

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Brick Industry

History of Globe Refractories, Inc.

O. H. 504

WILLIAM PORTER

Interviewed

by

Thomas Hess

on

November 22, 1976

YOUNGSTOWN STATE UNIVERSITY

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INTERVIEWEE: WILLIAM PORTER  
INTERVIEWER: Thomas Hess  
SUBJECT: Modernization, Production, Labor Problems,  
Raw Materials  
DATE: November 22, 1976

H: This is an interview with Mr. William F. Porter taken at his office at Globe Refractories, Inc., a subsidiary of the Combustion Engineering Corporation near Newell, West Virginia on November 22, 1976.

P: We are still known though as Globe Refractories, Incorporated and are a wholly-owned subsidiary of Combustion Engineering. They acquired us in 1970. I haven't noticed too much difference in the operation of a big corporation. They treat us just like our board of directors used to treat us. We have to justify economically any capital expenditures and so on. We haven't been turned down yet.

We started business in New Cumberland and in the New Cumberland area about 1872. My grandfather was a riverboat captain and, I think, started by hauling brick from various plants to New Orleans and other river ports. He decided that the brick manufacturing thing looked good so he bought his first plant. Back then things were pretty tight and bricks were only selling for about \$10 a thousand versus around \$186 presently. So, he lost the plant now and then regained it and so on. Globe actually started in New Cumberland and the plant burned down in the early 1900's. So grandfather bought this plant, our present location.

We were incorporated in 1909 as the Globe Brick Company. We were making a lot of building brick, road brick, paving block and so on prior to the early 1930's, but in the early 1930's or late 1920's, we started making fire brick for the steel industry and we've been in that business ever since.

I started to work here at Globe in 1934 as a laborer. At that time we were getting paid 45¢ an hour and no other fringes. Now our average rate is pretty close to \$5 with all

all the fringes: pensions, hospitalizations, major medical and so on.

In the 1960's we embarked on a pretty good-sized expansion program here. In fact in 1965 we invested our total net worth again in this plant. It's a very highly automated plant. The only thing that isn't automated right at the moment is the off-bearing, the finished square; they're still handled by hand because that's the final inspection, and cracked bricks and damaged bricks have to be discarded.

We're one of the largest pouring pit refractory manufacturers in the world probably. I know we are in the United States. Highly automated, so we're very efficient and can hold our own with anyone.

H: Where do your raw materials come from or what are your raw materials?

P: Well, up until we went into the sleeve and nozzle business all of it came right from here. We started making high alumina brick in the late 1950's and that bauxite, refractory grade bauxite, has to be imported from Guyana in South America.

H: In South America?

P: Yes. It's pretty expensive; it also makes a highly refractory brick. The mills are always after us for improving our product and we work at it.

H: If I understand right, the brick that you make is used to line the ladles where the steel is made right?

P: Right. Steel is made in three different furnaces. The basic oxygen furnace is the newest and the one that's taking over pretty much the major part of steel production. The second one, which is still going strong and growing is electric furnaces. The third one that's on its way out is the big open hearth furnaces. It's a high-cost operation . . . B.O.F. and electric are very low-cost operations. When the steel is finished in any one of these furnaces, it has to be tapped into a ladle and then transported to what they call the pouring aisle in the steel mills or to a continuous caster, which is a multi-storied thing. From there it's poured from the bottom of the ladle either into ingots or a continuous slab casting machine or billet casting machine.

H: This raw material that comes from South America, is that mixed in proportion with local clay?

P: Yes, right.

H: Are these two ingredients the sum total of your imported raw

materials?

P: No, we also import clays from Missouri, Ohio, and Pennsylvania for use in sleeves, nozzles, and nozzle blocks. It takes a little different mix, a little different application for those items.

Our brick have what we call reheat expansion. In other words, they bloat slightly at elevated temperatures. We burn them at 2000 degrees, but they have to stand temperatures at 3000 or better. Anything over 2500 degrees the brick bloats, swells up and in effect, seals the joints very tightly. It makes practically a monolithic lining so there's no steel penetration of the joints. Even our alumina brick as much as 70% alumina had the least reheat expansion. It has only about 3%. Our normal brick, straight clay brick have pretty close to 15% reheat expansion; that's linear expansion, not bulk or displacement.

H: This material that's brought in, do you use the river considerably as transportation?

P: Yes, rail, truck, and river. We're using the river more and more because we have pretty large quantities of materials coming in from Missouri particularly. It's the cheapest means of transportation.

