

Michael Hillard Interview with Paul Brahms
11/01/2014
TRANSCRIPT

(0:00:00)

[[silence]]

(0:00:44)

[[background talking]]

Michael Hillard: Be sure to let me know if you have any question.

Paul Brahms: Yeah. I don't – [[inaudible]] That's the only question I had. Can I get a copy of this form? – give it to.

MH: Yes

PB: Yup.

MH: You know what I'll do? I'll print out a copy. Put my signature on it and take it with me.

PB: That's fine

(00:01:06)

[[feet on stairs]]

(0:01:42)

[[silence]]

(0:02:15)

[[page turning]]

[[BG]]

[[feet on stairs]]

(00:02:45)

[[inaudible]]

PB: Right there. Right there.

MH: Always goes faster.

PB: Tell me about it.

[[laughing]]

MH: Yeah, everything goes faster [[inaudible]]

PB: Unbelievable.

[[inaudible]]

[[bg]]

(0:02:58)

PB: Yeah, I remember when I was waiting to get out of the service. We had 2 weeks in a session with exiting from the Navy. And while we were -

MH: For de-briefing, kind of stuff?

PB: Kind of. It really was a ploy to get you to re-enlist.

MH: Oh, right, right, right.

[[background noise]]

PB: They'd put you in this barracks. Other people were getting out at the same time. But, then they had 2 or 3 people who had been out and weren't making it because things were too tough out there. They re-enlisted. And, they got like a \$10,000 bonus, and they're all driving around in new cars. Trying to convince you, that geez, it's tough out there. I wouldn't. I tried it. It won't work. Tried to read lips for awhile.

I had a good laugh about it. I thought Jesus Christ some of you signed up for 6 more years. Oh, you poor thing. [[laughing]]

MH: I grew up an Air Force brat. So, every aspect of that environment. They definitely give you the hard sell.

(00:03:57)

MH: So, the first thing I gotta do is set this up so that I have the microphone close to you.

PB: Sure

MH: In doing this for a long long time. People always find this kind of obtrusive -

PB: No, you're all set.

MH: in their face, and they start to pull away.

PB: That thing was going into business for itself when you left and was slowly going down. So, you might, you did tighten it up. So, you're all set.

MH: I felt like, is there anything technical? Just barely.

PB: Okay. I should talk right at the microphone.

MH: Right at the microphone. Don't go away. Just -

PB: Try not to. Okay.

(00:04:31)

Michael Hillard: So just start by saying your name.

Paul Brahms: Sure, my name is Paul Brahms

MH: Where were you born?

PB: In Peoria Illinois. In 1937.

(00:04:40)

MH: 1937. And, one last thing. So, what did you have for breakfast this morning?

PB: This morning, I had an Ensure and a cup of coffee. [[laugh]].

(00:04:54)

MH: All set.

PB: Sorry.

MH: Okay. No. That's like the standard mic check question that radio journalists ask, which is interesting.

PB: Okay.

MH: Because it's always like people can always remember what they had for breakfast.

(00:05:03)

PB: Yeah, yeah. Generally.

MH: So, I'm just going to sketch just a little bit about, you know, what I'd love to make sure we get to today.

PB: Sure.

MH: And then, I'd like to go back and start with where you grew up -

PB: Right right

MH: and college, and how you came to SD Warren all that stuff.

PB: Right right

MH: One thing you know I wanted to be sure to get at today. I've been really fascinated at how important the technology centers have been for all the paper mills. I've talked to people, first interview was with, Howard Reiche Jr.

(00:05:42)

PB: Yup

MH: He had that whole thing where he was working with people from the technology center. He was like a tester and or worked with the testers and stuff like that.

I've gotten this impression that there was always this both refinement of making the existing grades better and developing -

[[cross talk]]

PB: Exactly right, developing new ones.

MH: Developing new ones. And so, how important it was for companies like SD Warren because of the kinds of paper they did to develop really good stuff.

I've heard that people, a lot of engineers would go to paper making engineering [[??]] mills in Syracuse.

(00:06:21)

MH: So, I have like bits and pieces of it. But, I've never interviewed anybody from the lab.

PB: Oh, there you go.

(00:06:25)

MH: So, That's why I'm especially excited to talk to you today. So, with that in mind, let's just go back, where you grew up, what were your circumstances?

(00:06:35)

PB: I grew up in Illinois. I was born in Peoria, Illinois. Lived there until I was 17. When I graduated from high school, I wanted to leave home. So, I joined the Navy. 2 days after I got out of high school, I went into the Navy.

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And, during the boot camp period they interviewed me and asked, "What kind of school do you want to go to?" I said, "Hell, I just got out of school. I don't want to go to any more school."

(00:07:11)

And, they said, "Well, you're a high school graduate, you have to go to school." That's a benefit, supposedly. But, to my mind it was an aggravation. But, I said I don't really know what I wanted to do.

(00:07:21)

So, they said, “What’s your father do for a living?” I said, “Well, he’s a machinist at Caterpillar Tractor Company.” They said well, that’s what you’re going to be. So, they sent me out to the west coast after boot camp.

(00:07:31)

I went to what they called machinery repair man school. It’s really running all sorts of equipment to work with metal and create things. I did that for a couple years.

(00:07:45)

Then they asked me if I would like to oversee the air conditioning and refrigeration onboard ship. Now, I didn’t have any training but there was a guy that did train me before he retired. He was a first class petty officer at the time.

(00:08:01)

So, I did that for about a year. I was only on board ship for 2 years and 3 months. We went all over the Eastern seaboard, the Arctic Circle, England, France, Caribbean. Fantastic. As a kid it was fantastic.

MH: Yeah.

PB: Got to a lot of different places

MH: See the world.

PB: Yeah. Yeah. Until I met my wife.

(00:08:21)

I met my wife, one weekend we were in Portland, Maine. Happened to walk into a restaurant. There was a girl sitting there with her sister and I got into a conversation with them from the next table. Then they left. Then I got up to leave. (8:39)

I asked the guy that ran the restaurant, I said -

By the way that restaurant is still there. It's not called the same name anymore. Alamo on Congress Street was the name of it at the time. It's nearby Longfellow Square.

Anyway, so I said, did that girl who just left, does she come here often? He said every now and then. It was no help whatsoever, right?

(00:09:00)

So, I went back to the ship and that night all the guys were going to Old Orchard because they figured that's where all the girls were, right? I said, well, I think I'll pass. I said I'm gonna go back to this restaurant I was at this afternoon. You never know. So, I went back there and she wasn't there, of course. The guy that I talked with during the day said the girls sitting over there in the booth behind you want you to come over to sit with them.

(00:09:25)

So there were four girls sitting in the booth and I went over to talk with them, talking with them. Then all of a sudden this girl walked in that I'd met earlier in the day. I just said excuse me, got up, and went back to where she was sitting. I had no idea what the hell I was going to say. That's when I met my wife. That was my wife, at that time. We just hit it off. And, it was amazing. So, we, I use to hitchhike –

(00:09:50)

MH: So, you mean you'd never been to Portland before?

PB: Never been to Maine. Never knew she was ever coming to that restaurant. Just asked could I sit down for a minute. She said yup. She actually had a blind date that was going to show up shortly. [[laughing]] But she asked me if I'd like to go with her. They were going to go to Old Orchard with her sister and her boyfriend. [[laughing]] So, I said sure.

(00:10:10)

Actually, I had the midnight watch. I had to go back to the ship to get someone to take my watch for me. So, I went down to Old Orchard. One thing led to another. We saw one another on weekends. Three weekends and became engaged. I was in Newport, Rhode Island at the time, used to hitchhike up on the weekends. Then we became engaged.

I went on a European trip, NATO cruise, one time. It took a month or so.

(00:10:39)

I came back October 31st I came up here again to sign the marriage intentions forms, you know, with the city of Portland. I stayed too late. I had been up all night before fixing some Admiral's refrigerator. I didn't have any sleep for like 36 hours.

(00:11:00)

Tried to drive back to Newport, Rhode Island at 2 in the morning. I fell sleep at the wheel on the Maine Turnpike. Rolled over 16 times. Had a hitch hiker with me. He didn't get a scratch. I just broke my nose and all my teeth were loose. I survived it. Which I'm surprised at. So, I was in the hospital, we were -

MH: Did you have seatbelts?

PB: No seatbelts at the time. Just holding onto the steering wheel banging my head on what eventually, first of all was a window, and then was no longer a window, because I was banging my head on the steering wheel and so on

(00:11:32)

I entered the hospital in Portsmouth. I told the doctor there, I said, 'I'm due to get married the 9th of November.' He said, "Oh, you don't have to do that. I'll keep you here." I said, "No, I want to do that." He couldn't believe it.

I was only 20. To him that was stupid, a guy 20 years old. Especially since I hadn't met the girl about a month and a half before.

But, I did get married. I got married on the 6th instead of the 9th. Interesting thing was, I did something very unusual on our wedding night, I had to go to court. Because I did something illegal: driving on the highway with your eyes closed. [[laughter]] So, they fined me 50 bucks, required me to show proof of insurance for 3 years, and lost my right to drive in Maine for a year, which I survived all that. Life went on. I got out of the service a year later.

(00:12:29)

Then I moved back to Peoria with Ann, my wife. Thinking I'd go to school out there. I went to work for a steel mill out there. But, I had really been a lousy student in high school. So, I was really really short on math. I should have, I was going to, go to an air conditioning and refrigeration school in Boston, and I chose to go to Illinois and go to, maybe take some night school courses and then eventually go to college. Well, I never went because we had a child and then we had another on the way. So, I decided I'd better do something else. We needed to eat.

(00:13:02)

So, went back to Maine one Christmas, like in 1960. I said we're going to move back. I've got to find a job. They said well, let's go look for one now. Line one up.

So, my father-in-law was a salesman for the Alemite Corporation. He was taking a swing through places he did business with. One of them was SD Warren.

(00:13:26)

He knew the mill manager at the time, whoever that was. So, I was -
[[cross talk]]

MH: Rudy Green?

PB: Was it Rudy? Okay, I don't think it was Rudy. Probably the paper machine manufacturer, someone like that at the time. That he saw me.

MH: Oh,

PB: He said I was looking for a job. The guy said what do you do?

Well, I work at a steel mill, at the moment, in the metallurgical laboratory.

He said, well, you probably want to go up and go see if the lab has a job for you. So, I said that's a good idea.

But, go to the personnel department here and they'll give you an application and stuff. So, -

(00:14:02)

MH: The house across from the mill?

PB: No, it was in the mill at the time. House across the street, was Elms, strictly for visitors.

[[cross talk]]

MH: Oh, I know where the Elms is. I think I remember -

PB: Up the street there's the Greek house, which is where -

MH: That too.

PB: Right in the mill house. So, we didn't go there. My father-in-law said you don't want to go there. Go up to the lab and ask for whoever's in charge. So, I did. I went to the lab.

(00:14:32)

This woman named Gracie was the receptionist. I found out Fred Frost was the director at the time. I said, "I'd like to see Fred Frost."

She said, "What company are you with?" I said, "Keystone Steel and Wire Company." She looked at me, "Is he expecting you?"

I says, "No." She left then she came back and she said, "He'll see you in a few minutes."

I said, "I have to be honest with you. I'm not really representing Keystone Steel and Wire Company. I'm really looking for a job."

(00:15:00)

So, she said, I'll be back in a minute. She left and she came back and said, "He'll still see you." I said, "Great."

He came out. So, he said, How long you work for them? I said 2 to 2 ½ years.

How are they doing? I said, Not too well at the moment. They put in a new rolling mill and it cost them all kinds of money cause things aren't going right.

(00:15:23)

As it turns out, he had bought a lot of stock in Keystone Steel Wire Company and wanted to know why his stock wasn't doing too well. [[laughing]] I thought that was funny.

(00:15:33)

He said - I said, I'm really looking for a job. He had, what's his name, 2 people interview me. Trying to think of their names now. Anyway, they interviewed me. They gave me what they did, gave every prospective new employee, which was a personality test of some kind. They said I could check back with them in a couple of days. So, I came back in a couple of days.

(00:16:05)

They said, you did really well on this personality test, but we have some concerns. He said, "You can either be of great benefit or a tremendous trouble maker. But, that's what you look like."

I said, "Well, I didn't cause anybody trouble yet. I don't expect to. I'm really just looking for a job."

So, they gave me a job, which I came back, this was in December, and they set it up to come back May 22nd and start working then, which was great.

(00:16:31)

MH: May of 61?

PB: May of 61. Yup. I think it was May 22nd 1961. I started working in the research laboratory. For a really nice guy by the name of Towers Doggett.

MH: Towers?

PB: t-o-w-e-r-s d-o-g-g-e-t-t

MH: t-o-w

PB: Towers d-o-g-g-e-t-t

(00:17:02)

PB: Now Towers was an MIT graduate. He, during the 2nd World War worked on bomb sites and things like that over in England. That's where he met his wife. Anyway, he was extremely bright. He created or invented, discovered various materials that ultimately could be used, if you applied them to paper, to become lithographic printing plates. So, he developed these. I came in like 4 years after these actually were on the market: maybe longer than that.

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S.D. Warren started, in the 2nd World War with, cause of their research facility, creating these papers which had the basic paper and then they had a pseudo water resistant layer and on that was a layer of fairly porous material that was receptive to ink and that ink would be applied to that surface with a typewriter. And, then you could convert the background by a chemical which would convert that to a lithographic character.

