

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Unemployed Steelworkers Project

Sheet & Tube Shutdown

O. H. 142

FRANCIS A. MCHUGH

Interviewed

by

Mary Kay Schulz

on

January 29, 1981

FRANCIS A. MCHUGH

Francis McHugh was born on January 14, 1931, the son of James J. and Rebecca McHugh, in Youngstown, Ohio. He attended Rayen High School, Kent State University and graduated from Youngstown University in 1953 with a B.S. degree in Business Administration. During his college years, Mr. McHugh worked as a laborer for the Youngstown Sheet and Tube Company. He served with the United States Army from 1953 until 1955, and in 1956 he was rehired by the Sheet and Tube Company in their Management Training Program. Mr. McHugh remained an employee of the Company until February, 1980 when the Brier Hill Plant was closed. At the time of the closing, he was the Superintendent of the Brier Hill Section.

Mr. McHugh is currently Vice President of Youngstown Steel Company in Youngstown. He, his wife and five children live in Poland, Ohio, where he is active in Holy Family Church as well as local sports programs. Mr. McHugh is a member of the Mahoning Valley Industrial Management Association, American Industrial Management Association, and received the M A C H I President's Award-1974-1975. He was also YMCA's Drive Division Leader during these years. Mr. McHugh is a member of the Gaelic Society.

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INTERVIEWEE: FRANCIS A. McHUGH  
INTERVIEWER: Mary Kay Schulz  
SUBJECT: Sheet & Tube Shutdown  
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S: This is an interview with Francis McHugh for the Youngstown State University Oral History Program at 8470 Summerland Trail, Poland, Ohio on January 29, 1981.

Fran, what do you remember about your growing up in Youngstown and did you grow up in Youngstown? Tell us a little bit about your family background.

M: Yes, I did grow up in Youngstown, lived in Youngstown all my life. I was born on the East Side of Youngstown, and I was born somewhere in the middle of nine children, five boys and four girls. We lived down on Ayers Street, in a rented house until 1941 when my father, who was a railroader for New York Central, moved the family to the North Side of Youngstown in 1941, in December. I went to Sacred Heart School while I was growing up on the East Side. When we moved to the North Side at Ford Avenue, I went three years to Saint Edwards Junior High School and went to Rayen for the last three years of high school. After getting out of high school I went to Kent State University for the year of 1948 and 1949 and moved back to Youngstown and entered Youngstown College at the time. For the simple reason that I was commuting back and forth while I was playing baseball in Youngstown. I thought I might just as well be in Youngstown and get my education in Youngstown. I graduated from Youngstown University,

and at that time it was Youngstown College in 1953. I went into the Army in September of 1953 and came out of the Army in September, 1955. When I came back to the University to Youngstown in 1950, I got my first taste of working in the mill through a Mr. Cooper, placement officer at Youngstown College at the time. I worked part-time while I went to the College. I started in, I think it must have been October of 1950. I worked until the following June of 1951, worked part-time out of the General Labor Department, for who at that time was Al Courtney, the head of the General Labor Department. In about May, I think it was, I started playing ball again. I let my work schedule ride. In, I think it was 1952, I went back to Mr. Cooper again, who got me into Youngstown Sheet and Tube one more time as a laborer in General Labor. I can remember my check number back that far.

S: Can you really?

M: 14606, I think it was one of, probably 75 to 120 part-time laborers that Youngstown Sheet and Tube used to put on during the school year. It was really a unique and a very fulfilling experience because Youngstown Sheet and Tube was willing to let you come to work in that mill while you were going to college, any day that you were off, any day that you could get to work, they accepted you. Some days there would be 50, some days there would be 100 of us down there waiting for a job. You would gather in the Labor Department and wait for your check number to be called and be given a job assignment in various parts of the mill. It wasn't just in Campbell, sometimes you went to Struthers, sometimes you even went up to Brier Hill. Wherever they were in need of general labor. Well after. . .

S: Excuse me, just for one second. Did that just apply to college students from YSU or any college.

M: At that time it was just college students at YSU. Half of the people that I can remember back in 1950 working labor with me, a lot of them still remained with Youngstown Sheet and Tube when they finally did close the doors. They were very, very lenient. I think at that time I must have been making about 73¢ an hour. If my college schedule was Monday, Wednesday, and Friday, and I was able to work Tuesday, Thursday, Saturday and even Sunday. I can remember getting hired at the employment office and going down and talking to Mr. Courtney. He asked me, "What was your school schedule?" I told him, "I go to school Monday, Wednesday and Friday."

He said to me, "Well good, then you can work Tuesday, Thursday, Saturday and Sunday." "That's 32 hours a week; I got to have time to study and I got to have time to play." And when I said that to him he told me, "Hey look kid, I know what you're thinking. You be out to work there Tuesday, Thursday, Saturday, and Sunday." Quite honestly, I don't think any of us that had that much free time ever did put in 32 hours a week; some people were close to it. We could work daylight, three to eleven, call in and say we were available eleven to seven if that was all right with them we would do it. It was a real good situation.

Well, like I said, I broke my service that following May in 1951. I think in the meantime, I might have picked up a job at Golden Age Beverage and Hinley's Food Market, and things like that. But nobody at that time was paying 73, 78, 81 cents an hour, and I needed money. I think it was in 1952 and I did the same thing when Cooper got me back in. I don't know if I ended up with the same check number or not, but I can remember 14606. A lot of people that were there, were at the University and they were coming and going. Some kids would bring their lunches to school and go straight to work from school, say like on a three to eleven turn. Others just would work there just on the days they had off.

I went back in 1952 and I figured I was going to the Army right after college so I let my service lapse again. When I came out of the service in 1955, no I take it back. I was also working in a clothing store, at the Prince Company while I was in between mill jobs. When I came back from the Army I must have had about 50 or 60 different interviews with maybe 40 companies. The job market was real good. I was supposed to go to work for General Electric. In the meantime, I had taken a job with Hartzell's Clothing before I decided I was going to go full-time with either General Electric or another sales outfit.

I had two or three different interviews with Sheet and Tube, and I was waiting for their sales program to open up. At the time it was full and their sales training class, I think was half way through and I guess they have to wait until a new group is ready to go through before that group is finished. The operating end opened up. So I missed out on the General Electric job because I hesitated. I was supposed to give a decision like Wednesday and I asked for them to give me until Thursday until I had this other interview with Youngstown

Sheet and Tube. Because I did that, I lost the opportunity to go with General Electric and then an opportunity for the operating end in the Sheet and Tube opened up so I took it. I started with Youngstown Sheet and Tube as a student engineer in April of 1956. So that time between 1950 when I first started and 1956 was down the drain because I didn't catch on right as soon as I came out of the Army, so that lapsed.

