

## Appendix D:

# Corporate Records and Newsletters

# Appendix D: Corporate Records and Newsletters

No.	Date	Document
1.	February 13, 1939 – April 3, 1948	Minutes from Board Meetings of The Permanente Corporation
2.	April 29, 1939	Minutes of a Meeting of the Board of Directors of the Permanente Corporation
3.	June 28, 1939	Minutes of a Special Meeting of the Board of Directors of the Permanente Corporation
4.	February 25, 1942	Minutes of a Meeting of the Board of Directors of the Permanente Corporation
5.	April 24, 1942	Minutes of a Meeting of the Board of Directors of the Permanente Corporation
6.	January, 1943	The Permanente News
7.	February, 1943	"Natividad – Birthplace of Permanente Magnesium," The Permanente News, pp. 4-5
8.	March, 1943	The Permanente News, p. 14
9.	March, 1943	"In the Thick of the Fight," The Permanente News, pp. 2-3
10.	April 5, 1943	"The Kaiser Empire - It Now Reaches Across The Country," Life, pp. 13, 69-77
11.	May, 1943	"Don Tretzel Named FeSi Boss," The Permanente News, p. 7
12.	June, 1943	"The Kilns-Giants of Permanente," The Permanente News, p. 6
13.	July, 1943	"Quarry Improvements," The Permanente News, pp. 8-9
14.	August, 1943	"No. 1 Old-Timer – That's Joe Peabody," The Permanente News, p. 5
15.	September, 1943	The Permanente News
16.	October, 1943	The Permanente News, p. 7
17.	December, 1943	The Permanente News, "Peace on Earth...", p. 2
18.	June, 1944	"Permanente – An Industrial Giant Grows Up On Black Mountain," The Permanente News, pp. 4-5
19.	August, 1944	News in Review, The Permanente News, p. 7
20.	August, 1944	"Gashouse Gang," The Permanente News, p. 14
21.	October, 1944	"PCC Develops Dealers," The Permanente News, p. 7
22.	November, 1944	"Working on the Railroad," The Permanente News, pp. 8-9
23.	December, 1944	"Warburton is Transferred," The Permanente News, p. 14
24.	January, 1945	"Permanente Old-Timers," The Permanente News, p. 5
25.	May, 1945	"From Permanente to Pillbox," The Permanente News, pp. 4-5
26.	July, 1945	"Record War Orders Plunge Cement Plant into Capacity Production for Long Period," The Permanente News, p. 3
27.	August 1945	"444,210 Barrels in One Month! PCC Hits All-Time High," The Permanente News, p. 4
28.	January, 1947	"Bricks Chemicals Dolomite," The Permanente News, pp. 8-9
29.	January, 1947	"Permanente on Parade," The Permanente News, p. 3
30.	February, 1947	"Meet Yur Kaiser Cousins," The Permanente News, pp. 10-11
31.	May, 1947	"The Men Behind the Men of Permanente," The Permanente News, pp. 6-7
32.	May, 1947	"Valley of Heart's Delight," The Permanente News, pp. 8-9
33.	July, 1947	"Kaiser Aluminum: How Permanente Metals – In A Single Year – Has Become A Key Factor In American Industry – Producing 175 Million Pounds of Kaiser Aluminum!," The Permanente News, pp. 4-5
34.	August, 1947	"Brothers Under the Skin," The Permanente News, pp. 4-5



No.	Date	Document
35.	April, 1948	The Permanente News
36.	October, 1995	"Together We Build – Kaiser Cement Corporation (50 Years)"

THE PERMANENTE CORPORATION

I N D E X

February 13, 1939

1. Amended Articles of Incorporation filed in office of Secretary of State of California on Feb. 10, 1939.
2. By-laws unanimously adopted.
3. Election of officers.
4. Seal adopted
5. Other regular procedure in connection with incorporation.

April 24, 1939

1. Wells Fargo Bank selected as depository
2. Bank of America selected as depository
3. Treasurer authorized to delegate authority to persons to sign checks, etc. *out 8/14/44*
4. Corporation authorized to borrow from its stockholders and issue notes in favor of stockholders therefor.
5. Officers authorized to sign and submit bid to Procurement Division of U. S. Treas. Dept. for furnishing cement to Central Valley Project (Shasta Dam.)