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In other words the background were like water. The inked image would retain it's inked receptivity. And, they used to call those direct image plates.

MH: Huh.

PB: Direct image plates.

(00:18:46)

PB: They were provided, they were provided to the Addressograph-Multigraph Company which was a big company in that field. The office duplicating equipment field for years and years and years and years.

MH: What's the name of that company?

PB: The Addressograph-Multigraph Company.

(00:19:05)

MH: Interesting. It sounds like –

[[crosstalk]]

PB: It was big though, it was a big company they did millions and millions and millions of plates. Okay?

MH: Yeah.

(00:19:16)

PB: Towers had been working with them on that product. And, there were other people too. Ray Oransky, who's a local representative here, was also involved with those direct image plates. He doesn't live far from here, as a matter of fact.

(00:19:33)

Steve Worthen is another guy. w-o-r-t-h-e-n They did very, very, both those guys have patents and so on on direct image plate construction, whatever.

The things that Towers developed were an offshoot of that. In other words, that was the first venture into lithography using paper as the base instead of metal. See.

MH: That's right. I would think of lithography as being [[inaudible]]

(00:20:00)

PB: Yeah. Had a transition from a very economical way to make duplicate copies of something. That was the purpose of it.

Those products ultimately became useful in another field entirely, still lithography, but there was a company, that printed law books, or reprinted law books, up in Minneapolis, called The West Company, I believe it is. That used to buy these things as big as that whole section of painted wall. There's a plate that big. They'd put it through a flat bed press. Print it.

(00:20:36)

MH: Are you saying like 8 by 12?

PB: Well, let's say 50 inches by 60 inches, something like -

MH: Okay

PB: Great big monstrous presses flat bed printer. They would send these through as if it were paper being printed on these flat bed printers. That would create the image. They'd chemically treat the background and then run multiple copies of line copy books, law books. That became a big business for S.D. Warren too. Specialty paper, see.

That's where the office copying thing converted to commercial lithography on a totally different scale. You know.

(00:21:14)

MH: So you were producing at significant volumes this thing, would you call it paper even at that point?

PB: Yeah, direct image paper plates.

MH: Paper plates.

PB: Direct image paper plates.

MH: So you have a paper based product that does lithography that's replacing metal plates. So it -

PB: They do it to make multiple copies of something. This was before copiers came on the scene. Before people had to type and have -

MH: Carbon paper.

PB: Carbon copies.

MH: Yeah.

PB: Now you could type one sheet, put down a small duplicator, and run off multiple copies. So, that's the evolution of copying.

MH: Pre-full-blown copiers.

(00:21:59)

PB: Pre-Xerox. Then Xerox came along. Xerox quality was really bad at the time. They had a lot of dirty dust and stuff in the background. Because what you did with the Xerox surface. You had a selenium drum, which would take a charge. And then you could shine a light on a copy and wherever the light would reflect off, it would dissipate the charge on the selenium drum and the rest of it would still retain its charge and then you expose that to some metallic dust and it would adhere to that. Then, you in turn, print that on paper, if you wanted to. At that time, they printed onto direct image plates and made multiple copies.

(00:22:54)

MH: In the Xerox machine?

PB: In the Xerox machine. Yeah and also, they had another way of imaging those things. Facsimilie. Where they would transmit things electronically, and it would, zzz, zzz, zzz print the characters on these

plates and in turn those could be used. So, that's the early stages of copying, basically. And then -

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MH: We're talking early 60's here?

PB: Yeah, 50's, late 50's. It was really an off-shoot of work that was done during the 2nd World War.

MH: Figured this out, in other words developing –

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PB: Yeah. And, they probably made a lot it for the government at the time, probably Addressograph-Multigraph really handled the sales of it and so on and the development of the equipment that would run it and that kind of thing.

(00:23:43)

MH: That's great in a couple of different ways. You've got to take your time, take your chances developing something you've never done before, because the military is behind the contracts. Then once you have that, you can just adapt it, like R and D [[inaudible]] interesting.

[[crosstalk]]

(00:24:04)

PB: Next thing was, that's where Towers came in here. He discovered where you could use a different top-coat, a coating that was water soluble but when you sent it through the appropriate temperature it would become no longer water soluble, but still water loving. Okay, and if you coat it on top of that, a light sensitive material called a diazo, that would be like the Xerox machine it would have the ability to be degraded chemically with light and so whatever degrade that becomes ink sensitive. Wherever didn't degrade that could be washed away, because it was water soluble.

Then you have an ink sensitive area and background that was water loving and that was the first paper based photographic plates, basically for printing purposes, lithographic printing plates. And –

(00:25:16)

MH: Used by any kind of printing company?

PB: Well you could, duplicators mainly, this was duplicators, duplicators.

[[cross talk]]

MH: So it's not [[finding??]] anything, it's just duplicating office documents?

PB: Yeah, yeah. It was another quick way to get better quality than the other ways. It gave you some versatility. Because you could take a camera and photograph an image, your picture for instance, and screen it, and end up printing little dots and so on that you wouldn't see with the normal naked eye, but you look under a glass and you could see that it was all broken into dots.

So you could use photography to create a negative which in turn could be used to image the plates which in turn could print copies of people's faces, besides line copy. Remember the old direct image plates were strictly direct line copy, you know, at that time.

So, it's an Evolution thing. From there –

(00:26:09)

MH: This guy, Doggett –

PB: Towers Doggett. He was instrumental in creating the early paper based, light sensitive, lithographic printing plates.

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MH: So, he's inventing a new product that S.D. Warren is going to sell. He invented it.

PB: Yeah. It's like anything else. Something else started before that and he was able through his ability to identify a material that could be used instead of the top-coat they were using on the previous materials that and he had knowledge about light sensitive materials. These were negative working light sensitive materials. What I mean by that is you use a negative and wherever light goes through that negative it becomes the image. Positive working things are just the opposite. Wherever light hits it, it isn't fixed, the other parts fixed.

(00:27:10)

MH: Anyway, so, and then, do you have any sense of like what kind of sales S.D. production got out of that?

PB: Millions and millions and millions of plates. Absolutely. and most of those sold through Addressograph-Multigraph at the time, because they had the in market capabilities for office copying that's what that was, predominantly office copying plus government installations, and so on.

(00:27:35)

MH: So, they were wholesale to resale for -

PB: We wholesaled to them and they in turn and we also picked up distributors throughout the country because there were other manufacturers of equipment throughout the country like A.B. Dick and Davidson and various other printing equipment manufacturers that could use us too.

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At the same time, 3M was developing something similar, but on a metal surface, light sensitive diazo materials, negative working, and so on. And then 3M produced a competitive product that had just like aluminum foil on one side with paper underneath of it and very quick and easy and fairly cheap.

But, 3M has never been one to sell things cheaply so, we had an edge economically, in our product. It was paper based versus something

that looked metal, but it really was just a surface of metal of
[[inaudible]]

(00:28:41)

Anyway, that led to the manu- lamination of some of these products to be used on commercial presses. And, one great big use of these at one time was in yearbook printing. Cause every year there's hundreds of thousands of yearbooks printed. And there's a whole industry out there that was wide open for anybody that wanted to sell to it.

(00:29:14)

Previously they had nothing but metal plates. First they probably did letter press then they went to off-set, probably. So, we had products that were much more economical to make and therefore to sell to them that became intriguing to them. So, we had a lot of business in that field. But, they had some quality problems too.

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They also sold to, there were a lot of companies up in Ann Arbor, Michigan that were called book re-printers. Also another place Cincinnati, New York.

(00:29:55)

Schirmer music company as an example of one that would print sheet music and use these large paper based lithographic plates to duplicate maybe a hundred copies of something or 500 copies of something, maybe a thousand. But, most of the time it's what we call short runs and that would be, a hundred thousand or better might consider that a long run. These are all short run stuff. That would last for maybe an hour or two of printing and then they'd throw them away. They'd have enough copies.

(00:30:31)

MH: It's sort of like a low commitment not buying something super expensive.

PB: That's correct, that's the whole point.

PB: They'd have enough copies

[[crosstalk]]

MH: Sort of like really flexible. We aren't going to sell more than 10 copies of this.

PB: That's exactly right. Cause there are a lot of businesses who only need a hundred copies of something. They can do it fairly quickly. Keep the negatives. Want some more? Haul out the negative and make another plate. Real simple, see. The making of the plate was so simple too, it was real easy.

(00:30:58)

So, Towers was instrumental in getting this converted into larger sizes. Then there was a problem with the big ones in the sense that the coating on them was somewhat brittle and if they were slightly mis-handled by the press operator, they'd develop these little spider cracks in the surface. And, those spider cracks would pick up ink cause it has a reservoir for ink and so you'd get these imperfections in the print, which were very objectionable.

(00:31:30)

There was a guy that I worked directly with called Barry Moores. He and I both worked for Towers. There were other people who worked for Towers too. But Barry made a significant improvement in the larger plate market in that we had the old surface that was similar to the direct image plates but not quite the same which used a material called CMHEC [carboxymethylhydroxyethyl cellulose] and one that Towers developed was one that was something called PVA, which is Polyvinyl alcohol.

(00:32:06)

Barry Moores combined the two and had something that was flexible and yet tough enough to put on the large presses and could be mis-handled, no problem at all, which was a great improvement.

So, Barry Moores was an instrumental person in that evolution too and I was just along for the ride. [[laugh]] I worked with them did a lot of grunt work, I worked. I had no real technical background to speak of.

(00:32:35)

MH: So, you were available for testing things?

PB: Yeah, yeah, my job was to, they'd say well, we have this problem. Let's figure out what kind of modifications to make to it, see if we can circumvent the problem.

So, I'd do all the testing related to that. I'd make up all the coatings and apply them and report on it, that kind of stuff. But, I wasn't one of the leaders in the development of any of these things.

(00:32:59)

MH: So, you're really a lab person.

PB: Yeah, I was a lab technician, that's what they'd call it. I was at it for a long time and it paid pretty good. Then I would follow mill runs of these things. Then come back and test the mill runs. I interacted with mill people. I interacted sometimes with the sales department. And ultimately -

(00:33:21)

MH: They were in Boston, weren't they?

PB: Well, they're headquartered is in Boston. But, they're all over the nation, all over the county.

(00:33:26)

So, in 1964, I think it was spring of 1964, we at that time had, I think Towers and Barry were the primary movers on this one. They started experimenting with and ultimately developed a product that used

Barry's coating knowledge and the base was paper and instead of just a moisture impervious layer of a flexible plastic, they actually laminated metal to that. About 2,000 thick of metal.

(00:34:10)

MH: You did this in the mill?

PB: In the mill, yeah. So, they had a roll of paper and a roll of aluminum foil. They sent them through this thing and laminate them. Before that they'd run the aluminum foil and put all the coatings on that, that would be the lithographic side of the whole thing.

MH: Where did you get the aluminum foil from?

PB: ALCOA.

(00:34:31)

MH: Okay, makes sense.

PB: Ultimately, the product was to compete with the solid metal plates because with Barry's discovery that we could do that because that stuff was flexible. The surface was flexible, it didn't crack anymore.

MH: So you could go to a larger scale?

PB: Larger scale. Stronger

MH: Instead of 500 or a thousand prints.

PB: Yeah, but we could get into the larger plate market. We were in it but with a product that was a little iffy at times.

(00:35:05)

MH: So, the story here is over a couple of years Towers figures out this kind of paper based lithograph.

PB: I don't know how many years. I mean it could have been 10, for all I know.

MH: So, over some period of time –

PB: He developed –

MH: Right at the end of which you come in and he's refining or whatever. That fills this particular niche.

And then, obviously there was more money to be made, if you can move into that parallel market with a product that you could compete with other more metal based and stuff.

(00:35:37)

PB: Like 3M Company, primarily,

MH: So, I'm interested in a whole bunch of off-shoots. If we could just kind of like – [[crosstalk]] Go over a little bit.

(00:35:48)

PB: Oh sure. Ask anything you want. I'll do what I can to help you.

MH: So talk about the experience, so you're developing this stuff and it's being made on the machines and going to the finishing department, I assume. So, what was your experience like following the runs of these paper and interacting with the [[inaudible]] all that kind of stuff?

(00:36:12)

PB: It was interesting. I mean, I felt very fortunate to have the job I had with the minimal education I had in the field. I was, I had a good job. I mean, I liked it. Matter of fact, all the time I worked at S.D. Warren, and ultimately Scott, and ultimately Sappi about every 3 to 5 years I got a new job.

(00:36:36)

They said, hey, we want you to know if you'd do this or do that. Fortunately most of them, frequently, they didn't have another person who did it before that. So, I kind of set the bar, kind of which was easy.

MH: You figured it out.

PB: Well, yeah, but it was great. They figured in a confidence that I could do something. They got an idea what they wanted done, created.

MH: So, give me an example.

(00:36:58)

[[cell phone ringing]] [[background talking]]

(00:37:39)

MH: So give me an example of some kind of job that where they just -

PB: So, one thing I'll give you an example, When I came back, from I had years and years and years of experience at manufacturing these things. Another thing I did, was to, when customers had problems with our products, someone would have to evaluate what might have gone wrong and respond back.