S: So you mean as far as benefits?

M: As far as retirement benefits go. At that time you never give it a thought.

S: No, not when you're that young.

M: That's right. When they finally shut down our Brier Hill plant in 1980, I would have had 30 years on the nose. If I would have stayed, I would have been able to take retirement. With the full 30 years, you get regular retirement. I am 50 and would have had 50 and 30 years, the magic number 80 and I could have gotten out. Anyhow, the operating end opened up and I went through their training program which was quite extensive. It meant starting off in the Metallurgical Department and going up into the primary end of the business; the steel making which is the open hearths, the blast furnace, and the coke plant. You spend time there in becoming familiar with the way that steel is put together for tapping an open hearth and pouring into molds. You follow the whole flow process through the company, from the open hearth to the blooming mill, where the steel is now beginning to form. After going to the blooming mill and watching it either roll down into slabs that would go to the hot strip mill or billets that would go down to the Struthers plant for the merchant mill.

We travel from the blooming mill over to the hot strip, then over to the cold strip. I ended up after visiting and spending time at the bar mills, going back up to Brier Hill and getting educated in the Industrial Engineering Department. I was then assigned to the bar mills down in Struthers. I spent late 1956 down in the bar mills in the Struthers plant to March of 1972, so I spent about seventeen years down in the bar mills. After having my education and expertise in the hot rolled bar area, they combined the bar mills with the conduit and the electric weld tube. That used to be one total division which carried the superintendent on the rod mill, wire mill, conduit, electric weld. They put it all together under one head when I was an assistant

superintendent at the time. That gave us the entire Struthers Plant to watch over. This included the nine-inch mill, twelve-inch mill, mine-bolt machine, two spike machines, bundling area for the mine-bolts, and then we were responsible for the two electric weld mills, the galvanizing line, and what was left of the bundling warehouse area over there. In 1972, I was sent off to the Brier Hill blooming mill. At that plant we took the ingots from the Brier Hill open hearth and were able to roll a slab or roll a bloom which on the next succeeding mill would be reduced to a round large enough for the seamless mills in Campbell. Up there in the blooming mill, I was in charge of the blooming mill, soaking pits, the inner mill, five peelers and the conditioning yard, and four saws that cut the rounds to length. I was not in the Campbell area on that Black Monday that you referred to earlier. I saw what happened.

S: When you talked earlier about them putting all the different divisions together and you left and went to Brier Hill, did you see that as a .v. .?

M: Promotion?

S: Yes, or was that a method they used to cut expenses or to consolidate? Did you see that as a cut-back in any way in 1972?

M: No, in 1972, that was after the Lykes' people came in, which is a different story, okay. I told you from what I saw as I went along. 1972 for me was supposed to have been a promotion from a finishing mill to a primary mill. There were maybe the same number of people to supervise. It was a bigger responsibility because at that time it was more tonage. I was responsible for a bigger part of the business. The bar mills probably shipped out between 15,000 and 27,000 tons a month of finished product. The blooming mills with the rounds that we produced, sometimes we shipped as high as 60,000 and 70,000 tons of rounds and slabs to the finishing department, the seamless and the hot strip area. It was mainly a part of the seamless mills that we were supporting, the Brier Hill Plant. Yes. it was a promotion, okay, but there were times when I thought, I know that it was a promotion, it was a change of philosophy that the Sheet and Tube was starting to go through.

S: Was that obvious because of the Lykes' people coming in? Did you see a definite change after that merger?

M: Oh, absolutely. There was a definite change in our operations. The Lykes' people brought in a lot of their key people and put them in key places that were able to control the spending and keeping their fingers on the money, okay?

S: Are you talking about in the mill itself?

M: I am talking about that, yes, that was evident in the mill, as you could see that we were not taking care of the equipment, spending the money that we used to be able to spend. I mentioned earlier that in the 1950's I was one of the 100 laborers down in General Labor. I saw the number of people that these mills supported or carried to operate and they did not produce anymore steel back in the 1950's. One of the best years that we had, was in 1967. When I first learned about the Lykes' people and Youngstown Sheet and Tube merging or take-over, whatever you want to call it, merging, we had been forced to cut, cut, cut, you know. The first thing you cut in any operation is what you feel is the fat of the operation, the broom sweeper, the window washer, or whatever you want to call it. You get rid of that and start doubling up on jobs and pretty soon you start leaving jobs go unattended and consolidating and combining. We cut a lot of jobs out. I am not specifically pinpointing here it was the Lykes, that they were the total culprit, okay? Because you could see in the years that the unions were becoming much, much, much stronger, not just in getting more dollars, more benefits, and things like that. But they were becoming pretty tough in the work field, not just at the bargaining table.

You could see a deterioration coming from both ends, from how powerful the union was getting and how tough it was to keep your machinery and equipment in repair. The equipment was getting older and older and older and as the years went on, closer to this Black Monday, we kept hearing that you got to do a better job, but you can't spend too much money. It was inevitable, you could see it happening around you. Then they started citing other companies that were hitting the rocks, hitting the bottom and going, what is it, Chapter 13. The one that they harped on us mostly was Allen Wood in Pennsylvania. In it was pretty much a similar situation. It was a hometown group like the Youngstown Sheet and Tube was, a good place to work and a good place to live, as they used to advertise on radio and TV. It really was, it was fun to go to work, you just wanted to get there and see what you could do in a day. In the last



few years, last seven or eight years, it was drudgery. It was like a penalty having to go out there and take the message.

By that time, I am what you'd probably call middle management or upper middle management; you take a message from a front office and you go down there and bring it in to your foreman and lay it on the line to them; this is what comes from the top, we got to do better, we got to do more, we got to find better ways, cheaper ways, easier ways. You knew these guys were doing everything they could! They weren't getting the proper equipment and backing to make the plant go. It was inevitable, you could see it coming. They kept telling you, they kept warning you, okay.

S: In what way? Like you said about talking about other companies. Did you really think that would ever happen?

M: At first it was. . . You didn't believe what they were telling you, okay? You would take this information back and you would hear your front line foreman say, "What the hell? This mill is doing this much better than it did before. We're using this many people less than we did before, and we are producing more tons, how can we be losing money?" Then you start wondering whether it was the manipulation of the accounting figures, and the bean counters as you have it, making it show what they want. It was just hard to believe the first few years that you were taking this decline back to the people. They couldn't believe that it was happening.