H: I realize that there's some bauxite deposits in Missouri. Is that a similar product than the one that you're getting from Guyana?

P: No, that's more an aluminum grade. They make aluminum out of most of the deposits in the States here. Of course, a great percentage of the bauxite produced in Guyana is also aluminum grade. They also have what they call a refractory grade and that's what we use for refractories. The aluminum content is still up there pretty well. It's also used in abrasive fields because it is highly abrasive. It's hard on our dies over here. Luckily only about 10% of our production is in high aluminum grade brick. They use it particularly on continuous casting ladles. The slag is what damages the brick, so, at the top slag line we use high alumina brick and at the bottom slag line, when the ladle is empty before they have a chance to empty the slag out, that slag is eaten away at the brick. The alumina stands it much better.

H: Now in these bricks that you're making for these ladles, I think that I've noticed that they're all different shapes too, weren't they?

P: Yes, we make about 270 different shapes, sizes, and mixes of brick.

H: In just rough figures what percentage of your cost is involved in your raw materials?

P: Oh, that's hard to say. It depends on the brick. The clay brick, of course, the raw materials, only costs around \$5 a ton; the alumina we have to use to make the high aluminum brick costs about \$80 a ton; the Missouri clays and so on are around \$15 a ton. I would say, on the average, something like 20% to 30% of our cost is in raw materials, and about 50% to 60% of our costs is in labor, material and supplies and so forth.

H: Even as a highly automated plant the biggest part of your cost is in labor?

P: Yes, labor is still our biggest single cost. We still have to have maintenance men and press attendants to make sure the press is working properly and so on. Although all the physical labor, lifting the brick and so on, is done by machine.

H: Except for that one final inspection?

P: Yes, right. After the bricks are burned they have to be handled by hand. Although I think we can automate that too because we only have about 1½% loss and we can put everything on automation and allow them those 1½% for loss.

H: Are your kilns here what has been described to me as continuous kilns?

P: Yes, they're all continuous. We used to operate about 32 periodic kilns, but with the energy situation the way it is, we had to abandon them because they're high-cost operations, energy inefficient. We have four continuous tunnel kilns now that we use to manufacture all lines.

H: What you call the periodic kiln, that would be like a beehive kiln?

P: Yes, right. We would have to set it by hand and fire it and bring it up and whatever the atmospheric temperature is, depending on whether it was winter or summer up to 2000 degrees, hold it there for approximately ten days and then cool it off. You waste an awful lot of heat and gas in that process.

H: Ten to twelve days in the periodic kiln?

P: Yes. But it only takes us about five days in the tunnel kiln all together: preheat, firing, cooling.

H: When I was talking to some china people, they were talking about double fired ware.

- P: Yes, they have a bisque kiln for the initial ware. They have to decorate the plate and glaze it in a glost kiln.
- H: So you get away with the single firing.
- P: Yes, we get away with the single firing.
- H: Once your material goes into that kiln, your continuous kiln, it's in there for a ten day period?
- P: No, in the continuous kiln only about five to five and a half days.
- H: Oh, it makes it much more efficient then?
- P: Right, much more efficient.
- H: That would only have to be loaded like on dollies or something like that?
- P: Well, we have big kiln cars, ten feet by ten feet square. That's automated too. Bricks are placed on those cars by machines and on signal the machines know when they are finished and so on. The conveyor takes hold of the car, pulls it over to the transfer car; the transfer car then takes over, pulls it onto itself, and takes it over to one of the two dryers, opens the dryer door, puts the car in and comes back and waits for another finished car. Then at the other side, where we charge the kiln, one of the two big kilns there will call for a car so the transferer on that side goes over to the dryer, opens the door, pulls the car out, takes it over to the kiln, parks in front of it, opens the door and puts the car in, and then waits for another signal.
- H: And all of this is automated.
- P: Yes, right. It's all automatic.
- H: Is there a man that punches the botton at the right time?
- P: No.
- H: It's all on time?
- P: Yes.
- H: That's terrific. That's a lot more automation then we ran into in the pottery industry.
- P: Oh yes. The pottery industry doesn't lend itself to automation as much as ours does. They have some automatic machines, cup machines, and jiggers and so on, but they still have to be set on the cars by hand and removed by hand.