April 29, 1939

1. Vice President authorized and empowered to be inserted in bond to Santa Clara County all necessary conditions.

June 7, 1939

1. RFC resolution to borrow \$3,000,000.
2. Bank of America selected as depository for Payroll Accounts and Treasurer authorized to establish accounts.

June 15, 1939

1. Amendment of Articles of Incorporation to provide for preferred as well as common stock and to change the number of directors of corporation from 5 to 7.
2. Corporation file application with Commissioner of Corporations of State of California requesting amendment to permit issuance and sale of 10,000 shrs. of its preferred stock at \$100 per share and 6500 shrs. common at \$100.00 per share.
3. Money received from stock sale to be declared capital of corporation.

June 22, 1939

1. G. G. Sherwood resigned as director  
Carlton B. Hutchings resigned as director
2. Henry J. Kaiser and Edw. H. Heller unanimously elected directors.  
Chas. Shea elected director  
Felix Kahn elected director  
G. G. Sherwood elected Assistant Treas.
3. Corporation to issue an aggregate of 100 shrs. common capital stock also to sell to HJK Co., etc. preferred stock, etc.

June 28, 1939

1. Officers authorized to exercise option on certain property at Permanente.

Aug. 1, 1939

1. Officers (Treas or Asst. Treas.) authorized to establish accounts in The First National Bank of Los Altos.

Aug. 4, 1939

1. Authorization to enter into agreement with The Roman Catholic Archbishop of S. F., for operation of water tank, etc.

Aug. 30, 1939

1. Resolution Bank of America to borrow \$3,000,000.

Sept. 6, 1939

1. Contract between Surburban Water Co., Permanente and Roman Catholic Archbishop ratified and approved.

Sept. 11, 1939

1. A. K. Humphries resigned as director and L. S. Corey elected instead.

Oct. 31, 1939

1. Any two officers authorized sign notes in connection with contracts on plant and equipment already purchased.
2. Ratification action in signing contract with Barrett & Hilp for const. at Permanente.

Dec. 13, 1939

1. Resignation of A. K. Humphries, V.P. accepted. E. H. Heller was appointed as V.P. to fill vacancy.

Dec. 13, 1939 (Continued)

2. Capitalization increased - authorization to sell 7500 add'l shrs. preferred stock.
3. Resolution stating money to be received for sale of additional shares to be part of capital of this corporation.
4. Resolution that this corporation file application with the Commissioner of Corporations of State of California requesting new permit to sell add'l. 7500 shrs. preferred stock at \$100. per share.

Jan. 9, 1940

1. Henry J. Kaiser, E. E. Trefethen, Jr. and G. G. Sherwood authorized to execute and deliver cement bids, etc.
2. President and Secretary authorized to sign agreement with P.G. & E. on closing switch in the auxiliary line to plant.

Feb. 2, 1940

1. Borrowing resolution \$750,000 - Bank of America

Feb. 5, 1940

1. Authorization go ahead with installation of third kiln and necessary appurtenances thereto.

Feb. 21, 1940

1. Application for permit to furnish add'l. stock to stockholders in return for finances for third kiln.
2. Sale of stock to be declared capital of corp.

May 16, 1940

1. \$1,000,000 line of credit approved. Bank of America.
2. Accounting office to be moved to Oakland from Permanente.
3. E. E. Trefethen, Jr. elected Vice President of corporation.  
E. E. Trefethen, Jr. authorized to sign notes on Bank of America for original or for renewal of notes.

July 8, 1940

1. Consolidation of loan of \$1,750,000.00 (Borrowing capacity) from two authorizations to one.

October 30, 1940

1. Authorization for use of name The Permanente Steamship Co.
2. Payroll Account established Bank of America

November 27, 1940

1. Resolution authorizing sale of two vessels to Permanente Steamship for \$225,000 total.

December 30, 1940

1. Recommendation approved for installing silos now located at Grand Coulee at L. A. Approx. cost \$175,000.
2. Authorization for installation of filter at cost of \$54,000.00
3. Authorization for installation new conveyor line
4. Financial Statements to be submitted to stockholder twice each year; 7/31 and 1/31

February 13, 1941

1. Certificate of Necessity \$1,500,000 to be complied with in const. 4th kiln. Construction based on outcome of negotiations with Todd-Cal. re manufacturing metallic magnesium.