But in the last, say, three years the handwriting was on the wall, because that was the topic of every Friday meeting. You got to cut, you got to cut, we are losing money, the business isn't there, the competition is too rough. Our company, the way it was, was like Youngstown District was really competing with the Chicago, Indiana Harbor District. Besides competing with the total industry, I am working with the 1918 mill, 1917 mill with no upgrading other than the "Mickey Mouse" stuff that you were able to put in yourself.

S: So you really can't say that Lykes did not improve conditions, because conditions were World War I to begin with.

M: Yes, Lykes did not improve conditions, definitely they did not improve conditions, they deteriorated conditions. Because shortly after Lykes came, there was no cash left, it seemed like. It's common knowledge that they became

interested in us because we had so much cash on hand, reserved for long range plans, long range spending. The reputation of the Youngstown Sheet and Tube in the industry was that they were not a surging company, in that they would try things before anybody else. They would lay back, but they always took care of our mills. They always had good long-range plans for repairs and upkeep. When things were proven and they knew they would work, they would get into them.

I can remember when they expanded their hot strip. That took a long time coming, a long decision. They talked for a long time about going from open hearth process to the . . . maybe they should get BOF. That was always in the talking stage. But they put very little money into engineering work or study on it to actually apply it in the open hearth area. Right in the end there, they came up with maybe a \$10,000 or \$20,000 engineering study about putting a BOF down in the Campbell plant.

S: What is a BOF?

M: Basic oxygen furnace process.

S: Okay, a different process.

M: Right, along through the times, the open hearth process was falling by the wayside. And many people with foresight, back in the early 1950's, maybe even earlier than the 1950's, started going to BOF's and electric furnace operations. We just went along with our open hearth furnaces and the way we stayed competitive was with, I don't know what the furnaces were designed for, maybe 160, 180 ton, we opened them up a little bit and made bigger heats, say like 200, 210 tons. They quickened their charge to tap time from maybe six hours down to four and a half and then threw oxygen in on top of it and maybe got them down to four hours. With what we had to work with, they were doing a good job and they were profitable. It just wasn't in the books when the Lykes' people came in. They weren't interested in the steel business; all they were interested in was their maritime fleet, I think they got what they wanted. Now the Sheet and Tube is down the tubes. It's funny the way things went. You say well, Sheet and Tube went and so did U.S. Steel and so did Republic or Republic is in the process. But U.S. Steel is looking to put bigger and better things someplace else and so is Republic.

S: Why do you feel they aren't using this area? What do

you think the disadvantages are that they didn't put it back into this area as opposed to building new, modern facilities someplace else?

M: I don't really know that the new, modern facilities could have been put right in the same place. I feel we had a work force that was reared here in the Valley and wants to stay here in the Valley even to this day. I can give you a number of people who've lost their jobs and they still refuse to get out of this Valley. This is where they were planted, and this is where they are going to grow, and this is where their off-springs are going to be, and this is where they want to stay. It's strange, it's funny, because I have always felt that we have the best work force here, in this Valley, than anyplace else in the United States. I think we were able to last as long as we did, comparing to Chicago, for example, what I am saying is, that down in Struthers I had a mill that was 1917 and I was competing with a mill in Chicago that was 1937 and was refurbished in 1952. The mill out there could make almost all the sizes we made here and through some sales maneuvering, all the meaty orders would go out to Chicago to be made out there and bypass us here. Some of the orders would come right past our doors East from Chicago when we had mills here in Youngstown that were capable of doing it.

S: Why do you think that happened?

M: Why that happened I don't know. But it did happen, I knew it was happening. Before I left that Struthers Plant, I was in on the Bar Mill Committee that brought this out. They were taking from us, maybe it was economically for steel making, a proper thing to do. But when you tack on 350-400 miles past our door in transportation charges, whether it's rail or truck, it makes it kind of ridiculous. I saw times when we were fighting this situation. We would take a three ton order. . . I saw times when we, to keep the place running here, may only have enough to go a week and a half out of the month. We'd start to go on a four-day schedule. The people cooperated. Instead of working 40 hours a week and demanding their seniority rights, these people down in Struthers would go together and share the work. They would work four days a week, and if we were lucky enough to pick up a few orders, maybe we would get a fifth day in once in a while. We worked a short schedule down there. I saw that mill work 21 turns for a period of time in the 1950's; the nine-inch

mill, that is, the twelve-inch mill would go, which is a two-turn basis, would go fourteen turns for the same period of time. And then all this happened by part of the economic situation. There was just no steel there for a while. Things were really slowing and taking orders out to Chicago possibly, because that was the wiser thing to do for the company.

But, I still say when you ship past our doors, it was wrong. I saw it go from a work schedule like that down to . . . We would be down two to three weeks at a time waiting for orders. When things would start picking up a little bit, the people cooperated in that they were willing to work a four-day week to get as many people working as they could.

It was inevitable that we were going to bite the dust. I think in the last two years up there at Brier Hill, I knew it was coming fast. I would like to say that in my opinion it had to be a long, long range plan by a couple of smart business groups that got together a long time ago and through an education when Bethlehem and Youngstown Sheet and Tube in the late 1940's early 1950's tried to merge and were not permitted to merge. I think these people, who got together, and knew what they were going to do. Lykes. . . This is fantasy, I may be totally off base.

S: It's your opinion.

M: Lykes did not get into the Youngstown picture until I think 1969, I think it was 1969. But I had information in the Fall of 1967, that we were going to merge with a company by the name of Lykes Brothers. This was at the time that I was assistant superintendent for the bar mills. When I found this information out, this was Fall of 1967, I made light of it, and I laughed at the person who gave me this information. I told him he couldn't be any further wrong than the man on the moon, because in 1967 that was the year I think that Sheet and Tube had its best production and its biggest profit. It was years after that we were comparing the present year with 1967. I heard the man's name who was supposed to be the one to give this information, it was Frank Nemeč, in 1967. That was before he ever made headlines in the town saying how good Lykes was going to be for the Valley. But I found myself in 1969, I think the Spring, some fourteen or fifteen months later, down at the Ohio Hotel, listening to Frank Nemeč tell a group of Sheet and Tube employees, supervisors and news media, that they were going to merge and they were going to do

wonders for this Valley. And you see what the wonders are.

S: You talked very highly about the work force in this area. There was talk along the way that maybe one of the causes of the decline in the steel industry had to do with the unions in that men were just not as productive as they used to be. They felt that they were protected by their unions and is it possible that they really did not produce, I mean this is contrary to everything you've said, because you indicated that you felt this area had a terrific work force. Do you think that played any role in this at all?