- H: And still, you're able to handle this 200 and some different sizes and shapes and styles?
- P: Some of the oddball shapes still have to be sent by hand, the machines can't do it. So we still have some hand operations, but it's fairly modern. I would say only maybe 10% of our production is such that we can't handle it by machine.
- H: Now mixing these different percentages and so forth for the different brick that go at different levels in the ladles, this would require you to have a lab here or something?
- P: Oh yes, but it's used mostly for quality control to insure that we have the proper amount of alumina, for instance, 40% or 50% or 70% aluminum brick; and the same thing on our sleeves and nozzles and so on that require different mixes. So the quality control department, our lab is more confined to testing for . . . What is the refractoriness of this item, reheat expansion and so on? We perform those types of tests but it's generally quality control related.
- If we want to develop new products we go to our CE Refractories, who have a very well-equipped lab in Valley Forge, Pennsylvania. They do much of our development work for us.
- H: You've mentioned sleeves and nozzles, could you describe them?
- P: Well, on a bottom pour ladle, which is what most ladles are . . .
- H: Now we're back to the steel mill?
- P: Right. You have a nozzle through which all the steel in that ladle is poured and it has got a stopper rod assembly. It's in the bath of steel and it's a steel rod, so it has to be protected by refractories otherwise it would burn right off. The sleeves are what protects that. At the end of the rod is a stopper head. We do not make the stopper head. There are only two other manufacturers that make stopper heads, that's Vesuvius and Lava Crucible. That stopper head sits right down on top of the nozzle which is sloped like a funnel depending on how fast the steel mills want to pour; we manufacture variable diameter size bores in that nozzle. When your pouring ingots of course, you have to shut off the stream at the completion of every ingot. So sometimes they pour forty or fifty ingots at a time depending on the size of the ladle and the amount of steel in that ladle and the size of the ingot. The stopper rod assembly and the nozzle has to stand a lot of abuse and the reason our nozzles are doing so well is because they're dry pressed. We are the only manufacturer of dry pressed nozzles in the world. It is the controlled erosion of that bore of that nozzle. In other words, the steel pourers like to have the same amount of steel going

into the ingot or into the continuous caster at the start of the heat, when that ladle is full . . . lots of pressure as they do at the end of the end of the pour when the steel ladle is almost empty. In other words, if that bore erodes enough, the same amount of steel is going into the ingot at the end of the pour as at the start of the pour.

H: Okay, we've talked a lot about today, your modern operation. How has this developed over the years? You've been here since 1934.

P: Well, then everything was done by labor.

H: Labor?

P: Yes, wheelers would wheel the brick out of the kilns on wheel barrows. We had small dryer cars that the brick, when made, were placed on and then pulled by hand out to the transferer and then the transferer took them over to the dryer; at the other end of the dryer then the transferer would take those cars out and put them on tracks and take them to the various periodic kilns. The setting crew then would set them by hand, all hand work, all hard work, hard labor. Wheelers and the settlers were paid piecework rates so they all worked very hard and normally would handle about ten tons of ware per man per day and that's hard work. All that now is automated, and that's only come about in the last ten years.

H: Since your 1965 overhaul?

P: Right. Then, because we automated our plant, we went into the sleeve and nozzle manufacturing because we had excess kiln capacity. Prior to that we didn't have it, but we added two big new tunnel kilns, the 1965 or 1970 period, and so everything just fell right in place. Because the automation, if we hadn't gone into those other lines of products, we would have been laying men off. We didn't lay a man off.

H: That's what I wanted to get to, what your relationship with labor has been with this company.

P: It has generally been very good. We have had our union now since 1958 or 1959, I forget which year, in the late 1950's. In 1962 we had one strike and that's the only strike we've ever had. I think our people were suckered into it. I don't think any of them really wanted to strike, they just got bored.

H: What union do your men belong to?

P: They belong to the American Brick and Clay Workers Union. It's an AFL-CIO Union. It's a relatively small union.



You never hear much about it. Right now the steelworkers are trying to take over all United Brick and Clay Workers.

H: As much as they're so closely related to their own industry?

P: Yes. We follow steel pretty closely in our wage rates and so on. Because our union is a relatively small union, I think maybe the steelworkers will manage to take it over. I think the clay workers are going to resist, but the steelworkers union is a big union with lots of assets.

H: Do you foresee that making it more difficult to deal with your labor?

P: In a way, because our union hasn't been too hard to deal with. We try and treat our people right. Of course, they respond and they do their share normally. We've got a few bad apples out there who like to make trouble. Generally speaking, our relations are pretty darn good.