(00:38:10)

So, I would do a lot of that kind of stuff. So you get familiar with what kind of difficulties you run into, what kinds of things cause those difficulties. It was a great learning experience for me. Ultimately what I ended up doing for 5 years out there, was handling an 800 line. Basically resolving people's problems over the phone. No one had ever done that at a printing place, with that company before.

(00:38:40)

But actually, it got to me after awhile I mean, it's always a problem, every day. All kinds of problems -

MH: And people were probably pissed off?

PB: Yeah, most of the time they were good though. Rarely did I have somebody, every now and then I'd have somebody pretty bad. But, I could appreciate what they were going through. Because, I mean, they had an economic consideration for them.

They'd run press, things weren't working. They'd lose paper, lose press time, lose labor cost, and everything else. So, they had legitimate gripes, you know.

(00:39:10)

MH: Now, in solving these problems did it have to do, I mean, I think of this process of ultimately remaking or improving the quality of something that involves the lab, the technology, work with the lab techs to test the technology. Then there's the actual process of making.

PB: Yeah.

(00:39:33)

MH: Then there's the people the lab are involved with the paper makers themselves down on the floor and those folks probably have things that they help, help you figure out.

PB: At times, at times. It depends on the product, depends on the product.

[[crosstalk]]

MH: Sure. So just that whole interaction, that connection between the lab and the shop, how does that -

(00:39:54)

PB: Okay, there might be two different, let's take two scenarios. One is, if you have a problem where you're trying to improve some characteristic to the printed image or the coating durability or something like that. The mill probably couldn't help you on that because it is a formulation thing.

So you do all the grunt work in the lab and do some preliminary testing with simulations of what they do in the mill. And then you scale up and go down the mill, follow the line as it's being run down there, sample it, come back test that. If that duplicates what you've got in the lab, you've got it.

(00:40:37)

Whereas, let's say if you're creating a product that's laminated now you're talking about people that have to have some knowledge about handling materials and those are the kinds of things that they had excellent input on because they understood that the tensions, and the pressures, and the heat and all this other things will have an impact on it.

And, they're the ones who called the shots, as to how they did these things, see. So, everybody had their input.

(00:41:04)

MH: To me. I'm partly interested in that because I'd like to see what I can do to get a picture of S.D. Warren or another company in Maine that is really inventive, literally, with its products you know, use the term market niche.

PB: Yeah, yeah

MH: You're literally developing new kinds of products and technology, and you're going to be able to make it, fix it, because people on machines are also incredibly skillful at contributing.

(00:41:45)

PB: They are, they are. A lot of them don't give a damn, I mean that's typical too. Because they have routine jobs, that don't change day to day to day to day. The thing is you gotta appreciate that they're suffering through this.

[[dog there "He's not hurting anything. He's alright."]]

They don't get the fun out of it. All they gets the grunt work, you know.

I used to marvel at some of the guys down there. They had what they called festoon lines. You are probably familiar with those with some discussion.

(00:42:15)

Well, that they apply - Let's say, the paper's on a roll and they're going to put some coatings on it. A lot of these coatings have formaldehyde in them, as an example. Okay. So, it goes through this coater [[background noise – dog shaking]] and stuff's applied.

(00:42:30)

Then it has to dry. And, these festoon lines, would be lines where these sticks would come up, and they'd, they'd, come up underneath the paper and then they'd develop a loop of slack to where the paper would, would just accumulate. And another stick would come up, and this would bring it up.

And in essence, you had like an accordion going down this drying tunnel, down at the other end which would then be dry at the other end, because of the hot tunnel it was going through. And -

(00:42:59)

MH: This is opposed to the classic [[inaudible]] where you're just going through all those barrels that are -

PB: Yeah, yeah. It's not the same. That's like paper making. It's not the same. This would be, they'd have to dry the coating which couldn't be disturbed until it's set up, basically. Cause that ultimately, that paper's all going to be used to print things on, so it had to be kind of pristine, smoothness, appearance, and everything else.

(00:43:26)

So, they'd go through these festoon lines And these poor guys, they'd have a paper break somewhere along the line and they'd have to go down there with all these fumes and everything else. I used to feel so bad for them, you know. Just a mess. Tons of paper just piled up everywhere. Gotta go down there and smell this stuff.

(00:43:44)

MH: People I've interviewed, it's like, they're proud that they know how to fix it when it happens.

PB: Oh, yeah, yeah.

MH: And can, you know, over time particular type of paper, particular issue, anticipate and thwart the worst happening. Cause you lose a lot of money.

(00:44:07)

PB: Yeah. It's amazing. As an aside, nah, I shouldn't say it. Well, I'll tell you anyway. You can use it or not. I wouldn't use it.

When I had my own printing business, I went bankrupt, lost everything. When, they had asked me if I wanted to come back, just prior to losing everything. So, I said, "Well maybe," I said, "What's the wages?"

They said, "Same as when you left."

I thought what the hell. I got more experience in another field and everything else, it's worth more. But, they wouldn't give it to me. So I said, "The heck with it."

Then I lost everything because we went through a recession. [[laugh]] So, I called them and I said, "Is the job still available?"

They said, "Sure." So, I went back with them.

(00:44:47)

Well, here I'd just had a small business, living hand to mouth, undercapitalized, didn't really know how to do business basically, I was really stupid, but it was, my, a shot in the dark. I'm not unhappy I did it. But, I did learn that if you don't create, you don't eat.

I went back to the lab and the minute I got there I got to work. So many people would be sitting there having a cup of coffee, reading the paper 15, 20 minutes, and then about 10 o'clock they'd have another 10 to 15 minute break. Noon, they'd take an hour for lunch, instead of a half hour. They'd do the same thing all afternoon.

(00:45:24)

I thought, where in the hell is the fat in this business that they can afford to have people sitting around doing that crap? You know, I mean it used to bug me. I mean, I never said anything to anybody.

But, it used to bug me. That don't these guys realize that there are people out there that are struggling their butts off, and can't eat, can't feed their families. They can't sit around doing that all day, but these guys could, you know. They just didn't understand the value in having a good job. You know.

MH: Were these people in the lab?

(00:45:54)

PB: These were people in the lab. Yeah, these were people in the lab. Not everybody. I mean some people do it. Same when you watch employees at a McDonald's who are bitching and moaning about their job. There was probably a day when they were happy to get that job. You know what I mean? And they, after they get accustomed to it, then the world owes them. You know.

I don't work that way, I never have. I just, when I got out of the service, I went to work at a steel mill. I just wanted a job. I had a wife and child on the way, and so on.

(00:46:29)

So, these guys that I worked with smoked. I didn't smoke at the time. They'd be standing around having a cigarette break for 10 or 15 minutes. I'd still be shoveling slag off the railroad tracks, or laying rail, or some damn thing.

They'd say, "Brahms, stop working. You're gonna work us out of a job."

I said, "Hell I'm glad I got a job. What the hell's wrong with you guys?" [[laugh]] That's the way I've always operated. You know, it's just -

(00:46:55)

MH: Well, you know my sense is that there are two versions of that and one is pretty classic which is going back to the early, we're talking a hundred years ago, stop watches and screwing you with the bonus and work harder then they'd change –

[[crosstalk]]

PB: Yeah, that's true.

MH: All that resistance and that's where a lot of early unionization was based on and then became kind of a tradition. But my impression really is that there was something unique about this, you know.

PB: There was.

(00:47:27)

MH: There was just this kind of, you have this big family of people who work here and enough of them do a really good job and we make a lot of money -

PB: That's right.

MH: They'd turn a blind eye because there's somebody who's a great paper maker whose little brother was in some part of the pulp mill and was kind of like lazy, or [[inaudible]], or got a drinking problem and he's gone for 3 days a month and they just tolerate this, you know -

PB: That's probably true.

MH: But, they felt like, if I fire this guy who's goofing up, then I'm hurting the family of like one of our best workers. Cause all -

(00:48:07)

PB: That's probably true. A lot of that's true. When, what was I going to tell you, something about that. Ah. Now, I wasn't here during the Depression. But, I understood that during the Depression instead of, instead of, you know, laying a bunch of people off, they put everyone on short-time. I thought that was fantastic. Fantastic. You know, I think that's great.

(00:48:31)

And, there was an atmosphere that prevailed all the time when I worked at S.D. Warren, almost all the time, until Sappi took over. But, almost all the time there was that, well, it was until Scott took it over, but there but there was this attitude that it was Mother Warren.

((00:48:47))

They asked me, why did I want to come work here? I said, "I heard it was the best place there was around here to work. That's why I want to work here." [[laugh]] So, when I was applying for a job, you know.

And, it was a good place to work. I mean, like anything else you have periods of time when you're required to do things that aren't your favorite thing to do. But, just do it, you know.

(00:49:12)

I had the benefit of a kid, as a kid, my father never gave us a nickel. And, he'd moan and groan if anybody ever had, asked him for anything. You hated asking him for anything. He was also very volatile. Okay. So, we all did our own thing.

((00:49:26))

I'd go out, I was 8 years old, I'd go out at 4:30 in the morning and walk about a mile to get the papers to deliver these damn papers in the middle of the wintertime.

You didn't have the clothes you had today and be so cold and miserable and be crying and still do it. You didn't throw the papers at the house. You put them in the doors. None of this crap they do today.

(00:49:47)

I was telling the kids the other day, the benefit of this, was that you did it, and I did it for years. After you do that kind of thing, you realize you can do almost anything, you know. I mean you're not a hero. But, you can tolerate almost anything. You don't have to moan and groan about it. Just get through it, it will pass.

(00:50:04)

MH: And, you still have money at the end of it too.

PB: Yeah.

MH: That's not a small matter. I'm interested hearing you say that cause I had the exact same experience. With my father, allowance was a smidgeon-

PB: We didn't have allowance.

MH: It was conditional. [[laughing]] [[crosstalk]]

It started when I was 9 or something, by the time I was 12, I was like I can't even go [[inaudible]] So, I became a paperboy. Same thing, the gear for staying warm in 1971 wasn't probably all that much better -

PB: I'm sure it wasn't,

MH: Wasn't probably all that much better than it was in 1942.

PB: Let me tell you, shorter side.

(00:50:40)

MH: Sure.

PB: What we use to wear for warmth on our feet, I had these fluffy slippers and I'd put galoshes over them. That was better than anything else at the time, because most of my shoes had holes in them anyway. I had like cardboard inside them. We weren't any poorer than anybody else. Everybody was poor, at that time.

(00:50:58)

So, one day I went to school. I got home late from paper and I had to take right off for school, which I did, and I got to school.

And the nun said, "Okay, everybody take their boots off."

It dawned on me God, I've got these slippers on. I can't do that. So I went up to the nun and I said, "Sister, I can't take these boots off. I got these fluffy slippers on inside there."

She said, "Nah, no one will laugh." [[laughing]] I take them off and of course everybody laughed. Everybody's [[inaudible]] -

(00:51:27)

Stephen King in *The Stand*, not *The Stand*, *Stand By Me* where everybody's making fun of the fat kid all the time, reminded me of that. At that particular moment. So, that's a little story about paper, paper deliveries.

(00:51:46)

MH: Yeah, paperboy. Well, it hits home to me. Had the same [[inaudible]] But, so, let's go back to, you're there, I know over time then, well maybe before we get on to this, do you have, because you were there, any like further impressions about the company when it was in the Mother Warren era?

PB: Yeah, you know what –

[[crosstalk]]

MH: What do you have to say about that?

(00:52:16)

PB: Yeah. A lot of good stuff. I mean, you knew everybody, you know. In the lab, at least, that's where my whole world was. We'd get together for Christmas parties. We'd get together for the middle of February just to shake the cobwebs off. So, it was just a good comradery.

(00:52:34)

And it was fun. It was fun. It was really the hardest thing was the wages weren't too good at the time.

For instance, I came from that steel mill making sixty-five hundred dollars a year. I started at S.D. Warren for fifteen-hundred dollars less. That's just about a hundred bucks a week.

(00:52:58)

Our first house cost \$9,800.00. We had \$600.00 in closing costs, \$300.00 down for the house. We walked out of the closing with fifty cents in our pocket. The payment for the mortgage, and the insurance, and the taxes was \$115.00 a month. All of it included.

(00:53:20)

MH: You were making about \$500 a month.

PB: I, making -

MH: No, less than that.

PB: Yeah, I was making less than that and so I had to get a second job because you got taxes out of that \$100 a week, you got taxes out of that and you got other things, you know, and, groceries and everything else.

So, I had to get a second job working as a soda jerk at a drug store in Cape Elizabeth just to make ends meet.

(00:53:44)

MH: So, you're grown up with a wife and at least one -

PB: Yeah, I've got a wife two children at the time. It was hard. It was hard. And, that's really why I went to the sales department. Because I was offered an opportunity to go into the sales department. That's another kind of interesting story that I'll tell you later. I'll tell you now, if you want to know?

(00:54:06)

MH: Yeah. What time was this? What year was this?

PB: This was in, this was April 1964. I think it was April. They, this product that Barry was instrumental in developing with the aluminum layer, that kind of thing, and flexible coating.

(00:54:23)

They needed to introduce this nation-wide. I had been this, with this product since its inception. So I had a lot of good feel for it, a lot of testing on it and everything else.

So, I was asked to go out and introduce this to the field. And we would go all over the country and go into presentations for distributors in every section of the country.