M: It absolutely did. In the two areas I had worked in, mainly Struthers and Brier Hill, I could see the difference in the work force between people in Struthers and those in Brier Hill. I would say that, every group of men working in a plant, are all not 100% good producers. You have a few that just put their time in and get by with as little as they can do. I would say that if you were going to put it on a scale of how many did you have, like that down in Struthers, I would say 90% of the people down in Struthers were carrying their load and maybe 10% got by with as little as they could do. I would say, if you were going to figure on Brier Hill, I would say maybe 60% of the people from Brier Hill carried more than their load and 40% got along. Now that is just a number, but overall the work force that I saw here in the Youngstown District far surpassed the work force in the little time that I spent in Chicago. I could see the difference. The difference that I saw down there in Struthers as compared to Brier Hill, the only way that I could point that out would be that, well, down in Struthers in seventeen years I would say that I had a grievance file that could be put into maybe one little manila folder. When I went up to Brier Hill in 1972, in the first two or three years I had a whole GF file drawer full of grievances where management and the union just couldn't get together.

S: Do you think that difference had anything to do with the people who actually lived in the area?

M: No, because I think it was the difference between what I was seeing there, a good bit of it would be the two different types of mills. In a finishing mill, you turn it on, say Monday morning and you turn it off Friday night. They were working on a five-day week schedule, three turns; daylight, three to eleven, eleven to seven,

five days a week. If they lost a day, there was no chance of making it up. They would go home with a short pay. Now when you get into a primary mill where the operation is 21 turns around the clock: heating steel, making steel, heating steel, and rolling steel, when you have it available. If you missed a turn at the beginning of the week, there was a good chance that somebody was going to miss in the middle of the week or the end of the week and you could double out and you could always make a full pay. The absenteeism in the finishing mill is not nearly as bad as you have in a primary mill. I would say that the absenteeism down there in the finishing mill was running near 2%, where absenteeism up in the primary mill would be running as high as 8 to 11%. When you have an 8% lay-off, that means 8% that you have to pay in a month is going to be at time-and-a-half rate, and that does hurt. That does have a lot to do with the difference in the work force down there and up at Brier Hill.

S: Getting back to when you said you really saw the handwriting on the wall, did you ever think about getting out before the inevitable happened?

M: Yes, a couple different times. The first opportunity I had to get out was in 1967 or 1968, or maybe 1969: 1967, 1968, 1969, whatever. What I had was about thirteen years and needed fifteen years for a vested pension. At that time I was offered a job to relocate in another mill and all I could think of was that I'm a year and a half away from getting a vested pension. I declined to take it at the time and why should I leave a good company like what was going on in 1967 and 1968? I had a decent job, a good job, I liked what I was doing, and I liked people I was working with. At that time it was still fun to go to work. So I passed it up and it was for a mini mill, which is what is happening in this country now. The trend is away from the big mills to a small mini, and mid-sized mills.

I passed that up and then I acquired fifteen years and then I acquired twenty years and then I'm pushing 25 years, and I was thinking, "I don't want to start over." That's just what it seemed like. I might as well stay on and now I am a superintendent and I'm in charge of a decent department. Maybe rank does have some privileges. In a merger I guess 95% of the people in the company that is taken over do not survive. Maybe 10 or 15% of them survive in that merger take-over for a certain period of time, and then they drop by the wayside. I thought well, I have about 24 years and I felt, well, if I can hang on

and if there is an austerity program with J & L, which is semi going on now I suppose, or will occur I am sure. I am sure that they feel that they kept more than they should have and there is going to be a parting of the ways and a pairing of force in the future. I thought, "Well, I have 24 years and going on 25 years, and I am 49, that is 75 when we look at the magic numbers." All I needed was about two and a half years, three years at the most to get the magic number 80. I get those in, and all I have to have would be another two and a half to get the full 30. So, I only had about five years to go and it seemed foolish for me to want to pick up and relocate. So, I let it be known with our people that I would be willing to be moved back to stay in the area and do a turn foreman's job and that way you are only hit once, you're only hitting the pocket once. I still would have the same bills, my kids are in college. I have two kids in college, two in high school. Why should I disrupt my family life?

I saw that happen to a lot of my good friends, and by brother included. I have a brother that had more time in at J & L than or at Sheet and Tube than I had, a couple years more. On that Black Monday I saw him really panic, that's the only way I could describe it. He sold his house as quick as he could, because he thought there would be a hell of a drop in property value and everybody would be doing the same thing. So he sold his house. He had a good job down in the Campbell Plant as the steel plant scheduler. He rented a house here in Poland and he had 27 years in. He stayed down there finishing what he had to finish in the Campbell Plant, he shut down everything, moving steel around and clearing it out. He was in production control, like I say he was a steel plant scheduler. Well, then he got moved from the Campbell Plant up to the mill where I was working, the blooming mill. Well, we felt that the blooming mill, since the seamless was really the backbone of the company, or one of the big contributors to the company, that the Brier Hill plant would be pretty safe. It was shortly after he moved up that they were talking about closing the Brier Hill Plant down. Then J & L brought on their two electric furnaces in Pittsburgh that was supposed to take up all the slack. They had closed their open hearths down and put in two huge electric furnaces. They were going to start making their steel between Pittsburgh and Aliquippa for the seamless industry. Then they decided they could shut down Brier Hill.

Now when they did that, my brother now has acquired about 28 years and two months to his thirty-year retirement. He bought a house because he thought he was secure. He bought a house here in Poland again in December. The following April he was told he had to go to Chicago to get his last year and a half in. So now he is in Chicago and he is in the same fix as I am. One daughter married and another daughter in college, I think she is in nurses training, two boys, one in high school, one in college. His whole family life has been totally disrupted. That is only one case and there has to be 15,000 since this has occurred that had the same thing happen. They offered me to move back to the round mill down in Aliquippa. I would have to report to the superintendent of the seamless down there in Aliquippa and take a cut in pay too, and relocate. So that was three things they wanted me to do: take a cut in pay, step back to where maybe it's three steps, and relocate. The only thing I could see that would be cheaper for me would be, to stay here and take a cut in pay and go back to turn foreman and maybe even farther back than three steps. I would still have a 6½% mortgage instead of a 14% or 15% mortgage. If I chose to stay here, it would be about a hundred miles a day that I would be driving. My day would go from a normal 8½ hours to 9 hours to probably a 13 hour day. It wasn't worth it. Anybody going down to Aliquippa from Ohio, from Youngstown is looked at as the outsider, a foreigner, not welcome. That's a fact, a real fact, because I had personal experience. I went down to Aliquippa a couple of times and saw what the people down there thought. It's not their fault.

S: Do you think they felt threatened?