H: I forget whether you mentioned, but how do your wage scales go today? You said 45¢ an hour when you started.

P: Yes, now they're up around \$5 an hour, maybe a little bit better than that counting fringes and so on. Fringe benefits now amount to almost 30% of our hourly rate.

H: Almost 30%? That is getting to be a bigger and bigger factor all the time.

P: Yes, right. Fringes are vacations, holidays, and pay for when they're not working and so on.

H: Do you have a retirement program?

P: Yes, a very, very good retirement program, and to none of these things do our employees contribute.

H: All maintained by the company themselves?

P: Yes.

H: How about hospitalization?

P: Hospitalizations are all paid for by the company, and that includes major medical. A few of our employees, if it hadn't been for that, would have just gone bankrupt. One in particular has a son who has multiple sclerosis, I think. He costs us about \$2,000 a month. There's no way the employee could have paid for that.

H: Yes, that's good.

Before the union was formed, was the relationship between labor and management about the same?

P: It was excellent. In fact, I think we had three National Labor Relations Board supervised elections before the union finally got in in 1958 or 1959 and then by only one vote. It only takes a simple majority.

H: Right.

P: It was almost split right down the middle except they got one extra vote so we got the union.

H: What was the motivation then? Was it just because everybody else was unionizing?

P: Well, that was one thing. We probably made an error too because . . . I think what convinced half of our employees that they should have a union is that we always paid a little higher than the surrounding rates to try to keep the union out, but they also wanted job classification and seniority. Of course, we didn't want that because you can't promote a good guy; everybody is treated the same. It hasn't hurt us any except it has hurt some of the union employees because we just can't promote them like we normally would. It just has to go by seniority. The older guy, if qualified, gets the promotion. The younger guy, who may be far better than the older fellow still doesn't get it.

H: And the older fellow can bump at a time of short needs and so forth. There's no way to bring the younger man out and promote him around because he has low seniority.

P: Unless we take him out of the bargaining unit. I'm talking about . . . there's a lot of good jobs here and there's a lot of competition for that; we can take a man out of the union and make him a foreman and we do that. We try to promote fellows into the supervisory areas from within the union.

H: Under your arrangements now, do the men bid jobs?

P: Yes, then the oldest man gets it.

H: The oldest man that bids gets it?

P: Yes, providing he can do it and most of them can in most of the job areas with no real problem.

H: You have the same sort of steward-type relationship in the . . .

P: Yes, to a certain extent. Actually, there's only two units. They are the mine unit and the plant unit. It's all under the United Brick and Clay Workers. So the president of the

union usually acts as the steward. Although I think we have about eight people who help him out.

H: How many employees are there now roughly?

P: I think there's about 240, roughly, hourly rated employees, and about 50 salary. We have pretty close to 300 people.

H: You mentioned the mine unit, is that automated like the rest?

P: It's all off-track mining. We've got some pretty good machinery out there, but men still have to operate the machines.

H: I interviewed an elderly man, I think he's 85 now, who started to work when he was twelve years old raking on a mule train in a mine. That, of course, was back in the early 1900's. This is all gone from the mines now isn't it?

P: Yes. We've used electric locomotives up there ever since I've been working here. But not too many years before that we did use mules in the mine to collect cars and so on. Now we're still using electric locomotives to pull them out. I remember one time we has a farm here and a couple of horses. The plowing was all done using horses. They got a car off the track up there and didn't want to bring a mule out. They were unable to use the electric locomotive for some reason or the other, so we brought one of the horses out. A mule, real quickly, learns to keep away from the trolley wires, direct current, but the horse, whose name was Fanny, didn't. Boy, she had her ears up and she hit one of those wires and it just knocked her down. We couldn't get her close to the derailed car after that. The direct current won't hold you, it will just kick you and knock you down.

H: It just knocks you down, right. One of the things that is foremost in the minds of everyone right now is the energy crunch and you mentioned you fire by gas in your continuous kilns.

P: Yes.

H: How does that affect this company?

P: Well, it affects it in that we have installed dual fuel burners in all our kilns now so that we have the capability of using fuel oil, number two grade fuel oil. I don't know whether you noticed when you came in about eight tanks down there, that's our propane standby. If we can't get oil promptly or if they cut the gas off too far down we can put that in. Right now we have a pilot installation over there on one zone in one of the big kilns for firing with pulverized coal, which works real good. That's going to be our cheapest fuel.