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So, I spent, I don't know, off and on weeks and weeks and weeks doing this kind of thing. So, I got acquainted with the salespeople, with salesmen that worked for distributors and everything else.

Apparently, I was satisfactory because they asked me if I wanted to go into the sales department. So, I said well, I'd like to look into it. So, I went down to Boston to interview with top management and so they just said you've got the job if you want it and here's the benefits. They've got these contingency bonuses and everything else.

(00:55:27)

I said, "Contingency on what?"

"Well, there's a contingency bonus every year."

I said, "What's that? Contingent upon what? I mean is there something specific I have to do in order to merit this or what?"

They couldn't answer it, and I'm, I'd irritated them. They didn't like asking questions about this stuff. Something they just wanted to say, and not be questioned, see.

(00:55:49)

Ah, so, they said, well, go out to the west coast and find yourself a place to live out there for you and your family. That's where they wanted me to go in Los Angeles. So, I went out there and with what I was making and what they offered me, my expenses were going to be \$2,500.00 more a year than what I was making with the new wages going out there.

(00:56:16)

So, I said to them, that, well up to that point they didn't tell me what they were going to pay me. I was supposed to find a place to live with what I had for income and you can't do it that way, for cripes sake.

MH: Right.

PB: Costs are so high. So, finally, I was up in San Francisco with the guy who I was gonna replace out there on the west coast and we saw the west coast manager. And I said, look, something that bothers me is I haven't been told what my wages gonna be out here. How can I find a place to live, you know?

(00:56:47)

Then he says, well, ah, I'll talk to Larry about it. Larry was the Vice President of sales at the time.

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So, I said okay.

He came back, he says the next day, he says, "Well there gonna be such and such, whatever it was."

(00:57:00)

I said geez, "I checked in with the U.S. Bureau of Labor and Statistics for this area out here and the difference in the cost of living here versus Portland, Maine. I'm like twenty-five hundred dollars short. That probably doesn't even include the kind of work that I'll be doing. I need different clothing and maintain those clothes and everything else. It just doesn't cut it, you know.

And, so, he said, "I'll get back to you."

He came back to me the next day and he says, "Look, my advice to you is just stop embarrassing Larry and just accept the job."

(00:57:30)

I said, "I don't give a damn about embarrassing Larry." I said, "Gee, I got a family to feed. I don't give a damn about Larry. I hate to say that. But, I got a family to feed. You don't want an idiot out here to go broke."

So, I went back to Maine and Larry showed up out there. Wanted to talk with me. He says, "You probably don't even want to go out there do you?"

I said, "No, not under these conditions. No."

He said, "Okay." And that was the end of that particular thing.

Well, about 4 or 5 months later another opening came up. So, I said well, geez, I mean, it's probably potentially good money, so, I go ahead and bite the bullet and do it for awhile. See how it works out.

(00:58:10)

So, I took a job with them out in Chicago, which, I was on, I was right at the edge economically. Every -

MH: This is the S.D. Warren Company still?

[[crosstalk]]

PB: S.D. Warren Company still, S.D. Warren Company. And, it was during this, so, I went out there in late '64 and I was out there for 5 and a half years. But, anyway, while I was out there, Scott bought S.D. Warren out.

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And, the feeling I had at that point was, geez, they always used to look out after everybody, now they've thrown us to the vultures. I mean, I think you don't know who, I mean, I'm really naïve about the damn thing. Cause I had like an emotional feeling about it, like I think everybody else did, you know.

(00:58:52)

But, it turned out better cause Scott had better benefits than S.D. Warren did. We got cars. We'd had to use our own car. And we had vehicles of our own choosing, within a variety of vehicles we could have, brand new, take our family where you wanted and things. It was great.

The expense accounts were relative to what we think we needed for an expense account. We had to, we had to account for everything you spend, which is no big deal.

(00:59:24)

But if you, if you think you needed \$5,000.00 next year, and 5,750 bucks you tell them the reason I want this is such and such. You do it, no big deal. You know, it was good. I mean I'm sure people ripped them off. I never did. I'm sure it was a possibility, you know. But, I'm sure they monitored that too.

(00:59:45)

But a lot of the guys in the sales department, particularly in the paper end of the business, spent a lot of money entertaining guests. I spent my money, that, my budgeted money, for visiting all the dealers and working with their people because my job was to motivate their dealers' salesmen to sell our products.

(01:00:02)

And, we had, I had 16 mid-west states; we had 46 dealers. And, how in the hell are you going to visit and motivate 46 dealers when there's only 52 weeks a year? You can't be on the road constantly.

(01:00:16)

So, I developed a program where I said I'm cutting half the dealers off. But, I'm going to tell them ahead of time. I'm going to tell them that 6 months from now I'm going to take a look at your sales and I'm going to cut half the dealers off. I tell everyone of them that and if at the end of that time, if we'll agree on what you thinks appropriate and see if

we'll agree on a goal and if we don't achieve it, the possibility is I might have to drop you.

(01:00:44)

And, I did it. I mean most of them didn't respond and so, cause they didn't care, we had nothing to them, they had 3M and everybody else. They didn't need us, which is fine.

But my time was spent more productively with those dealers that hung in there. There was an example where you could use your own ingenuity. I mean I told management about it, that I was doing this and they were in agreement.

Some of the managers of some of the dealerships got really mad at me, and they wanted to have a meeting with the top management. The top management met with them said we back him up, which was good. So that's the kind of -

(01:01:21)

MH: So, the dealers that you were cutting out were ones that were just not carrying as much of your products -

PB: Right.

MH: And, you know -

PB: Right. They weren't out there selling it, you know. The way we'd work it is we'd tell them we're going to be in town, if it's appropriate for you guys, 3 weeks from now. For, we'll be there for 5 days. And if you could line up some calls, I'll help you guys sell your product.

(01:01:43)

Most of them would do that. Most of them would have some things lined up for you. Because they benefit by it too. If you can help them sell the product, they get repeat business, you know. So, that's how you did it. And if they didn't line things up, it's a waste of your time and theirs, you know.

MH: So, you had this incredible range having developed the products that you were selling, then going out and selling them, and then having people, like the final customer use, which I guess would be printing shops.

PB: Yeah, that's right. That's right.

(01:02:15)

MH: So, you have printing shops. You're talking to printing shop people and doing whatever you did and you could say, well this is part of manufacturing and this is what -

PB: Yeah.

MH: Did you have that sort of experience, like -

PB: Yeah.

MH: It wasn't just you just trying to sell something that you'd done a presentation on. You actually built that product.

(01:02:33)

PB: I helped, yeah, helped.

MH: Yeah. You were part of it.

PB: The other benefit of that was that I had so much familiarity with those products that when I, when I came back, when I left, I left S.D. Warren and went into a printing business of my own. And then lost everything. And then -

MH: That's around 1970?

PB: Yeah, '70, '70. My son was born in '72. My youngest son '74. '72 to '74. In '74 I lost everything. '74 I think it was and so I went back to work with them.

(01:03:10)

The thing is I had so much background in that thing, that I became a prime candidate to handle technical services over the phone nation-

wide, because I probably knew more about that product and how it was used and the trouble people had and why they had the problem.

(01:03:25)

I could put myself in their shop, mentally. It was really of great benefit to me, you know, to be able to do that. I don't know who else could do that at the time. Cause the salesmen didn't have that experience I had. The other people in manufacturing and research didn't have the same experience I had.

I had it on both ends of the stick, which was, it was satisfying to me. I wouldn't want to do either one of those things without that. Really.

MH: That sounds pretty cool.

PB: I don't know how people do it.

(01:03:54)

MH: So, the Japanese companies got famous for doing this in the 70's and 80's.

Yeah, so, I'm fascinated by this. So you were in the field you would see what the other products are you knew who you were competing against. What was your overall sense of S.D. Warren's ability in this area, or others as well, to come up with really like the best products for a particular niche and how profitable you think they were? The ones that you dealt with.

(01:04:28)

PB: The products?

MH: Yeah.

PB: I'm not sure they were particularly profitable. Because they had a lot of problems with them. And when you have a product that people are using that uses a lot of our supplies and your product doesn't work right, you cost that printer a lot of money and they get really mad at

the company – and choose not to be that welcoming, you know. So, I'm not sure they were that profitable.

(01:05:08)

They, we would make some strong headways get some good sized customer, new customers, but we'd lose a couple more over here because of some of the quality issues, see.

(01:05:22)

MH: And was that specific to this being like a real tricky product?

PB: To make. Yeah. Yeah. I'll give you an example of one.

The pre-, they call them pre-sensitized plates These pre-sensitized plates that have the light sensitive material on them are subject to degradation in heat and they're subject to degradation due to any little impurities.

(01:05:51)

And so if they're in the manufacturing end, and a guy who's used to handling paper, takes his hand and kind of wipes across the roll making sure there's no wrinkles in it or anything else. He's got gobbledy gook on his hands that's ultimately going to be a printing plate and it's going to have a streak on it from whatever chemical he's got on his hands at the time. It could have been hand cream, could have been anything.

(01:06:18)

And you couldn't do that with these, just like you can't do it when making, when making photographic materials. You can't do that crap. Well, they did it, in the paper making industry.

We were like a step-child: the specialty product area. The big business was in paper making, we were step-children. And, hard to break a paper maker, paper machine operators, paper coating machine operators' habits cause to them it just looks like a piece, a roll, of paper, you know. But it differs.

(01:06:52)

I'll give you an example of one. One of the things that used to crop up, I got to go out to the west coast one time to an aircraft factory. They used hundreds of thousands of these plates every year. 3M would, kept knocking on the door, knocking on the door. They wanted the business.

Well, we got into a situation where we were, they'd be printing these things and showing up with these little spots here and there at the most inappropriate places. You can't have that on technical drawings and stuff like that.

(01:07:23)

MH: Sure.

PB: And so they'd wonder, what -

MH: So, there getting machine [[inaudible]]

[[crosstalk]]

PB: Yeah. Yeah. Had the same thing happen up in Canada one time. Had to go up there. But, this one on the west coast basically cost us the business out there because of this imperfection that occurred frequently.

MH: That must have been a huge customer.

(01:07:41)

PB: It was. It was Boeing or something like that. Monstrous. Monstrous.

And years later, years later, we suffered with this all along from time to time. I was doing some work in the lab and I discovered. We'd do this simulated aging test. Where we'd make a coating, apply it to the product that we were trying to simulate in the mill.

(01:08:09)

Then we'd put a light sensitive coating on top of that. And then we'd put these on top of one another and put them in an oven for a specific period of time. Haul them out. Put those on a press and run 'em.

(01:08:20)

I discovered that, that we would, if the oven got to a certain temperature and we did that, we'd have these spots all over. The same as we would have in the field.

And then it dawned on me, that when we make this product, there's one product, one of the processes down there where they coat the paper and dry it on this drum and this drum is cooled by Presumpscott River water. And, at different times of year, that water's different temperature. In the summertime, you end up with a hotter product, than when they roll it into rolls, than you do in the wintertime.

(01:09:02)

And, sure enough, you sample things from those different periods of time. And those that are done in the summer are specky and those that aren't, are done in the wintertime, are clean as a whistle.

So, it was a phenomenon where the heat from the drum or the heat from the contact with the printing surface to the back of the sheet next to it caused that to be sensitive.

(01:09:26)

So, I did some of that stuff by hand in the lab and proved it out. It actually was the same damn thing.

So, then we took the coatings and had the manufacturers give us each individual ingredient and I tried to find out which of the ingredients was causing it. Never did find it out.

But we did find out if you modify the cooling temperature when you're rolling those papers, we can eliminate that problem. But that problem plagued us for 20 years. You know, it was awful. Awful. And, that's the

kind of thing that'd crop up every now and then and ruin a sale, you know.

(01:09:55)

MH: And did you, at what point, cause it sounds like you solved the problem –

PB: Well, yeah, but then the paper manage, the mill had to incorporate that successfully and they didn't. That's another thing that happened, see. I mean, it was an antiquated piece of machinery. They weren't going to do anything to cool the water anymore than what it was. It was just pumping the water out of the river and pass it through this drum and then back out again, you know.

MH: You would have had to build a device to cool it, like a [[inaudible]]
-

PB: Yeah, something like that.

(01:10:29)

MH: It never happened.

PB: It never happened. No, and as an example, as a step-child, that was unimportant to them. That was insignificant in the overall picture of paper making at S.D. Warren. It was negligible.

MH: So, were you. Tell me more about that context. So, were you always on the special piece stuff in the lab?

PB: Always. Always.

(01:10:49)

MH: You always were. So what somebody once told me about that mill was that, as they were putting on bigger machines in the 20th century, and I don't know which ones, at this point. I have some notes on it, 14 year, whatever, put some in later that were bigger and made the printing waves, color publication pages -

PB: Yeah, yeah, yeah.

(01:11:12)

MH: The biggest thing.

PB: Up in Somerset they make tons of really wide paper.

MH: Yeah, which were things that were made originally in Westbrook.

PB: Yeah.

MH: Made it much more economical [[inaudible]] volume -

PB: Yeah, volume -

MH: and all that stuff.

(01:11:30)

MH: Ah, but that there were these smaller machines that were around for a long long time and they just kept milking products out of them. So, it sounds like that's what you were doing, you'd come in especially-

PB: No. Not to keep those products running, keep those machines running. No, that wasn't it. Some of those machines were used simply because that was the only thing that would do it and some of those things had to be done slowly, see, they couldn't be done fast, you know.