M: The people down at Aliquippa felt threatened that the Youngstown people going down there were going to take their jobs. They felt threatened, absolutely. I had a personal run-in with a man the first time I met him, we had words. I told him, I'm not after your job. I'm down here because I was sent down here with my general foreman to see what we could do to help you with this problem. I don't want your job, I don't even want to come down here. I let it be known to their vice-president of this district that I never wanted to go down there to contribute anything to the Aliquippa works at all, for the reception that we got. Here were people from this area that were sent down there to help. I don't believe any new jobs were created, some were I'm sure, but our people didn't want to go down there and



take anybody else's job, it was either do that or go out in the street.

S: Well, when you said you would take a lesser job here, how long was that going to last?

M: As long as the seamless or the coke plant or the burning yard here would last, okay? That still is not that secure, but I had changed an attitude of a career with a company to making a couple years, making my retirement. That was a hell of an attitude for a forty-year old department head to have, okay, all I want to do is get my next few years in. When I spoke with the district manager here and he told me what was in store for me down at Aliquippa, that was just the way it came out of me. Maybe I was 47 at the time. I said, "Hey, I am over the hill, all I need is three or four years to get in." I was like doing [prison] time. That is just exactly what I said to him. With this merger there is no place for me.

S: No future?

M: It took me five minutes when I first went to the first business meeting that the Youngstown Sheet & Tube and the J & L people had. I walked in there and looked around and realized that we were being gobbled up. The people that had Sheet and Tube tags on for identification, you could see that there wasn't going to be anything left for us. When all the smoke cleared and I sit back and think, almost all of us are gone, almost all of us. There are a few that are still hanging on, probably for the same reason, to get their time in. I just couldn't hang on for any longer. I had to do something and I made a stand that I would go here, because I felt that I could get my years here.

S: Go here? Now where do you mean?

M: Right here is Youngstown, meaning the seamless or the burning yard or the coke plant. I could do a turn foreman's job. That's the way I came up, right through all the turn foremen positions. I felt that I would be hurt, me and my immediate family would be hurt less if I did that, my pride would have hurt for maybe a day and a half. But I would still have the hospitalizations and benefits and I would still have the same mortgage payment. We may have had to change our way of life and maybe be a little bit thriftier, but I had two kids in college and I knew what I had to do but I just couldn't make thirty years, I couldn't make retirement. I felt, quite frankly, that I should have been allowed to do that because of the time and

and the position that I had. I thought maybe rank had an opportunity because I sent people down to these places, the coke plant and the seamless and the burning yard. I sent turn foremen down to these jobs and here I asked, "Don't hit me three times, don't hit me twice, if you are going to hurt me in the pocket do it only one time. Let me go down there, I'll do a job." Well maybe they felt I wouldn't have done the job, I don't know. After I sent people down there and after I left the company, I had J & L people come up and ask me who was still left up there in Brier Hill that could do a job down in that area. That is insult to injury. I sound bitter, maybe I am a little bit.

S: So in other words you are saying that they would not allow you to do that at that particular time?

M: No, I was told that my part in the organizational chart is down at the round mill, to get the round mill going down there.

S: In Aliquippa?

M: In Aliquippa.

S: So in other words, if you didn't take the Aliquippa thing that was it?

M: That was it. I made it known to the district manager after the first meeting we had in 1978 I think it was, no, it was 1979. I told him, he said, "Okay, I know what your position is." He had chose to retire and the next district manager came in and the general superintendent, who was the head of that division knew what my stand was. A new district manager, who was appointed, offered me the same thing. I told him that I had told the previous district manager what my position was and I preferred to stay here so that (1) I didn't have to drive 100 miles every day, so that I could stay here and hold on to a 6½% mortgage, and (2) I didn't want to relocate and assume a 14 or 15% mortgage, and I said, "Let me just stay here." That was it. In the end I either went down there or that was it, it was a stand off. As it stands, there are still two peelers running up there at the Brier Hill blooming mill. They never finished the total transition down at Aliquippa.

I took my severence and vested my 23 or 24 years time and that was it. It makes me think back, if I would have stayed, I would have been walking on top of the world and I could have looked at it all, but the hell with it. I got what I got because no matter how you look at it, I

got what I got because I did what I did. But I can say this, that everybody that worked for me up there in Brier Hill, I either got them retirement or got them a job before I left, everyone of them, as supervisors. I am the only one that didn't stay on, myself and my assistant at the time, we were both gone.

S: What did you do then when you left?

M: We were having this discussion late in 1979. I went ahead and redid my resume from 20 years ago or 25 years ago. I made up a resume and I must have made up about 200 of them. I was going to start sending them out but I never did. Some how or another I got a telephone call. This guy asked me if I would be interested in trying what they were doing. I said, "It sounded a lot better than traveling all the way back and forth to Aliquippa. Let me stay in the Valley where I want to stay."

S: What are you doing now?

M: Right now we are with Youngstown Steel Corporation, which is a totally new company formed by three people out of Pittsburgh and myself. We have taken over part of the Struthers works down at the nine-inch and twelve-inch mill. We intend to put in a rod mill down there. Right now we have two spike machines, one that is running and has been running since March, 1980. We are making railroad track spikes right now. The second machine, I just hired four more people, we hope to put that in production starting Monday. We should be shaking it down tomorrow and be able to make the spikes starting next week. We only have two spike machines in production. We are clearing out the nine-inch and twelve-inch mill and we brought in a used Blaw-Knox mill from Germany; made in America, sent over to Germany. It is probably 1955 vintage, and we hope to roll the rod product, the square for the spike mill off this rod mill along with other merchant quality in bars and maybe shapes in the future; maybe concrete reinforcing bars to begin with. When we get the mill broken we will be able to roll a 5/8 square for the stock needed for the spike mills.

Then we went to Ford Motor Company and bought one of their electric furnaces, a 60-ton Swindell electric furnace. We were going to put everything down there in that Struthers plant, but then they acquired the open-hearth building down in Campbell. We have the stock house, the open hearth, charging floor and teeming along with the mixer building and the stripper building. So we intend to put the electric furnace, starting with one electric furnace and it is in

parts but it is on site down there. With it we are going to put a continuous casting machine that we acquired from Great Lakes National Steel Company in Detroit. I hope within a year's time from when we are talking now, we will be in the process of melting scrap and teeming it in a ladle and carrying the ladle over to a caster and pouring the molten metal into a Tundish and stranding three strands of billets and taking those billets down to Struthers and reducing the billet to a finished product; rounds, squares, and into deformed bars. Off that rod mill, sell the finished product in the squares that we produce for the spike mill to make spikes out of. So we will be a totally integrated mini mill.

S: How many people do you employ?

