISITIONS APPROVED 29,023.78

#15744 -- LARGE EXPENSE REQUISITIONS APPROVED

Cleveland Linseed Oil Mill

#271 Painting marine elevator \$ 2,109.00

#272 Cleaning, repairing & painting meal conveyor bridge 3,000.00

#275 Repairs to Seed Tanks 1,000.00

#276 Repairs to sewers from seed tunnels & yard between seed tanks 1,000.00

#277 Replacement of roll belts 1,080.00

#278 Clean, repair and paint meal bin buildings 1,000.00

#15744 -- LARGE EXPENSE REQUISITIONS APPROVED (CON'T)

Cleveland Linseed Oil Mill (Con't)

#279	Removal of old corroded skylight, install ventilator	\$	700.00
#280	Paint smoke stack		225.00
#282	Patch roofs		600.00
#283	Repairs to insulation on refinery process tanks		500.00
#284	Repair roof on shed of Bldg. 188		700.00
#285	Repairs to refinery floors		800.00
#286	Repairs to dehydrol department roof		600.00
#288	Replacement of 20 press plates		1,250.00
#289	Repairs & painting of doors, sash, gutters, roof, outside walls, office, fence		5,100.00
#290	2 50-foot lengths of metal steam hose for moving storage boats		220.00

Chicago Factory

#8872	Repair ball casting and bearings on roller mill motor - "Y"		263.40
#8892	Replacement filter press plates - Beta Oxy		108.00
#8896	Replace viking rotary pump -- "A"		77.00
#8901	Replace 1 automatic control pressure switch - Dry Color		65.00
#8902	1 brass section head for centrifugal pump - Dry Color		71.60
#8906	Replace spare outlet valve - "Y"		118.50
#8909	Replacement plates for sperry press -- PFD		659.00
#8922	Replacements for pumps -- Dry Color		254.51

Coffeyville Factory

#234	Overrun on reqn. 206 for #213 -- repairs in office building		39.66
#235	New stack on calender kiln in Lithopone building		275.00
#236	Purchase parts for vacuum pump in lithopone building		1,100.00
#237	Purchase rolls for Raymond Mill -- Oxide		624.05
#238	Painting of buildings		4,700.00
#240	Repair Capreau Kiln		2,450.00

Gibbsboro Factory

#435	Overrun on Req. 236 -- 6 dispersing tanks for Shadye Dept.		6,000.00
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Newark Factory

#141	Increase in price of motorporter & battery charger - S & D		136.80
#146	" " " viking pump on reqn. 642 - Engineering		98.22
#151	Installation of duct & hood from roller mill to exhaust fan - "Y"		55.00

Branches Department

#133	3 fire extinguishers -- Binghamton, N. Y.		48.00
#134	2 " " -- Inglewood, Calif.		32.00
#135	3 " " -- Los Angeles, Calif.		48.00
#136	2 " " -- Cleveland		32.00
#4816	Repairs to 1940 coupe -- Augusta, Ga.		42.37
#4817	Electrical work -- Watertown, Wisc.		35.00
#4818	Replace worn-out awning -- Manitowec, Wisc.		48.00
#4819	Carpenter work, awning, painting, electrical work, etc. - New Brandh San Bernardino, Calif.		3,183.51
#4820	Install inter-communication system between 1st fl. & basement-Milwaukee		59.95
#4821	Repair walls of men's lavatory - Wheeling, W. Va.		35.00

TOTAL LARGE EXPENSE REQUISITIONS APPROVED

40,534.57

	<u>5/26/47</u>	<u>5/27/46</u>
TOTAL PLANT REQUISITIONS APPROVED TO DATE	\$3,124,460.00	\$5,270,158.41
TOTAL LARGE EXPENSE REQNS. APPROVED TO DATE	219,206.17	716,540.88

Acme-Detroit

BE 473	Purchase decal signs for retail stores	415.50
BE 474	Setting up office in Richmond Whse. Branch	897.50
BE 475	1 metal filing cabinet, Richmond	69.75
#622	Build platform & raise stair	67.70
#625	Purchase of Amco Bronze non-sparking tools for Lacquer Dept.	103.75
#637	1 vacuum cleaner	50.21
#638	1 air driven tube cleaner	120.00
#641	4 filters for MacBeth lamps	120.00
#642	3 service recorders for use on ball mills, pebble mills & roller mills	1,070.80
#643	40 Berger metal lockers	483.20
#645	Welding sections of oil blowing tank	79.89
#646	Make new shaft and repair chain drive	60.00
#647	Install Ry R Speed mill on base & make necessary electrical connections	250.00
#648	Install lineshaft, motor and chain drive for pump	225.00
#649	Install longer lineshaft, new pump, pump base	175.00
#650	Extend pipe line to thinning tanks	89.44
#651	Repair accounts payable machine	50.00