(01:11:56)

They had different kinds of drying methods. They had the festoon lines, like I told you. They had the vertical tower where they were subjected to you know airflow on them.

Others they passed down on a horizontal plane and had these heat, hot air blowing on it, as it goes through and everything else. Different lines for different ways of drying things, you know.

(01:12:24)

MH: My impression is that, you know, when I looked at the classic paper machine, they have all these barrels -

PB: Yes. Different. That's different. You're forming paper there. What I'm talking about is your applying coatings on these other things.

MH: Oh. Okay. I know a lot less about what goes on coating machines.

(01:12:38)

PB: I'll give you an example of something on the lesser coaters. We make these papers extremely glossy and the way they do that, they take the paper that was made somewhere else and apply this coating and then they dry it on a very, very shiny chrome drum and it takes the shape of the drum. That's why it ends up being glossy. Interesting.

(01:13:03)

MH: Okay, so that's right. So, the stuff that you are talking about had - So, go back to that lithograph -

So, you're making those essentially on calendar machines?

(01:13:14)

PB: No, no, no.

MH: It's just -

PB: They calendar the product to level it out where it's smoother. Ah, it gets crushed down and it's smoother. And then they apply coatings to it that will prohibit moisture penetration on one side of it. And then they apply a water soluble lithographic coating which in turn becomes water insoluble, but still likes water, will absorb some water on the surface just to wet it out so the ink won't accu- stick to it, see? But they're not, they're coaters. They're not calendars.

(01:13:57)

MH: So, they've been through 3 separate processes.

PB: Oh yeah, they made the paper, they put some base coats on them, they sent them through calendar operations. Then they sent them through coating operations. The coating operations could be 2 or

3 different times they sent them through coating operations. Depending upon what they were doing.

(01:14:14)

MH: And that was it. Was that the festoon sticks?

PB: No, that's not for that. That would be maybe for the base paper coating. But that was all. Yeah, that's the old festoon lines. They got rid of those eventually.

MH: Yeah, yeah, that sounds old fashion. So, just to back up a little bit. What were your observations about the sales force? You became a part of it for awhile.

(01:14:37)

PB: They were very, very effective sales force. Yeah. They had a small sales force in the group I worked with. There were only probably 10 nationwide would be my guess, something like that. That's a guess. I could probably add it up, if I really tried. But, that's about it.

(01:14:59)

But, they'd have, we'd have a meeting once a year where everybody comes to some resort some place that were in the specialty of the business. Some of us would give talks at those, depending upon what contribution you made that year that might be significant to other people to learn from.

And others, we'd have people from outside the company come and talk to us, maybe a distributor, maybe what they thought of S.D. Warren, or it might be some motivational speaker.

(01:15:31)

There's always top management giving some kind of talk about the company in general, how it was doing and what direction we're heading in, what they see for the future for specialty papers, especially papers could have been lithographic printing plates could have been the direct image plates, could have been release papers, things like

that. You know that were, now there's some really sophisticated papers made out there now a days.

MH: Sure.

PB: Really sophisticated.

MH: Multicast machine -

PB: Yes, unbelievable. That's really keeping the place going. Really.

(01:16:08)

MH: What in 2004 they cut everything down just to that operation.

PB: Yeah, yeah, yeah.

MH: So, so then there was a much larger sales force for -

PB: Paper.

MH: Paper. So there -

PB: Paper. Yes, yes, yes.

MH: Someone once told me that they hired, Howard Reiche said this, that they hired, like people, like graduates of Williams College?

(01:16:33)

PB: Yeah, really, a lot of top colleges, and so on. And they'd come in. They really trained them well too. They would come there and reside here in Westbrook, following, working in every department and so on, and following the paper manufacturing business from scratch and then they'd have to give a presentation to everybody at the end of that.

And it was always entertaining. It was always good. These guys were good. And, they were professionals, these young people.

(01:17:00)

And, they were all college grads, very bright, and they'd go out into the field and work in a major office, like Chicago, or New York, or San Francisco, or someplace like that and get their start that way.

(01:17:17)

MH: So, so you'd have like a lot of like just upper class young men -

PB: And women, and women.

MH: Oh, women too?

(01:17:25)

PB: Yeah, yeah.

MH: Went to the best schools to get that training, whereas probably the first time they've ever been in a factory, at least for some of them.

PB: Yeah.

MH: Well, at least for some of them.

MH: Then they're out selling to really large vendors, I would think.

PB: Yeah.

MH: Cause you're getting the magazines, and the newspapers -

PB: Exactly.

MH: For inserts and things like that. So, what do you think the reputation of the S.D. Warren papers were at that point?

PB: Excellent.

(01:17:54)

The papers had a great they would tout their position in the industry the Warren standard basically. You know, they were good. They were the best quality of papers around. They were, they had some good competition, but they were right up there.

(01:18:13)

MH: The competition was from mostly from the state.

PB: Oh, yeah. The state. But, now the competition is world-wide. But, at the time -

MH: Like Oxford, and -

PB: Well, it could be Wisconsin.

MH: Yeah.

PB: There's a lot of paper manufacturers elsewhere. They weren't any commodity products. They were in papers that were top of the line.

(01:18:34)

MH: Can you think of any of the companies that you know of?

PB: Kimberly-Clark. Maybe, I don't know, that was Scott was competing with them more so than we were. I can't think of them right now.

MH: No, no, in terms of, like, I've heard people say that S.D. Warren sold a lot to making corporate annual reports.

PB: Oh, yeah, yeah. They would contact the head offices of the companies that were doing reports. They would sell the papers to local distributors like, is it C.H. Robinson, locally here, or something, I forget the name of the company locally here.

(01:19:14)

But, ah, they would have paper distributors nationwide and they had an organization of paper distributors but the S.D. Warren sales reps would go out and contact the buyers, you know, for the magazines, for the, for Spiegel's, for National Geographic. You know what I mean, and so they'd sell, make some big, big sales.

(01:19:49)

MH: So, they would make the pitch to the end-users and then the dealers would handle -

PB: Handle the purchase orders for the papers through them. You know. They'd handle the complaints too, but the sales rep, S.D. Warren's sales rep, would get involved in complaints as well.

And usually there were big payoffs because they'd claim press time and everything for their complaints. They did it right, you know, like L.L. Bean, you know. They really stood behind their product.

(01:20:24)

MH: I imagine. And, ah, this is a pretty random thing just somebody who was a newspaper executive at a bunch of different newspapers over like 30 years. And he talked about how they had two companies that they bought paper from so they had kind of a competing -

And that one of the companies would take him and a bunch of other executives they were selling to. He said one year they went on an all expenses paid hunting trip to Alaska.

PB: Yeah. I'm not surprised.

(01:21:02)

MH: So, you think S.D. Warren sales people were doing stuff like that?

PB: Absolutely. Absolutely. A lot of that going on. A lot of golfing going on. It was totally different than specialty sales. Yeah. There wasn't any customer that even had to be involved in what plate the printer would use. Whereas, the customer did have to, should be involved with what the quality of product they are going to use for the quality of the annual report's gonna look like.

(01:21:38)

There was a lot of advertising. Very high priced promotional work that went into creating materials for potential customers to see and compare and whatever. Lot of work went into that and they were always, always, always bringing big customers here to The Elms.

(01:22:00)

They'd go on fishing trips, they'd go everywhere, they did it right. And that's why, I think, they got people from that social area. You know, cause they had that kind of stuff in their life. That's the way they lived,

a lot of them. Their families lived that way. And, so they were comfortable approaching these people with those things.

(01:22:24)

MH: Yeah, uh, that sort of imagery, because I don't know for sure, I mean, I know some other industries, this has happened. That's the kind of thing that got cut out of corporate America.

PB: Yeah, yeah.

MH: Over the last 30 or 40 years. I don't know if you ever watched that TV show Mad Men?

(01:22:44)

PB: Yeah. I love it.

MH: Cause I was an Air Force brat. So, when I was a kid in the '60's, that whole thing of like the cocktail parties, -

PB: Oh geez.

MH: Smoking and drinking, you know like nobody was going [[inaudible]] being really fancy and so I know I just have this image, that that's this kind of class, look, of what people were up to back then.

(01:23:08)

PB: Matter of fact, most of the top brass in the S.D. Warren organization in Boston were from the 500, you know. I mean, they were.

MH: Yeah.

PB: They didn't understand people like me. I mean, I'm too mouthy, you know. I got along fine with everybody. I had a good career out there and I did well out there. And, I got my, I got bit a couple times by people and from their perspective, I had it coming. You know, I understand that.

(01:23:40)

MH: So then, there was always that division between the mill and the corporate office in Boston.

You may or may not know about this. One of the things I did, was ended up learning a lot about the early history of the Warren family.

And, actually Howard Reiche told me some amazing things, you know, from the 20's when [[inaudible]] Olmstead kind of took over. But, you know, what happened is that Samuel Dennis Warren's son, including Samuel Dennis Warren II and Cecelia Warren financed the library that closed some years ago.

(01:24:23)

You know they lived on Mount Vernon Street, the Brahmin section of Boston, and that his direct descendants did not get involved in the management of the mill.

There were these in-laws and like the core relatives -

[[crosstalk]]

PB: Yeah.

MH: John E. Warren 1888 to 1950, when he dropped dead. Then they handed it over to Joseph Warren.

(01:24:50)

I don't know if you heard any more about him.

PB: Uh-uh. (negative)

MH: He was like the son of John E. Warren who's a nephew, not the son of Samuel -

PB: of Samuel Dennis.

MH: Samuel Dennis. And he kinda lost. He kind of didn't have the touch that his father had. That's when, I don't know if you know about this, there was a big strike there in 1916.

(01:25:08)

PB: No. No, I didn't know that.

MH: Yeah, they tried to organize a union there. It had a lot to do with his mis-management that was going on. Joseph Warren was the direct, so they put him in the lab and they also put him in, like dealing with Augusta and, so, uh, he lived to be like 89. So, he was working in the technology center in the '50's. An old man. He really died with his boots on at what he did.

(01:25:42)

PB: Yeah, interesting.

MH: They said he was a technology director or something like that ---

PB: I started in '61. Fred Frost was in charge of it then.

MH: So, this was just a few years before.

PB: Just missed him yeah.

MH: So, well, ah, let's take all that stuff from back then. So, you left the company for awhile in the 70's.

(01:26:05)

PB: Yeah, the reason I left, reason I left. You want to know why I left? It's one of those weird things. Our son, my wife was pregnant I was due to give a talk in New York City to dealers from all over the country and I had the talk all prepared, and everything else. But my wife went into labor the day before I was due down there.

(01:26:28)

And, she was in labor 24 hours and finally that evening she had our son David. I got home at 9 o'clock that night and the phone rang. It was my boss, who was Burleigh Barnes, don't know if you've heard of him before? But Burleigh was all company and he would, anyway, he says, "How's it going?"

(01:26:57)

I said, "Well, my wife's just had the baby. I had to come home to check the other kids." We had 4 other kids. "The baby's jaundiced and my wife's kind of out of it. And, I have to stick around because he may have to be transfused and I want to make sure I'm involved in that decision. "

He says, "Well, you gotta come down to New York."

I said, "Well, I'm not going to be able to."

He says, "Oh, Paul, you gotta come down." He says, "What are you doing now?"

I said, "I'm going back up to the hospital and check to see what's going on."

He says, "Well call me when you get back."

(01:27:30)

I said, "I'll call you tomorrow."

He said, "No, I'll call you. What time you gonna be home?"

I said, "Probably midnight."

So, I went up to the hospital and came back and sure enough, the damn phone rang. It's Burleigh Barnes.

He says, "Look, Paul, it's all set. He's got you set up to take an 8 o'clock flight out of here to New York. We'll pick you up at the airport, take you over there, give your presentation, we can probably have you back on a plane by 3 in the afternoon. You'll be back here by 5 tomorrow afternoon.

I said, "I guess you didn't understand what I was saying. I'm not coming." I said, "I have too many family issues that need my attention right now."

(01:28:03)

“Oh,” and he says, “Larry’s gonna be disappointed.”

Larry now was the President of the Company. He was Vice President when I was gonna go into sales. Now he’s President of the Company. Larry’s going to be disappointed.

I says, “I can’t help it.” I says, “I’m not coming.”

(01:28:20)

And, so I thought to myself, you know, considering the circumstances if that’s the way they think about a person. I’m not working for this Company. I just chose right then and there. I’m not, I’m going to find something else to do with my time.

So, I decided I could probably start a small printing business, probably. [[laugh]]

MH: [[inaudible]]

PB: Yeah, yeah, yeah.

MH: Can I interrupt you just for a second. Do you want a glass of water?

PB: No, I got a bottle of water. Hey, how are you doing for time?

MH: I’m fine.

PB: Okay.

MH: No rush at all.

(01:29:00)

MH: So, and then you came back.

PB: Yeah, yeah. I came back.

MH: And, what year did you come back to the company?

[[cell phone buzzing]] [[side conversation]]

(01:29:18)

PB: Maybe '75. Whenever it was, when I was hired back, I said, "Look, I'd like to come back, but I don't want to lose all the time I had before. I had 11 years in, prior to this."