M: Right now with what we got going. . . We started off in February, 1980. We started off with ten people and went down and started to clean up and blow-out motors and get the electrical power and get the cranes going and the two spike machines. Everything else in the Sheet and Tube Company was just totally worn out because of the lack of expenditures for upkeep the last few years as we mentioned earlier. We brought the No. 1 spike machine back on site and started making a spike. We got down there in February; on March 6th, we made our first assemblance of a spike and we put our first operating turn on about March 13th. We started producing spikes and we shipped our first truck-load of spikes about the last day of March. We have the one machine going daylight and three to eleven five days a week. By the end of the year, December, 1980, we shipped out 6,279 kegs of spikes, 626 tons of spikes off one machine. We hope from the two machines, when we get No. 2 going and get the operation going right, we should be able to ship between 800 and 1,000 tons a month of railroad track spikes. By the end of this year, we hope that we will be experimenting with tapping the first heat out of that electric furnace. Right now we have just about all of the heavy structural off the furnaces up there in the open hearth and twelve open hearth furnaces; that is all but two. When we go down through the floor and we have to get out tons and tons and tons of old brick from furnaces and checker systems and clean out the whole works to install this electric furnace and caster. Right now we have about 33 people working around the spike mill and up around the open hearth supporting the outside people who are demolishing the old furnaces and tearing up the floor. We have an engineering outfit on site now with finished plans to make the site ready to start putting the foundations in. We should start pouring foundations for this new furnace and caster maybe late March of this year.

- S: What is your long range goal in terms of employment?
- M: As far as this whole company, we ought to be able to hire and employ at a steady rate probably 250 plus people.
- S: What is your official title there at Youngstown Steel?
- M: Right now I am Vice-President in Charge of Operations, which sounds good.
- S: You say Youngstown Steel acquired this from J & L?
- M: We are leasing the merchant mill property where we are going to put the rod mill from the CASTLO development, the Campbell, Struthers, Lowellville, Poland Township community organization. We are leasing, we have, I think, a 99 year lease down there in Struthers. We are in the process of buying the Campbell open hearth. Right now we are working under a lease, and probably for legal ramifications for all intents and purposes, it belongs to us. We bought it, that's what the full intention is. But legally speaking, we are under a lease there until we can finalize all the papers which are supposed to come due June 30, 1981, where we are supposed to tie in all our utilities, rail transportation, the whole works. When it is all finalized with all the lawyers and the papers are signed, then it will officially be our property. We are working as if it is ours right now, because we are in there tearing things out. The electric furnace is on site, the caster is 90% on site; parts are still coming down from Detroit. The rod mill we have is on site. We bought a Salem furnace along with this caster that we will put with the rod mill and it will be used as a re-heat furnace for the billets to be rolled into the finished product for Struthers. That's where we stand right now.
- S: Looking back, do you feel that the steel companies, whoever they are, have a responsibility to the community, to their workers, and to the families. Or do you feel that is just not part of big business or shouldn't be a part of big business?
- M: That's a hard question for me to answer. Most of my life was spent as part of the company and my philosophy was that the company is not here just to give you a job. The company has a responsibility to its stockholders who have money invested in the company. Really that is the primary purpose for the companies, to make money. Taxes, and everything that comes from a big company being in a certain area, it is something that just goes along with a company being there. In the end, my attitude started to change.

I couldn't preach that philosophy as I had done for 25 years. I started to feel as the production and the maintenance worker felt. I felt that I did a good job for this company and they don't have any right to pick up and take their money and go some place else and put it in something else. I thought it was unfair, I thought it was unjust, I thought it was immoral. I felt that maybe the workers attitude as the unions got stronger was, "I'll always run to the union hall, I'll get the backing, I don't have to work as hard. . . ." But that wasn't the general opinion of the production and maintenance worker. What union problems of any company or any department would have, I think where the union lost sight of what they should have been doing, this is hindsight again, was that the union was spending too much time and too much of their money and forcing the company to spend too much time and too much of its money in defending a very, very, few people. I say this out of personal experience in what I went through up at Brier Hill. I can go through grievance files and I would say, this is just a figure off the top of my head, that most of the grievances, most of my time spent in union-labor management problems, grievance procedure problems, involved maybe 1½ or 2%, not even that high of the group that worked there. In other words, if over a period of four or five years, I had, say, 500 people working for me, it was the same few people that were in the office, in step one, step two, step three down at the Industrial Relations, and even into arbitration. The same few people all the time, you could count on it. If it wasn't for absenteeism, failure to report, not performing their work, when you try to take them off a job, reduce them back, the union would tie you up. Yet even though you knew the consensus of the workers on the turn working with an individual knew he wasn't doing the job, they would choose to sit back, waste everybody's time and represent that person through step one, step two, step three, and even into arbitration where we had to pay an arbitrator to come in from Chicago or Detroit, or someplace. A waste of company's time, the union's time, on people like that. Then you thought, "What in the world was the union really doing?" Instead of really working with their people and working with management to find out what the best agreement or working relationship, or what the best thing for the worker would be, they would waste time on cases that were just trash; things that should never have come up. I would say that 90% of all the grievances could have been stopped right in the turn forman's level if they really wanted to work things out. I think that they just exercised their power

through the grievance procedure and hammered things that they never should have hammered.

When you go into contract negotiations, it would take foreman's time, general foreman's time, department levels time to compile reams and reams of paper and get together and sit down and really see what the union is asking for. Some of the things I could tell you that were on their list to negotiate is laughable, incredible! Some of the things that you just couldn't imagine that a working man would want to have!

- S: Do you think he did, or do you think they felt they had to have so many items so that they could eliminate some and it would appear they were settling for less than what they wanted?
- M: That is right, but why negotiate that way? Isn't that a waste of time? What do they seriously and truly want? What would the company really settle for? Why waste all this time doing things like that?
- S: Did the union play a role at all and was the union aware that Black Monday was coming? Did the union attempt to make their members aware, or to prepare for it?
- M: I don't know what the union did to prepare their members. I think when they got down close to it, the message I'm sure had gotten to the upper level of the union people. They knew that something drastic was happening. What efforts they made to prepare their people, I don't know. I am sure that through the message that came down through us superintendents to our turn foreman for the last couple of years before it happened, the union had gotten it because some of the attitude was, "What the hell, why should I do it, they're closing this goddamn place down anyhow." That was the common talk, but you could tell that none of them really and truly believed it.