H: So you're looking to get around this dependency on gas.

P: Right, we're going to be real flexible as far as fuel goes. See, we're under a 50% curtailment right now and we're using oil to make that up, which is pretty expensive. Oil, right now, is at least twice as expensive as gas.

H: Twice as expensive?

P: That's the other thing that bothered me. The government regulates them so I think that's one of the reasons we have these problems because they don't permit the price of gas to be high enough to make it worthwhile to find it and transport it.

H: One of the other men that I interviewed mentioned that if he would pay a premium, he would be able to get so many cubic feet more gas. Is that the same arrangement that you have?

P: Yes.

H: But you find it more economical to go to your fuel oil?

P: Oh yes, the gas is still a little uncertain even though you can contract to get excess supplies, but it's pretty expensive. In fact, it's as expensive or maybe even a little more expensive than number two grade fuel oil is right now. So we haven't gone that route. We did go so far as to drill our own well out here though. We had about a 50/50 chance of getting gas because this whole area--Ohio, West Virginia, mostly Ohio--is over a gas strata or several gas stratas. We drilled a well about 6,200 feet down and thought we had a winner. The first day it chucked out about 300,000 cubic feet of gas, then it just died in twenty-four hours. We couldn't fracture the vein. It was too dense. We tried hydraulically pressuring it and acid frak, but neither one of them would do it so we had to plug it.

H: This vein of clay that you're working in here locally, is that the same vein that runs down as far as New Cumberland?

P: Yes, right.

H: Okay, then anything that pertained to that New Cumberland vein would pertain up here too?

P: Yes, it also carries on into Ohio there. We have a competitor right across the river here. It used to be McClain Fire Brick and then H. K. Porter acquired them and now Swank Incorporated in Pennsylvania has it now. But anyhow, they're in the same vein that we are here.

H: H. K. Porter is not any relation to you fellows that run here?

P: No. In fact, when H. K. Porter acquired the McClain Brick Company, everybody thought it was us.

H: Yes, including myself.

P: H. K. Porter was acquired by Thomas Mellon Evans and they manufacture diesel locomotives, small diesel locomotives. I think he just used the name to build up a kind of conglomerate including refractories. He is really a conglomerate, very diversified outfit, except he couldn't make a go of the fire brick division so he finally got rid of it.

H: He got rid of it?

P: Yes.

H: Now, do you make something similar to what the Kaiser Plant at Columbiana makes?

P: No, they make all B.O.F. furnace brick there, tar bonded and so on.

H: There's a definite difference between the brick in the ladle and the brick in the furnace itself.

P: Yes. Harbison-Walker, for instance, has tried, for years to make a good ladle brick and couldn't do it; they're the biggest refractory company in the country.

H: Where are they located?

P: Well, they're a competitor of Kaiser for instance. They have plants all over, in Missouri, Pennsylvania, Ohio.

H: In the early times we understand that this was the area, on this side of the mountains anyhow, where the clay industry got started, right? This was twenty-five miles along the Ohio River?

P: Actually this particular clay deposit probably carried for maybe a fifty mile radius. It's fairly localized. It has the specific reheating capacity that makes them ideal for ladle brick.

H: Is it so that on the West Virginia side you have a definite advantage in that the mines are easier to keep dry? I heard someplace that the Ohio had to pump all their mines because of the slope.

P: That could be because of the way it slopes, yes. Our mine, the slope of the thing, we still have to pump, but a lot of areas it can run out by gravity. I suspect in Ohio there is about 3% grade. They do have to work downgrade so they have

to pump all the water.

H: Have your geologists given you any idea as to why this clay is localized in this area?

P: Not really, but what gives it the reheat expansion are the sulfates in the clay; that creates the bloat or reheat expansion.

H: So there would be any number of ways, but it is a particular quality in that clay?

P: Yes. I know in 1965, we were very much interested in putting a new plant out in the Chicago area, which is the largest steel producing area; they have got Pittsburgh beat. We looked all over Indiana and Illinois to find a clay suitable to make ladle brick and we couldn't do it. So it is fairly localized.

H: So to supply your Chicago market . . .

P: We ship them from here.

H: You put them on a barge?

P: Well, some of them, yes; most of them go by truck or rail. One customer out there, Inland Steel, gets all their brick by barge and that's about a barge load a month, 600 pallets.

H: A barge load a month.

P: Around 1,200 tons of brick.

H: That's a lot of brick, isn't it?