So, they said, "Well we can work that out." They said, "If you work for us for 10 more years we'll make sure, no 5 years, we'll make sure you get all your time back."

I said, "Great. Can't beat that."

(01:29:49)

I ended up working for 23 more years. So, I did get my time back. What they did, was modify my start date so that the whatever process they use to calculate 34 years of service worked out right for them. Which was fine. Anyway, that's what I did.

(01:30:13)

Then I worked back in research again for awhile. Then they, then I took over the 800 line and the technical service nationwide. I did that. That's what I did for 5 years, at that time.

MH: That would have been the end of the 80's or something?

PB: Yeah. '75, '80, somewhere in that neighborhood '81. Yeah. And, for awhile I had to travel too, there. To all the salesmen, to all the salesmen when they ran into problems and it just really got tough on my family.

(01:30:55)

I had all these small kids and stuff. It was hard on my wife. She was not having an easy time of it.

So, I went to the company one day and I said, "Look, I can't travel anymore. So, either you've got to give me a job where I'm not traveling or I'm going to go find another job."

(01:31:16)

They said, "We'll work it out." So, they did. Then I didn't have to work with them. I didn't have to travel anymore after that, which worked out great.

MH: That was -

PB: I don't remember the dates.

MH: No, what I'm trying to figure out, so was it technical services that allowed you to stay or did you move into another sales job?

PB: No.

MH: An R and D job? Was it being in the lab versus -

PB: I was right in technical services still. And, then after awhile, they decided to drop that whole product line. After all those years. And they let -

MH: This is original lithographic -

(01:31:53)

PB: Yeah, all that stuff. Yeah, they decided to drop their distribution method and everything else.

There were people who wanted the technology so they could continue selling it, but not the normal way we did this before. So, all their salesmen were let go.

Now, I'm back in research, right. I'm in the sales department, but I'm really in Westbrook.

(01:32:16)

So, instead of letting me go, they put me back in sales, research department, which was great. I worked there for, they put me into the print testing laboratory. I was there for about 6 months.

The girl that was running that had a, was pregnant, and for some reason or another, she started developing a lot of anxiety and so on, so she took a leave of absence.

(01:32:40)

And, so they asked me if I'd manage that. I did, I took it over, and I did that for 11 years. The last 11 years. So, that's where my last job was.

MH: Describe how your job was changing for these years.

PB: Which years?

MH: For, well when you were, went back to R and D.

(01:33:03)

PB: You mean, when I came back from having lost everything?

MH: So, you lost everything and you came back to technical services.

[[crosstalk]]

PB: I came back to research first. Then they said geez, you know, maybe we ought to provide some technical services to people on the 800 line. So, they said, "Would you do it?" And I said, "Sure, I'd do it."

So, I did that for 5 years –

MH: And, was that the thing that caused you to travel?

PB: No, prior to that I travelled. I got that mixed up a little bit. I was, no, there was then too.

I had to do some travelling there. Then I said I can't do it anymore, at that point. If I recall. Then they cancelled the whole product line. Then they found jobs for me in research and then print testing area.

[[dog shaking]]

(01:33:53)

Where they did testing for all the people doing research in the lab. Basically they did their creation of the product and then supplied us with those and told us what types of tests they needed to confirm or clarify how the product might have changed. So, we did all these tests, and so on. And so -

(01:34:17)

MH: Where was the paper being made? I mean were you taking it out of machines -

PB: Some of them. Some of them they made in the pilot plant out there and so on. It's really -

MH: Like some small machines in the R and D center that made some?

PB: Yeah, yeah. They did, yeah. I never did have to work on those. I never had to.

MH: But generating some of the stuff they were testing, as they were finding products.

(01:34:42)

PB: I'm sorry what was the question?

MH: You said you were there during testing for the products.

PB: Oh, they might be doing a mill test. And they'd sample the product as it was being produced in the mill. And bring samples back, chop them up, supply them to us, and say we need to have these various tests done, and they would -

We had a computer system that was put together by a guy named Paul Concannon who's a doctor of chemistry that worked out there. He designed this whole computer system that would enable us to input the requests and print out barcodes that would identify what tests needed to be performed.

(01:35:19)

We'd scan the barcode, do the tests, the data would be supplied, we'd generate it on a piece of equipment, which in turn would print it out on the computer, which these guys could access. It was a good system. And -

(01:35:31)

MH: And, they could, you know, do the tweaking -

PB: Yeah. One of the interesting things I got to do is they started giving people some training in statistical process control. That was a wonderful opportunity because they had a guy in here that used to work for Deming. And the guy appreciated the Japanese and so they, he gave some real good seminars on that.

(01:36:05)

So, my job as managing the print testing laboratory was to try and identify the variation in the quality of the product that we produced and do something about it. That was a really interesting job.

It was really funny. Because after we did this for about a year, I had to give a talk about my research, one time at an annual meeting. They wanted us to tell them what we discovered in this endeavor.

(01:36:32)

So, it was kind of fun, funny that we implemented some statistical processes to identify how much variation we have. And first of all, you'd become embarrassed at about how lousy your data is.

You do, because you don't realize how much your variation is and then because you learn you don't tweak it when you have one thing off the charts, you hang in there for a while, let it fluctuate, and see what the average response is.

(01:37:07)

You've got to look at how bad it was, evaluate how much variation you have, how you can reduce that variation down, bring it all within control. That was a very fun part of the job. Interesting.

(01:37:23)

MH: Very creative. So in improving the -

PB: Test process, that's what we were doing -

MH: So, improving the quality of the product then means that you're working with people on the paper machine. Right?

PB: No, no, researchers. Researchers only. They in turn made contact with the paper machine people.

(01:37:40)

MH: I see.

PB: Paper machine, coating machines. It isn't all just basically the paper. It could be paper.

MH: Right, all the stages of the paper.

PB: Yeah.

MH: Right, but, what I was gonna say is so right, you did the testing, you did the statistics, and -

PB: We only did statistical analysis on our test process, not actually on the results of the testing was.

MH: Right.

PB: They took that data and decided whether they ought to tweak it one way or the other. We simply monitored our process. So that the data we were giving them wasn't a shot in the dark. It was some semblance of order, I think.

(01:38:24)

MH: Yeah. And, so the people in the research lab would say, okay we've identified some problems here. So, in other words, you're saying that the statistical process control gets involved in how often you got a bad product.

(01:38:37)

PB: No, no. If we were making ball bearings and say, they're making ball bearings. So, they give us 100 ball bearings. And they say we want to know - we made 3 batches of bearings this week and we're

shooting for a value of - and just supply us with the data when you find out.

(01:39:07)

So, we would test a sample from batch A, another sample from batch B, from batch C and feed them back the information. Then they'd say, Batch A samples would show it was an inch and half, B shows an inch and $\frac{3}{4}$, and C says 1 inch.

So, originally you'd think they have a lot of variation out there, right?

(01:39:35)

The reality of it is, if these only apply to one piece of data, how the hell do they know what kind of fluctuation was around that one-half inch. So, we had to identify what the variation was in our test process. So, we would test several samples, average them out, and plot that. And, develop some 3-sigma limits either side of that to indicate how much variation would be normal and then while test process, we would map out, we'd use a standard of some kind test that same standard, sample of that standard, over and over and over again so we'd get some variation around that.

(01:40:17)

If our standard showed 5 or 6 things in a row climbing up, something wrong with our process. See, or if 3 of them are out of spec appear and yet, it's the same product we were testing over here, something's wrong with our test process. That's what we were doing to make sure the data we were producing was reliable.

(01:40:38)

So, that they could make decisions based on the information they got from us as to what was a valid response on the investigation they were doing.

MH: I got you.

PB: So –

MH: So, they wanted to find out if there was a problem with say the strength of the paper or the -

PB: Yeah, they'd supply samples to us. We'd test the paper. In the past, we'd test the paper, send them back the information, they'd make the decision on the data.

(01:41:04)

Once we found out there was a lot of variation in our test process that meant half the time they were making a decision by the seat of their pants. So, we had to go and try to make our process, test processes better.

MH: So, your statistical work meant that your experiments to find out characteristics of the paper were much more reliable.

(01:41:24)

PB: Hopefully, yeah, that was the goal, that was the goal.

MH: Well, and with statistics, you know, up to a certain average you actually accomplish things – statistics. And, so then, they were, these were products that came off of the machines.

PB: Sometimes, sometimes.

MH: And then it would go to R and research people and then they would work back with the machines and try to figure out how to get the -

(01:41:48)

PB: Yeah, They'd sample the process down there. They'd bring it back. They'd select some samples to submit to us, give us a list of the tests they'd like to have performed, and we in turn, before running theirs would run our standards to find out how out how uniform our test process was.

And, if it was not in spec we didn't test the part. So, we had to get in spec and then we'd test their product. Then when they got that, they

could be more comfortable about, about the data they were making decisions on.

(01:42:21)

MH: And, those decisions would matter because then they'd be altering things on the machine.

PB: Exactly, exactly. That's the theory behind it.

MH: So, now I've got it. And, did you do that pretty much up until the end of your career?

PB: Yeah.

(01:42:35)

MH: So, just to back up and look a little bit at the big picture, so, did you have a sense working in these positions, sales and then technical services research lab, but where you would put S.D. Warren Westbrook in the marketplace?

Cause I know early on, they had a reputation of the best papers of certain kinds of papers around the country and had top customers. And I'm just wondering what happened over time?

(01:43:02)

PB: I don't think anything happened to that reputation. I don't personally. I mean, we had some very bright people out there and they took on major challenges and were successful at it.

(01:43:15)

I'll give you an example of 1. I think it was Xerox, wanted a paper that would feed through Xerox machines with some unbelievable success rate. And, in order to accomplish what they were doing at so many copies a second or a minute, or whatever the hell it was.

There was about 10 different factors of the paper that had to be studied, and evaluated, and modified, and so on, and they, also, when they did that, they were able to create a product that they sold to

Xerox that they got a 4 or 5 year advance sales opportunity by doing that.

And, they were good. They were good. They had some very, very high quality people working out there. They still do, I'm sure. I mean –

(01:44:23)

MH: What do you know about, so, at the top of the bar, people trained in formal engineering programs?

(01:44:30)

PB: Yeah, chemical engineers, there's some of them are valedictorians of their graduating class, and their doctorate, or whatever, you know, these guys were good, they were good.

Some of these people studied animal husbandry and are really good doing other things here. You know, so you don't have to have those specific training to necessarily do some good.

(01:44:52)

MH: So, you had very highly trained people. Like, what was the work force of the research center?

PB: The groups?

MH: Yeah, you know I mean like you have people with different levels of skills and responsibilities and education.

PB: You usually had somebody that was very well educated in charge of a group. A group might be 2, 3, 4 people, something like that.

And so, you might have a doctorate, and then you have maybe you have an engineer or two, then you have some technicians, and that's the way. Somewhere in the ballpark like that.

(01:45:30)

So usually had a resource that was spearheading each one of those areas.

MH: So -

PB: Sometimes it wouldn't be a doctorate. Sometimes it would be an engineer.

(01:45:45)

MH: And, what I've heard is engineers came from Syracuse and Orono, but I don't know if that was exclusively?

PB: Yeah, yeah, not exclusively. Different places.

MH: Did you ever get people from MIT?

PB: Yeah, Paul Concannon, Jay Vreeland, Towers Doggett. There are 3 right there. Concannon. c-o-n-c-a-n-n-o-n. Jay Vreeland, v-r-e-e-l-a-n-d. He became research director. Ah, who else did I say?

MH: Towers Doggett.

PB: Yeah, Towers Doggett. He was an MIT grad.

(01:46:29)

MH: Uhm, and -

PB: I'd guess Fred Frost probably was too. I don't know that.

MH: Yeah, yeah. I definitely know that name.

PB: He was a good guy. I liked him.

MH: And, well, somebody like Fred Frost, he'd been there for a long time anyway. Came there -

PB: Yeah.

(01:46:49)

MH: Did you pick up anything about, like the lore of S.D. Warren or anything like that, because you'd been there for a long time?

(01:46:58)

PB: No, just a good place to work and you could talk to any of them just like you and I are talking now. There wasn't this hierarchy, you couldn't approach anybody.

(01:47:12)

MH: Did you have a sense, were they happy to live in the area?

PB: Yeah. For the most part, yeah. Every now and then they'd hire people, young people, who would come from some other place and they'd have a hard time. Because they had left all their friends and relatives and everything and moved up here. It's very difficult for anybody to do that, particularly if you were a different color.

(01:47:37)

Or there were 2 Blacks, as an example. That I can remember that felt the pinch, you know?

PB: Not because of prejudice, but just because they left their friends and everything, and they weren't -

MH: These were engineers?

PB: I know 1 of them was. I don't remember what the other person was. She might have been too. I'm not sure what she was.

(01:48:01)

Sure. But one of them definitely was an engineer. They made a career here, at S.D. Warren. Became acceptable after awhile. It was just more difficult for them.

MH: Sure, makes perfect sense. I remember Howard Reiche telling me he was the one of the managers, senior managers probably in the '50's that didn't live in Westbrook and that was kind of a big deal. They were uncomfortable with that.

(01:48:37)

PB: Who? His wife and he?

MH: Yeah. So, uh, they lived in, I don't think they ever lived in Portland, I think they lived in Falmouth all along. He grew up in Portland and he knows the area. It's like, oh, I live in Falmouth. He's got a nice house there.