I saw operations in the 25 years that I was there, I saw operations shut down. I saw them shut the rod mill down. That was a decision that was made prior to Lykes Company coming in and prior to the union, say, becoming overly strong. It was a devastating thing to see these people over at the time clock in the rod mill on the last day when they blew the last billet out and they couldn't understand it, they were really crushed. But the company, Sheet and Tube, didn't throw these people out into the street. They absorbed them into

other operations. Youngstown Sheet and Tube took care of the people when things like that happened. They were able to do it through normal attrition instead of hiring a new work force or as time needed, through death and retirements and things like that. These people settled some place, more than likely in the Struthers plant, the Struthers district, some of those did go some place else into Campbell. They were there, but that is one department within a division. That was a rolling mill that probably carried, I think the rod mill and the wire mill went down together and the patenting furnace, it carried a couple hundred people. That Struthers district at one time down there had something like 1,400 people working. I would say that those couple hundred people were devastated at the time but they were allowed to filter in other areas.

When the Campbell Works went down, I know that some of the people right up to the time they were saying, "That's the last slab to roll, that's the last ingot that you are going to roll." really couldn't believe that it was happening although that they were told for the last couple years that it's going to happen, it's going to happen. When it happened, I know that there was a great deal who just walked out of there in disbelief. They ended up with TRA and compensation and things like that and this kept them going, "Well, I got that to fall back on, I have 52 weeks of this and another 26 weeks if you go to school" That's all the farther the people seemed to look.

That reminds me that when the Supplemental Unemployment was brought in in the 1960's, that's when you really could see a change in the production and maintenance work force. Prior to that SUB, it was at that time, \$35 a week, \$2 a dependent for the first two or three children, that was it. I think that the most a man could make was something like \$41. That was hardly enough to live on back at that time. People back then were really conscientious workers and nobody wanted laid off. You could see a change in the attitude of the hourly work force when the SUB came into play. As a matter of fact, I think it was about somewhere in the early 1960's, 1962, 1963, 1964, that it came in, and I can remember going down to Buckeye School and helping our unemployment office get this all set up for the people, getting them registered, etc., for SUB, Making all the paperwork final. The first time people were getting laid off when they were getting that Supplemental Unemployment benefit, I actually, for a few weeks, the first couple weeks we laid people off,



laid the older people off, I used reverse lay off. That's what the feeling was at that time down there in Struthers. Give the younger guy an opportunity to work, which really isn't a bad idea. The older guy has been contributing, maybe I shouldn't say this, but I felt that at that time it wasn't a bad idea either. The older guy could get a couple of weeks off and it wasn't wrong like what it is turned into be lately. It gave the younger work force an opportunity to do a better job, to move up and keep working. That sounds strange coming from a management man, but I think it could have been worked out because I did it for a few times until Industrial Relations and management and the union finally clamped down on me and told me, "You can't do that."

Here's what it has done to the work force. Say you have a hundred people that are working normal, there is a cut back, so you have to lay off say 20 or 25 of the youngest guys. In a finishing mill, there isn't that awful much work so the union contract allows you to work a four-day week or it doesn't even get that involved. Say in bumping back the youngest guys you are bumping back into sequence lesser job class all the way down. So now you have an older man that is still able to work and say he was a job class nineteen and can only hold say a job class nine now. So he is losing money coming out to work, packing a lunch, driving a car, cleaning his clothes, doing a job class nine where he should be doing nineteen. Say somebody doing a job class fifteen has been bumped all the way out. He's home collecting 85% of his take home pay. Now, I am going to ask you, I'll ask anybody else, if you had an opportunity to work in a dirty, greasy old job for five days a week at a lesser job class, or would you rather sit at home and make 85% of your take home pay, what would you want to do? You don't have to spend for gas, you don't have to spend for lunches, you don't have to spend to clean up your clothes, you would be a damn fool not to say, "Hey, I'll take that 85%." So what did that do? That made the guy who is laid off a less productive person, more complacent. "Why should I work when I can collect just as much at home?" The thing that started ringing in their heads was, "How many weeks do I have to be employed before I am eligible to collect compensation? How many months, how many years do I have to have, or when does the period run out?" Just like counting the weeks which you have coming free. That is ruining the American work force.

S: But they didn't have anything to do with. . .

M: With setting that up?

S: Right, but also they really didn't have any say so as to the fact that they got laid off. This was just a matter of fact. Their productivity, if they were producing at top capacity, they probably would have been laid off sooner. Is that not true?

M: No, that is not true.

S: Why?

M: Because, the more you can produce in a stipulated time, the cheaper it is to produce it just in the man hours. The cheaper you can produce it, the more you can put out produce for people to buy, which might help control the price of it too. Labor costs, if you can produce 100 ton of an item that is going to cost you \$10 a ton, and if you got the same work force and you can produce 200 tons, it is only going to cost you \$5 a ton. Putting the volume out is not going to hurt the American worker as much as him thinking, "I'll save a little bit for tomorrow, I'll go out the door quicker by saving a little bit for tomorrow."

This is just what I was talking about today with people we were interviewing or hiring today. With new people and in eleven months time working old machines which are 1898 vintage, we have exceeded the kegs per turn. By having this philosophy and instill in these people, and some of them are union people that are laid off, "The more you produce, the cheaper it can be produced and the more you produce the more we can sell," because there has been a lot of big steel companies who have dropped out of the spike-making business! We have already exceeded what we were getting as good turns down there in 1969, 1970, 1971, 1972, when we were pretty much taking good care of the equipment at the time. Now with the same old equipment, fewer people, we streamlined the sequences and we got people helping one another and they are doing a better job, a faster job, a more quality job, because they are being re-educated. These people have been out of work, some of them out of TRA Compensation, and some of them know now that, "If I don't make something out of this, I won't have anymore TRA, I don't have any anymore compensation to go to." I think this is one of the things I hope will make this company go is the realization that the better you work, the more you work, the more you produce, the cheaper it is, the more we can sell, the more competitive we can be. A thought just passed me I

want to point out here. Anyhow, I think that a change in attitude and the realization that a job with a company can run out has made different workers of these people that are down there now. It is encouraging to see that it can still be brought back.