February 25, 1941

1. HJK reported that arrangements with RFC for financing magnesium plant adjacent to Permanente plant had been completed and that installation of 4th kiln was necessary.
2. G. G. Sherwood elected Asst. Secretary of this corporation.
3. Sale of rights to Am. Magnesium Metals Corp. patents to Todd-Cal.
4. Agreement with R.F.C. on loan of \$3,500,000.
5. Bank of America borrowing resolution \$6,250,000.00.
6. Authorization to enter into contract with Todd-Cal to furnish it with magnesium oxide.
7. Authorization for officers to enter into cont. with Todd-Cal re gas use.
8. Authorization to sell to Todd-Cal 50 acres adjacent property at \$5,000.

March 24, 1941

1. Authorization for persons execute lease with Westvaco.

March 29, 1941

1. Indemnity agreement in connection with financing magnesium \$3,500,000. to be secured by mortgage on plant. Signing approved.

April 26, 1941

1. Authorization for this corporation to assign to Todd-Cal the option contained in their letter 1/18/41.

July 24, 1941

1. Ratification of officers signing agreement with Westvaco dated 7/15/41.
2. Indemnification agreement to RFC re: liens, etc. on real property arising from construction of plants.
3. Indemnification agreement re bond \$85,000 guaranteeing against liens, etc.
4. Paymaster authorized used facsimile signature on payroll checks.
5. Officers authorized execute agreement with Westvaco and Sierra Magnesite which is attached to the agreement of 7/15/41 with Westvaco.

August 8, 1941

1. Signatures on account carried in Bishop Nat'l. Bank of Hawaii authorized.
2. Signatures on payroll account at Bishop Nat'l Bank established.

Sept. 23, 1941

1. Resolution authorizing officer make application to Commissioner of Corporations to sell 2,030-1/2 shares preferred and 1,469-1/2 shrs. common stock at \$100 shr.

December 5, 1941

1. Officers authorized execute contract with The Perm. Metals Corp. for purchase of magnesium oxide.
2. Indemnification agreement with R.F.C. for \$21,250,000 loan.
3. Authorization to buy Casse Crow property.

February 25, 1942.

1. Death Chas. A. Shea 1/25/42 - and Gilbert Shea elected director to fill vacancy on Board.
2. L. S. Corey nominated and elected Treas. of corp.
3. Paul S. Marrin elected Asst. Secretary
4. H. W. Morrison asked to write letter of condolences to Mrs. Shea
5. Indemnity agreement with R.F.C. \$2,000,000 - Moss Landing
6. Indemnity agreement with R.F.C. \$4,115,000-Ferro-silicon plant at Permanente, Const. dolomite crushing and calcining plant at Natividad. Part of security for loan is 12.109 acres at Permanente and 90.05 acres at Natividad, Monterey County

April 24, 1942

1. Casse Crow property sold to The Perm. Metals Corporation.
2. Agreement to buy Morris property adjacent to our plant - \$15,000 limit.

PERMANENTE CEMENT COMPANY

I N D E X

February 2, 1943

1. Negotiations to purchase cement loading facilities at Redwood City approved.
2. Changed name to Permanente Cement Company
3. Written Consent of Shareholders to Amendment of Articles of Incorporation of The Permanente Corporation changing name to "Permanente Cement Company".

1. Donald Browne elected Asst. Treasurer
2. Resolution that this corporation execute and deliver agreement to R.F.C. in connection with \$750,000 loan.