Did you have a sense of the people who were in that lab, if they all lived in Westbrook or whether or not some of those engineers -

(01:49:01)

PB: They lived all around. Yeah, lived all around.

MH: So, it wasn't a big deal at that point.

PB: No, no, not when I was here.

MH: It seems like the 60's was when all that changed.

PB: No, the only thing that was typical of that, was that most of the people that worked there lived in Westbrook. You know, that was family, you know, grandfather and everyone else you know always worked there. That's why sometimes it was difficult to get into.

(01:49:20)

Because I just got into it by luck. Because, he happened to be an investor at Keystone Steel Wire Company. [[laughing]] That was just a stroke of luck.

I enjoyed working for S.D. Warren. I really did. It was a good career. I made good money and time, really good money and time.

And I also got, got, I was never a college graduate so I did really well out there economically and responsibility wise and so on. I was happy.

(01:50:03)

MH: I've heard very few people who say anything about that, cause the culture. So, another piece of this is that it went from being Mother Warren, Olmstead was running the company -

PB: Yeah, he knew everybody's name.

MH: Yeah, that was like the tradition. The boss, the new boss, you know, went to the mill and got to know everybody.

(01:50:26)

And, I know that after Scott purchased the company, that I think Howard Reiche did a good job of maintaining that tradition. That's what people told me. You know, and then it kind of like started to evaporate after that.

So, what is your sense of the changes in the year after Warren was bought out by Scott? Did it change at all? Did it change after awhile? –

(01:50:52)

PB: It was positive for me. One major thing to me was always wages. Wages became better and the benefits became better. So, for me it had some very positive impacts and I never saw anything that was a downside to that.

(01:51:14)

Except, they hired this guy one time, some management guru. They called him Chainsaw. I don't remember what the hell his name was, anymore.

MH: Oh yeah, '94, Chainsaw Al Dunlap.

PB: Was that his name? Yeah. A big mistake.

They also did a couple of things later. I don't know if it was through Sappi or through Scott. But, they had this restructuring all the time. Always doing that. I always looked at that as a big waste of frigging time and money.

(01:51:47)

Because it had all these buzz words, all these flip charts, and it was just crap. Never rang a bell with me. I didn't think you needed to do that. But, I might be wrong. But, I participated, because you had to, but I didn't see the point of it. We were doing fine. [[laugh]]

(01:52:17)

MH: Yeah, well and I know that stuff came in, in spades, starting in the late '80's. You know, and it's one thing to learn Deming's statistical process -

PB: That's different. That's really positive.

(01:52:31)

MH: Right, right exactly. So, another thing that you maybe have a lot to say on, or nothing, or something in between is that you know S.D. Warren as Mother Warren was famous for not needing unions or not having unions. And when the mill unionized -

PB: Yeah, that's where I came, same. Yeah, I thought about that.

[[crosstalk]]

MH: Yeah, so I'm just interested cause it came when Scott and they unionized right when Scott bought it. How'd you do, what you saw?

PB: Okay, I had a definite opinion about this because I came from Illinois which everything is unionized out there, right.

MH: You worked for Caterpillar, you said?

PB: No, but my father did. But, I worked at Keystone Steel Wire Company which was an independent wire manufacturer.

(01:53:18)

They were steel workers, these people. I was too and it was a closed shop. In other words, you came to work there and within so many days, you had to join the union. Period, That's it.

And yet, the union wasn't a national union. It was a local union. But, they got all the benefits the national unions did, by not joining the national union. Which is fine, you know. [[laugh]] Good thing.

(01:53:48)

I always got along fine there. I thought I got treated well.

At that time, I didn't feel the benefit of a union. I can, I know intellectually why they have great value and were absolutely necessary. And they may be again sometime, you know, because things are really swinging the other way, in term of, anyway, anyway.

(01:54:13)

Different factors today. But, I always wanted to be judged on my own and advanced on my own accomplishments. If I'm not doing good enough, tell me and I'll either try and change or I'll get the hell out and do something else.

(01:54:30)

Why spin my wheels and why just be one of the herd? I never liked that. Ever. And so, I, after working with Keystone for a year, I had an opportunity to go into kind of a pseudo-management job.

Out of the service. Got out of the service. There was an opening in the metallurgical laboratory there. And, they called it management but the reality of it was you weren't managing anybody.

(01:54:55)

You were just going around collecting data on the temperatures that steel was subjected to during the rolling process and the quality of the rolling process. You were giving independent judgement on the quality of the steel as they were rolling it and this kind of thing.

But, once a year in order to justify calling you management, in the summertime they have a shutdown, like to clean out the furnaces and all that kind of crap. So, they would always give you a crew of maybe 7, 8, 9 guys and you managed those people for 2 weeks. And so, you were management.

(01:55:31)

But, you didn't pay union dues, you know. [[laugh]] So, I did that, you know, for a couple of years. Then I wanted to move back to Maine, which I did. Then I came to work for S.D. Warren at that time.

But, when I came back to S.D. Warren, I followed these trials in the mills, and sometimes, sometimes the way they talked to some of these people in the coating department, astonished me, that they treated someone like dogs, the way they talked with them. And, they swore -

(01:56:08)

MH: Who's they talking to who?

PB: Clint Van Orman was one. [[laugh]] And I thought, geez, you're going to be inviting the union in here talking to people that way. You can't do that shit. I mean people got feelings. You can't talk to somebody that way. Like an idiot, in front of everybody and their brother. You can't do that.

And, I knew they were going to union sometime. You know?

(01:56:32)

Because you can't treat people that way. When they did eventually, it didn't surprise me. They needed that representation, if they're going to be handled that way, you know. I don't know how many unions they've got down there and how many they need. But, it seemed like it was fragmented. A lot of different unions. I don't really know.

MH: Yeah, Local 1069 was paper workers which had like everybody's who's on the floor who wasn't in maintenance. And then maintenance folks were in there, carpenters and joiners, IBEW and electrical workers, the IAM machinists, the mill wrights.

So the maintenance force was broken into a bunch of small ones.

(01:57:16)

PB: And, I didn't work in that atmosphere. But the way I heard people talk to people sometimes. I thought that was degrading and unnecessary. I wouldn't have liked it.

(01:57:30)

But, I never had anybody treat me that way. I wasn't working in that atmosphere.

MH: There were a couple of short strikes in the late '70's and 80's. Do you remember that?

PB: Yeah. I had to, it's funny, I had to go down to the, you might call it the finishing area of the lithographic plate making process, where they punch the plates that went on duplicators to make slots in them to fit on the machines or they sorted the plates and packaged them, that kind of stuff.

(01:58:02)

So, because all the hourly employees were on strike, the management people, and I was a salaried person and had to go down. And, my job was to take 5 or 6 or these plates, big stack of these plates, thousands of plates. And, I had to stick them in this punch [[stamp]], step on the foot, turn around [[stamp]], step on the foot.

And I probably did, in 8 hours, maybe 5,000 of these things, maybe and the person that normally ran the job did about 20,000. And, I thought how can anybody do this, day in and day out? The same thing. I mean, geez. It takes a different mentality.

(01:58:45)

MH: That was the section of the mill that was on bonus, so some people drove themselves into the ground, you know had the carpal tunnel whatever, didn't last past 40 years old.

PB: My son, in his summer job, one of them, worked down there in the finishing department. They were always on his case, because they were making some big bucks. Anybody that held them up, was not appreciated. [[laugh]]

(01:59:16)

MH: So we get towards, sounds like you worked there til probably '98 after Sappi took over through Chainsaw AI.

PB: About that, probably.

MH: So, you know, those were the years where layoffs -

PB: You know who the last person was? It was the Spanish guy.

(01:59:34)

What the heck was his name? Pablo, Pablo, what the heck was his last name?

MH: Could find out. Was this as a mill manager?

PB: No, as research director.

MH: Oh, okay.

PB: He's research director. Trying to think of his name. He was the last research director that I worked for there.

(01:59:57)

MH: And, what was your sense of him? Your estimation of him?

PB: He came in and he was, he had an attitude like there's probably some people here that are working here that are not recognized for their contributions. So, the first thing he did that I can remember is that he must have gotten together with his managers and said, "Give me the names of x number of people who are doing a really good job and I want to do something for them."

(02:00:25)

And, I fortunately, got a chance to be selected. And, he gave us an independent bonus, from nowhere, paid the taxes on it, and we got this unexpected gift, which was a significant amount of money. I mean to me it was a significant amount.

And, I thought that was damn thoughtful. He was thinking of people, you know. And, I don't know how successful he was as a research director because I never was into politics.

(02:00:54)

Let me tell you a short story. When I went to the sales department, my first thing that I did in the sales department I went to a yearly meeting, very first day I went to work with them at Chatham Bars Massachusetts down at Cape Cod.

This is after Scott took over, no, it wasn't either. Must have been right about there.

No, that was the first year we came back, that's it, we came back from Chicago for this meeting. Because it happened when I was in Chicago, that Scott took over.

(02:01:26)

Came back there and we're at this meeting and Dick Lombard who was director, vice president of specialty products of S.D. Warren out of Boston, and he says, "Paul, here's a guy I want you to meet."

So, he says, "So and so, this is Paul, Paul Brahms, he works in Chicago." I shook hands with this guy.

I said, "What do you do for the company?"

(02:01:48)

And, Dick Lombard's face got real red, [[makes sound]] like you see in the comic books where or comics where these guys. It's like [[makes sound]]

He said, "For cripes sake Paul, he's chairman of Scott."

I said, "I'm sorry I don't recognize you. I wasn't after your job anyway. So, I'm sorry I don't pay attention to that kind of thing."

[[laugh]]

So, the next morning he gave a talk. He says, "A lot of people, I'm sure there's a lot of people who don't know me." [[laugh]] "So, I'm so and so."

So, that was funny.

(02:02:23)

MH: That was good, that's good. So, I was just going to say that, so the mill starts to have lots of job cuts for the last 10 years and obviously in the big picture of things, even before Chainsaw AI came in, this particular mill was being put under a lot of pressure – put up for sale.

PB: Yeah. They were always talking about we got to improve things. This is getting antiquated. They were thinking of putting in a pulp making facility and didn't want to spend the money.

(02:02:54)

MH: Eventually they did.

PB: I know, I know. Put the biomass boiler in there and they had the pulp making facility, but they wanted to improve it, I think, and never did that. Cause it was too much money involved.

MH: I can imagine. So what is your sense of, you know, this is when Millinocket, Great Northern Paper, are really cutting down.

What's your sense of like how much did the Maine paper industry go in decline in those years and to what extent you think that it would be caused by one thing or another?

(02:03:29)

PB: Well, I think it's declined tremendously because of a lot of reasons, 1, the equipment is becoming antiquated and they had to put mills like Somerset in which were much more modern and put a second machine, I think, up there, I don't know for sure.

(02:03:45)

And they're becoming, that industry is becoming worldwide in the sense that they, like Sappi is in South Africa. They have a mill in Austria.

They have something, anyway, they, there's, it's, a com-, it's a tough business, I think, and there's tremendous competition worldwide. And, it's a very energy consuming process to make pulp, to make paper.

(02:04:22)

And, so they've got to be in the right place geographically to make it viable, you know, because you've got to ship these things everywhere. It's a tough one. It's tough. It's amazing they're still in business.

(02:04:36)

MH: There's still 7,000 jobs in Maine, down from about 19,000. Given everything's that's happened, that's still a lot of people to still have jobs.

PB: Yup. It's tough. What gets me. They blame the Governor. You can't blame the Governor for that. I mean, geez, it's an industry that's getting antiquated and there are too many other areas of the world where they can do things more efficiently, you know. The world's become a smaller place.

(02:05:12)

The big thing, benefit, about this place over here is they started developing all these specialty papers and that really kind of put them on the map. A lot of them were creative and first in line kind of thing. So, they were able to position themselves very well and were ahead of everybody technically. That really was a smart move.

(02:05:37)

MH: Yeah, I mean I think that as I write my book, I'm about a third of the way through it this year. And you know, gone to conferences and presented the stories from all over my book.

You know, it's sort of people think of Maine as either vacation or it's this kind of industrial frontier. You know, it's not New York, it's not Boston, it's not Detroit. It's not western Pennsylvania with the steel mills or northern Illinois. You don't have any of that stuff. And, I say,

well you know, paper was a big industry there: crown jewel of the state.

(02:06:19)

All these mills had these incredible R and D labs. You know, and it was high tech, the thing was high technology. And, that's something that's the thing that always surprises people. There'd be R and D centers at these paper mills up in Maine. It just doesn't fit with their image of it. And, you know, that's why people delete part of the story.

There was always, I mean specialty products, but then the main products were not commodity products. They were -

(02:06:54)

PB: That's right, that's right.

MH: [[crosstalk]] and constantly improved through you know, the R and D labs and the machines.

PB: That's right. They were.

MH: I think that's, it turned out to be something where, I didn't know that a few years ago when I started doing this. Stop making paper.

PB: Yeah, that's how I thought about it: paper's paper. But, it's really not. [[laugh]] It's complicated.

(02:07:23)

MH: A paper mill's a chemical factory. A big energy user and also energy creator when you think about it.

So, I think I've covered the things that I can think of -

PB: Good.