P: That's a big plant too. Keystone Steel and Wire takes a barge now and then, about every four months because they're not nearly as big as Inland and a barge lasts them about that long. We're also sending it down to Texas, to Armco Steel down there and US Steel in Houston.

H: Do you export any brick out of the country?

P: Not other than to Canada. Twenty percent of our production goes to Canada.

H: Twenty percent?

P: Yes.

H: That a good percentage.

P: What we're working is now is either a chemically bonded

brick or a low fired brick. We want to put that plant in Canada because Canada is getting kind of nationalistic and so on.

H: That's what I was going to ask next, about tariffs or anything like that.

P: No, no tariffs, not if they don't produce any in Canada.

H: Their tariff protection would only be on something that they produce themselves?

P: Right.

H: Do you run into any incoming competition?

P: From outside the country?

H: From outside the country.

P: That's one reason we don't export to Europe for instance, because freight is just prohibitive and they can't ship in here because freight just eats them up.

H: The reason I ask is that in the paving brick days, England used to send a lot of paving brick over as ballasts in some of their ships, but you don't run into that sort of a problem with your specialization?

P: No, not at all.

H: In the olden days with regard to your labor, did you have anything like company houses or company stores?

P: No company stores, but we had about nine company houses; all of those were torn down.

H: Were they located close here?

P: Yes, right here in this area.

H: Right here?

P: This little valley here.

H: Is this flood country right here, if we get real high water?

P: Yes. In 1936 the plant was flooded and again in 1942 I think. So after the 1942 flood, we put a flood wall around it, and no flood has bothered us since.

H: Agnes didn't bother when Agnes flooded in here?

P: A couple of times it has come within a foot or so of the top of the flood wall. We had a high amount of water but she held it.

H: Once again with regard to labor, I've run into several situations where immigrants were brought in to work in specific plants. For example, a Polish was brought into a yard in New Cumberland. Did this company bring any foreigners?

P: I don't know that we actually imported any ourselves, but we have an awful lot of Polish people and Italian people working for us, a lot more than back when I first started.

H: Folks who were still talking Italian and Polish?

P: Yes.

H: Their children would be working now, but they're all Americanized.

P: As far as I know though, we never actually sent for anybody. They just arrived and were hired and most of them were excellent workers.

H: One other importation of labor that we've run into in the clay industry has been the recruitment of southern Negroes, brought in here about the time of the First World War.

P: Well, we've always employed colored people. I would say around 10% to 12% of our people are blacks and most of those are excellent people, particularly the ones who have been with us a long time.

H: They've been here for a long while?

P: Some of the younger ones you get now, think the world owes them a living and they don't want to do anything to help themselves.

H: All of the blacks were originally southern blacks, but do you have any idea when these people came north, what immigration it was in?

P: Oh, I would say after the Civil War is when most of them came.

H: I'm not asking to get into any of your figures or anything like that, but financing is a big thing in any company. How is financing for an industry so large?

P: Well, it depends on your balance sheet and so on. We had no trouble borrowing money to finance our expansion program whatsoever. And now all we have to do is request it from combustion. If we justify it, it's available. So we don't



have to go to a bank anymore to get money.

H: Being part of a conglomerate, they do the financing when you justify it. You did mention that you were able to expand to the extent of your net worth there the one time.

P: Yes.

H: Must have had somebody who had a lot of faith in the industry.

P: We've always been pretty efficient. Our financial statements are all clean so we just didn't have any problem. We proved to the bank that we could handle it and we did handle it.

H: At any of the depressions, I guess 1929 would be the big one, the 1930's, did that really bind or hurt you?

P: It sure did; it sure did.

H: Were you closed down?

P: We would operate according to orders, that's all. Because everything was way down, we went way down. I remember guys would come out and hope for a car to load and so on, but now, somebody did that and you had to pay them. They waited around sometimes for half a day just in the hopes some mill would order a carload of brick. They would dig in and load it.

H: Now the thing runs on pretty even keel?

P: Fairly. The steel industry is kind of up and down too. We follow them very closely because our product is used in the actual production of steel. So that when the steel industry is doing well, we are. The steel industry right now is pretty soft and slow. So we are fairly slow.

H: That's very interesting. Is there anything else that you can think of that you might like to add.

P: Oh, yes. One thing. Globe has always been involved in our community relations, public relations. We have a pretty good name in our area for what we do.

H: Thank you.

END OF INTERVIEW