- S: Well, you seemed to have succeeded where others failed. In the months right after Black Monday there were so many ideas put forth. There was talk of the workers owning the facilities themselves and running it, there was the [Ecumenical] Coalition, there was talk that the Japanese might buy into the steel mills, but everything has seemed to have fallen by the wayside. Why do you think none of this really came to be?
- M: One of the things you're speaking of is the U.S. Steel plant, I am sure. I don't know how good their plants were put away as far as equipment being serviceable and useable, but I know that the Sheet and Tube put away a lot of junk because, since the Lykes Brothers took us over in 1969, 1970, 1971, we spent very little money on the upkeep of our mills in the end. In the last couple years as they were saying, "We are going out of business, we are going out of business," we are going out of business because we didn't have the money to put back into the mills. A lot of repairs that should have been done were not done, they were maybe classed as interim repairs until the money could be acquired or appropriated. While you were making an interim repair last, you had a feeling that your appropriation was never going to come, and it never did. They did some last ditch efforts in the primary areas to speed up heat times or to reduce heat times, whatever you want to call it, charge to tap. They did a lot of clever things that really kept the open hearth costs and the rolling costs as controlled as they possibly could right to the very end. As they were doing this, everything was still deteriorating around it. Just in our area, you could see that the upkeep of the soaking pits and the upkeep of the open hearth furnaces just wasn't what it was before. You just pushed it further and further and further until you got your very last ounce of steel out of each furnace and out of each pit. You rolled the steel on scrap-sized rolls and used them all up as much as you can.
- S: It must have been very sad for someone like you who started when it really was in its "hay-day" to watch this happen.
- M: It was devastating without a doubt. You were so close to the people, you just get engulfed in it and when it

happened to Campbell, you thought it was down the road aways. When you saw the last heat blow out and saw the last ingot come over and saw the last ingot roll and then you see the blank expression on these people's faces. Well, it happened, how the hell. . .It's like facing death. You know it's coming, you know it is going to happen, and when it happens, it is almost like a relief.

Then when we're shutting down and phasing out and removing saws and peelers and equipment from here down to Aliquippa, it is like a lingering disease that you know you are going to die. When I walked out of that plant for the last time, I felt relieved. I felt like for a short time I thought, "Goddman, I'm happy, I'm glad to be gone, I'm glad to be away from it." You just got so sick and tired of the same tune. You couldn't do anything about it, you did everything you could to keep the plants going, and you knew that somebody else could have done something about it. I may be wrong, I may be way off base, but again it is an opinion. I think that even though U.S. Steel moved out and Republic moved out like I said, they moved out because they had other plans to make more steel someplace else, like up at the lake [Lake Erie] or Republic up in Niles and Warren.

What did Sheet and Tube do? They didn't go to something else. I feel there were people in this organization who could have stopped what was occurring. I think that there were people for their own self gain, let a whole Valley, a whole group of people, not maybe the whole Valley, but the whole Sheet and Tube family go down the drain. I feel that we were sold out, that it could have been avoided. I am not talking in the last couple years. Like I said earlier, it had to be a good calculated group of business people who said, "Okay, you go and take care of Sheet and Tube, we're going to go take care of Jones and Laughlin." Through their own needs, who they might be doesn't have to be said, one was going to do the one in by taking all their reserve away from them and put it in the Lykes' ships. The other one was going to over extend and over invest, for example, the big electric furnaces down there in Pittsburgh and what else. Then trim off the fat and make them not totally like companies where it would be considered too much like a monopoly and made them come right back together. I think it took fifteen or sixteen years, starting way back in the early 1960's to accomplish what was accomplished and as readily.

Another wild fantasy would be that if we felt this was the place to make the steel, if we had, say like the seamless is a very important part of what is left and we have a good seamless mill here, and maybe they don't want that to be here. Maybe the reason we are down is because the bankers said it is going to be down in the Allegheny area. I don't know, but it's very possible. I think if you really dug into it, I think a crazy assumption like this would not be too far wrong, because it was too long in coming. The story was, "The Lykes are going to eat you up," and boy they sure did.

That's the way I feel and I can say nothing bad about my association with "The Youngstown Sheet and Tube." As far as I am concerned, when it was a company run by the Youngstown Sheet and Tube family and founders it was a good organization, it was a place where you wanted to go to work. I could have gone to work someplace else but for some reason or another I wanted to stay here and I wanted to work for Sheet and Tube. It was me and my brother Al from this family and we're half steel workers, my uncle France, my cousin, and the other part of our family. My father was a railroader, his brother was a railroader, and half of my brothers were railroaders. The other half of us are still railroaders. That's it, that was basically the feeling of everybody in this Valley, you did what your dad did. Maybe your dad was a laborer or a worker like some of the ethnic groups that immigrated here. They came here and they were laborers and put up with all that they had to put up with. They were good, hard workers and what did they get out of it? They raised their children to be professional people and if their children did come into the mill, they came into the mill after they had a good education and they ended up maybe in management or some professional part. It was something to be really proud of. I still believe that it was a long range plan to do what they have done. You can talk about Kerwin and his canal, this is baloney, this does not absolve the governmental people, pollution control, water control, air control.

S: Do you feel that all played a part?

M: That all played a part. So what we are looking at in my opinion is greedy people, that's hard to say, but that's business, governmental regulations and the union. I think it all tied in together. I think that without losing all our cash and still keeping old mills, we could have kept them in repair, kept them competitive. You're

in the small car industry now. Maybe that strip mill wouldn't be so outdated now, as long as you keep producing without putting more man hours into it. A few smart moves here, electrical and mechanical equipment can put out a few pieces extra or something like that. That's really all it takes, total production and a total eight hours work. I think the culmination of the businessmen, they saw a ripe plum and they plucked it; and the pollution people and the governmental agencies as being too awful strong. I don't think that cleaning up the air and cleaning up the water and cleaning up the ground has decreased the number of cancer and heart cases. I think the ratio is there. I think all that is happening is that the medical people are finding out, "He died of a heart attack, he died of cancer." These people that they suspect of dying of a heart attack while they are eating, really some of them choke to death, they are just finding things out like this. I don't think it's changed any. I don't think this clean air has helped our health that awful much; noise pollution - the spike machines there right at Republic Steel underneath the Market Street bridge, were I heard, really put out of business because the people in that area were crying about the noise they made. People in Struthers love to hear that noise, it's strange!

S: Is there anything else you would like to say?

M: Not really.

S: Do you have any ideas as to the religious community's role in this whole thing? Do you feel like they were effective in any way or did they really help the situation at all?

M: What did they accomplish?

S: They didn't seem to have accomplished much, but did they have good intentions in the beginning?

M: I'm sure that everybody would like to do whatever they can to keep people working but you just can't say to big business, "Hey, this man's out of work and he's not going to be able to feed his family." Like I said in the beginning, a company is there not solely to give a job to anyone. It is there to make money or it wouldn't be there at all. I think legally speaking, they have a right to pick up and go someplace else. Change, if they are going someplace else to stay in the business, to relocate, to modernize or improve or make more. But just to get out, close the doors after you have taken everything

that is takeable out of a company is wrong. I believe that is wrong. As far as these religious groups, I can't see how they got involved in it. I don't believe they should have.

S: You don't think they had a role to play there at all?

M: Not in the manner that they played, I don't feel that their intentions weren't good, but you just can't go pound on the door of the company and tell them, "Look what the people have done to our company. We are not making money if we aren't a charitable organization." That is the difference.

S: Thank you.

END OF INTERVIEW