MH: But, I always end by saying is there something that you think I might want to know that I didn't think to ask you? Something that you know, from your life there that you think people would be interested in.

(02:08:03)

PB: I kind of hope I've conveyed it. I really have to say it was a good place to work. And it was, it gave me wonderful opportunities as a person without a formal education. That I got all kinds of, kinds of, opportunities over the years. Just terrific.

Just shows that people recognize, that you, everybody has a contribution and if you give them an opportunity they'll do it for you, you know. That's the way I look at it.

(02:08:36)

MH: Did you, you know, when you started out in Illinois, in Peoria, and you worked in factories, you were a factory worker, you were working class, blue collar person. -

PB: Yeah.

MH: You started there.

PB: Yeah, started there.

MH: Did you see yourself as going from the working class to the middle class? Or do those things not occur to you?

PB: I didn't think of it that way. I was thinking, what can I do to earn more money. [[laugh]] That's all. I mean, I had real basic things that – I never had any money as a kid and so that was my prime motivator.

(02:09:08)

And, so I just, I also had a good work ethic too. I figured no matter where I work. That's why I would prefer not to work as a union person, because I felt I shouldn't need it, I shouldn't need it. The reality is that you probably do need it, you know, in a lot of cases.

(02:09:33)

MH: If you work for Clint Van Orman.

PB: Yeah, well, that was just my impression. It's probably, I don't know what the circumstances were, you know.

[[dog shaking]]

MH: Yeah. Well, Howard Reiche, this is in the thing I've written. Actually, I can print out the article.

PB: Yeah, I'd like to read it.

(02:09:52)

MH: Do you have an email address?

PB: Yeah, I do.

MH: Oh, I'll just get the email and then I can send you the article.

PB: Good, yeah.

(02:09:58)

MH: But yeah, I mean he had a lot to say about why the mill unionized and he said there were people there who were like department managers who were just you know I think just he said mentally ill but they were so abusive.

And Rudy Green's up in his office and did nothing to sort of bring them in. There was a problem of favoritism and bonus jobs and all that kind of stuff.

PB: Yeah, I heard the finishing department had some real problems.

(02:10:34)

MH: The thing with the finishing department is it could be in 1 job it doesn't have a bonus or low bonus and 10 feet away there's another job and this person was making 3 times as the other person was.

PB: I know, I know.

MH: And then whether or not you got that job could be because the foreman is your [[inaudible]] cousin, gets those jobs.

(02:10:53)

You've been working there and you've trained the people and all that.

PB: I know, I know, I know.

MH: So, that was the stuff. Then the other side of the story that I got from people I forget the names, some of the people who were in production management for a long time, unionized and local 1069 picketers. They were very aggressive about creating things.

PB: Carver. Whatever his name was.

(02:11:18)

MH: Yeah. It was Bill Carver. Exactly, and it was Marv Ewing.

[[crosstalk]]

PB: Yeah. I didn't know these people, but I heard the name.

MH: Carver. People under Carver. It was Carver's era that when that really happened.

You know, their attitudes were just you know, the male production workers were like manly men, tough. Management was sort of like they really wanted to [[inaudible]] the union against them to show how tough they were. And, the thing is that you know, but at the centerpiece of unionizing was to create that fairness and access to wages.

(02:11:51)

PB: Supposed to be.

MH: Yeah, and it did, and it did. And so there were a lot of contract provisions in there. And, one I heard over and over again from both sides is that, you know, if somebody is going to get an extra or if there's a shift where somebody's out sick and they have to call people, they have to do it in order of seniority. And that was something that was like a big deal when they first unionized, is make this -

PB: Seniority

(02:12:19)

MH: You could get double time if you go pick up an extra shift and the managers would make mistakes and every time they did that-

PB: Right on them.

MH: They'd nail it. And, the guy who wasn't called in would then get 8 hours pay for nothing.

(02:12:36)

And Howard Reiche's feeling was like well, you know there's a bunch of that stuff. It didn't really effect the cost of the mill. It was really chump change and a couple of guys who were managers had to deal with this stuff. Period.

[[crosstalk]]

[[laugh]]

So, it's a funny sort of thing to get that perspective at the different levels. Then, you know, it's like there's something to be said in all the different points of view. You know, their experiences. But -

(02:13:07)

PB: I gotta tell you something, real short. Like I said, 2 weeks out of the year, we managed a group of people at the steel mill. And, the first time I did that, I had like 15 guys working for me. And, I had never been accustomed to stand around doing nothing. So, I'd help them out. Well, they didn't like that.

One guy said, "I ain't gonna help. I'm not gonna do anymore, if you're gonna do it."

So, I said, "I'm just trying to help you guys out." [[whine]] So, he sat down. I said, "Okay, okay. I'm not going to do anymore. You get up and do it."

(02:13:46)

He said, "I'll do it when I'm damn good and ready. "

“Do it now. If you don’t want me to help you, go up and do it yourself.”

He wouldn’t do it. I said, “I’ll give you one more chance then I’m going to fire you.”

I mean, what the hell, we had all these guys standing around watching.

(02:14:00)

I had the same circumstance once in the service too and the guy just pushed it too far for his own good.

So, I fired him. I walked him down to the manager’s office, told him what happened, fired him. That was it, end of that guy.

That’s the only time and I’m real fair with people but that didn’t seem fair to me. I mean, I understand their position now looking back on it that they’re union and I was basically working somebody out of a job, not really. But, we were just making work to keep those guys busy for a couple of weeks, that’s all it really was. But, I understand.

(02:14:34)

MH: Right and it’s you know, to me, I feel like there’s that thing about being tough, not being showed up.

PB: Yeah, that’s what it was.

[[crosstalk]]

MH: And that’s like, a real masculine sort of thing.

PB: I hate that stuff.

MH: We get some of it at the university.

[[crosstalk]]

PB: Yeah, I’m sure you do. That’s a tough thing too. You guys have more crap going on there, I’m sure. It’s too bad, too bad.

(02:15:01)

MH: Oh, yeah. I actually have 29 years of seniority and there's much, we have merit pay and I get all the top merit pay. Because I publish a lot -

PB: Good, good.

MH: Do a lot of service work and that sort of thing and I was worried for like a couple of weeks in September. I was so unsure -

PB: Yeah, especially they're trying to cut costs.

(02:15:19)

MH: They essentially laid off 50 faculty this fall. I mean a lot of them were close to retirement age or retirement age and said well, there's this thing, where we're going to ask the Economics department to shrink from 6 to 3 and people can take early retirement or if they don't then we'll lay off based on seniority. So, we lost some at both ends.

I was just in the middle of it, because I'm definitely not young enough, uh, old enough to retire and I fortunately had enough seniority.

(02:15:54)

Yeah, and then they kind of crushed a bunch of departments that were actually doing a good job. I mean, we had Economics, we've gone from 6 to 3 professors since March. Everybody was tenured. 1 of them, only 1 of them was going to retire in the next couple of years and we lost 2 younger people and all our class sizes are full.

We're economists. We sat down to do the numbers and after you pay our salaries and benefits, we make, the university makes \$750,000 a year. That subsidizes the Business School and the Nursing School which are important, but they don't make money, they lose money.

(02:16:33)

We have people, they don't even know what we do. They're here for a short time, so now we're left to pick up the pieces, you know. I think what's saved me is that I've been here for a really long time, and I've done a really good job, and I'm personable.

It's one of these situations where we're unionized, but there's a lot of power from the administration to make arbitrary decisions and instead of being – last spring I was one of the people who were yelling. I mean at demonstrations, because it was just such a shock. This fall I just said I'm on sabbatical and am going to work on my book.

(02:17:12)

I don't know what it accomplishes to go to a demonstration. I went and talked to like people and I said here are things that I can do, you know, that will make me essential to what we're doing. I got that established.

PB: Good, good.

MH: So, I can leave. You know I'm going to Mexico for 9 weeks?

PB: No, where, where?

(02:17:31)

MH: Do you know Oaxaca? o-a-x-a-c-a

So, if you look at, if you look at Mexico. So, everybody knows where the Yucatan is. Mexico City is right there. And, there is a state here called Oaxaca.

PB: Mountainous?

MH: It's very mountainous, on the Pacific shore, which is actually on the south part of the state. Has one of the most famous [[circular??\ places. But, no, yeah, we're up in the mountains and it's like Salt Lake City or Denver. It's like at fifty-two hundred feet. It's mountains all around. It's got this great culture.

(02:18:16)

Americans have been going there for a long time, but their not the ugly Americans. So, yeah, the federal government spent a lot of money there sprucing things up, it's a Columbian city. Spruce it all up. So, in

the end, it's this beautiful, cool place. And, somebody I went to college with, moved there about 8 years ago.

PB: Perfect.

MH: I had a sabbatical coming up like 6 years ago. My wife's like, you know, you should go away like other people on sabbaticals do. So, we did 4 months there back in 2008.

(02:18:47)

PB: Great.

MH: And I'm off this year to write the book and like right now, it's great. I'm leaving. I'm going to meetings to save my job. I've saved my job.

People want me to keep going to meetings. I'm going to Oaxaca for 9 weeks to write 2 more chapters and get a suntan.

(02:19:03)

PB: We went to a place called Ixtapan, which I think is over this way. And, it was interesting, we rented a car in Mexico City and drove all the way over here. And it was interesting how the water, river was muddy and so on, as soon as you got up stream it got clearer and clearer and clearer. It was the human beings and all washing their clothes in there and dumping sewage and everything else, as it went down.

Anyway -

MH: Mexico City's got like 20 million.

(02:19:33)

PB: I know. What impressed me, is everywhere you go, depending on what's there, that's what the people do. Like a fruit growing area, they make wines and whatever liqueurs. This place would be wool.

MH: They do make wool there. That's true.

PB: Yeah, a lot of stuff.

MH: Mezcal.

PB: That's a specialty. Oh, I'm sorry.

MH: Oh, that's okay.

PB: Okay, anyway.

MH: So, anyway. I think we've done everything.

PB: Good. Good.

(02:20:01)

MH: Thank you. This was great. I love your questions and your stories.

PB: Happy to help you.

MH: Oh, one thing I always ask: is there any one person that you worked with, who you think, who's around that you think, oh, I should go interview him or her?

PB: That has an insight into things?

MH: Yeah, especially to know more about the technology.

PB: It's been so long that I don't even know anybody over there anymore.

(02:20:27)

MH: I've got a lead from somebody. I don't have the name handy, who was a Director at some point?

PB: Director of research?

MH: Yeah, I think so.

PB: Would it be. It wouldn't be Jay.

[[Dog shaking]]

(02:20:46)

MH: The last person who was there, was that Pablo character?

PB: No. Somebody after him.

MH: Who said that person's name?

PB: I'm trying to think. I can picture him plain as day.

(02:21:01)

PB: Matter of fact, interestingly I bumped into him. My wife and I were over in Austria. And we were leaving Graz at about 5:30 in the morning. And I bumped into this guy in Austria.

He was the, he wasn't research director, he was assistant research director at the time. And, he was doing, what do you call it when people look at something prior to buying something: due diligence.

MH: Yeah, yeah.

(02:21:33)

PB: He was looking at the mill in Austria that Sappi was going to buy.

MH: Oh, okay.

PB: He was over there looking at from a technical standpoint, what their capabilities were and so on, and what they had there.

Bumped into him in the airport in Graz.

MH: Small world, small world.

PB: Yeah.

MH: Yeah. Well, you know what I'll do, let me get your email.

(02:21:54)

PB: [[redacted]]

MH: Well, I will send you -

PB: Great. I love -

MH: My S.D. Warren thing. I have a radio documentary too that I did.

PB: Oh, when, where?

(02:22:10)

MH: In 2003. It's about the story about Mother Warren.

PB: Oh, Good. How do I have access to that?

MH: What?

PB: How do I have access that?

MH: Well, I think I can actually email you the file and there's also a place where it's on, for some reason or another, it's on the Maine Democratic Party's, you know, webpage.

(02:22:29)

Somebody put it up there, like 10 years ago. That's the place where you can listen to a podcast. But, I'll send you-

PB: There's a guy that might be, a guy that worked in research. A very bright guy. Geez. [[Larry??]] Wilson. And he is, probably lives in Falmouth now. And was a very, very, very bright guy that headed up, headed up the, I guess, the print testing department.

(02:23:08)

I don't know what his real, his real function was to supply superior technical assistance to the industry, the printers, and everything. He was, he probably had enough education to have a doctorate, he just didn't have his doctorate.

MH: Sure. Good. So, he's one of the senior like, scientists, engineers?

PB: Yeah, yeah. He's a real bright guy. Real bright guy.

MH: And he's around?

(02:23:33)

PB: Think so. He retired before I did. And, he might be around. So, he's a really bright guy, might be worthwhile.

MH: Sounds like a good lead. Well, so, what I want you to leave with is –

PB: Yeah, yeah. Oh, I want that. Thank you.

MH: This, my copy.

PB: That's not yours.

MH: Yes.

PB: Thank you.

MH: Yes and I will email you -

PB: Good.

MH: Those things, and you can look at what I've done so far.

(02:23:58)

This is a real pleasure. [[inaudible]]

PB: Hope this is of some value to you.

MH: Oh, it truly is. [[inaudible]]

You know the thing is that, I'm trying to paint a picture of all these different [[inaudible]]

Recorder off (02:25:10)