July 7, 1943

1. Opened Ration Bank Account with Bank of America, Mt. View.
2. Appointed G. G. Sherwood, Donald Browne or Donald Rhoades to represent company in connection with fire insurance losses; also explosions or windstorm losses. *out 4/2/43*

August 23, 1943

1. Voted to purchase Redwood City facilities.
2. Voted for installation of Fuller-Kenyon coolers.
3. Voted to see what could be done to float public issue of some kind of indebtedness to extent of leaving from \$1,000,000 to \$1,500,000 of stockholders' funds invested in corp.

October 13, 1943

1. Directors authorized execution of agreement in connection with \$360,000.00 loan for Perm. Metals.

February 14, 1944

1. Resolution revising \$6,250,000 borrowing resolution - substituting L. S. Corey for C. Shea.
2. Felix Kahn resigned as Director - H. W. Morrison elected to fill vacancy on Board.

June 19, 1944

1. HJKCo offer to Co. to sell Yosemite deal in entirety, or Merced Sales part.
2. Directors decided not purchase producing mach. or enter any deal with foreign countries.
3. Directors agreed purchase Merced setup for Sales at approx. \$120,000, if financing can be arranged without owners putting up any more funds or guaranteeing loans.

June 19, 1944 (Continued)

4. Decided let brick develop as is and will consider further additions when demand warrants more equipment.
5. Agreed new Sales Co. be formed with \$10,000 capital
6. Carl Olson elected Assistant Secretary

September 22, 1944 (Not B. of Directors Meeting)

1. Explained proposal - Perm. SS Co. exchange 2 vessels to USMC for 2 bulk cement carriers
2. Proposal that PCCO buy 10-6,000 bbl. capacity steel cement silos - price not to exceed \$40,000
3. C. F. Calhoun elected Vice President
4. George C. Ober, Jr. elected Assistant Secretary

May 18, 1945

1. Res. re issuance of 10,000 shares of common stock to present stockholders at \$100 per share.
2. Res. authorizing Officers borrow from Bank of America - Agreement of 6/1/45.

April 11, 1946

1. Discussion of Financial status
2. Explanation of possible settlement of WSA account because of Gov. use of two vessels.
3. Res. declaring div. in total amt. of \$113,363.78 on Pref. Stock accumulated for 1940 and 1941 - payable 4/20/46.
4. Res. authorizing officers execute bids, proposals and contracts for all products of co. ✓

August 14, 1946 ✓

1. Res. to proceed with plan for public financing.
2. Res. to employ Engineers, Auditors and General Counsel to prepare reports and cert. as necessary to complete submission of prospectus for public financing.
3. Res. to engage Thelen, Marrin, Johnson & Bridges as General Counsel for company and authorizing necessary expenses in preparing for financing. ✓
4. E. H. Heller to discuss selling stock to public with underwriters.
5. Approved expenditures for installing Fuller Coolers on kilns.
6. Res. ratifying action of management in arranging to sell Brick Division to TPMC - 6/30/46.
7. Treasurer or Asst. Treas. authorized open bank accounts and designate check signers.



October 28, 1946 - meeting adjourned to October 29, as no quorum present.

October 29, 1946

1. Res. authorizing dividend on preferred stock - \$573,803.93 - payable 11/18/46 to stockholders as of 11/15/46.
2. Res. approving recapitalization by plan for readjustment of capital stock structure.
3. Res. amending Article Four of Articles of Incorporation; also Articles Five and Six.
4. Res. authorizing officers file application for permit authorizing stock issue to present shareholders.
5. Res. changing By-laws.

Nov. 25, 1946

1. Asst. Treasurer explained necessity for borrowing \$150,000 for Glacier Sand & Gravel Co. from Seattle 1st Nat. Bank and necessity for Officers of Permanente Cement Company to execute Loan Agreement therefor because of certain stipulations of bank.
2. Res. authorizing officers execute such Loan Agreement subordinating claims of this corporation against Glacier Sand & Gravel Co. to claims of Seattle 1st. Nat. Bank.
3. Res. reduce capital of corp. from \$4,500,000 to \$550,000 - to become effective upon filing with Sec. of State of certificate of amendment of Art. of Incorp. removing provisions for 2 classes of stock and providing for 1 class of stock only - \$1.00 per sh. par value; officers authorized to procure approval of resolutions by vote or written consent of holders of majority of outstanding sh., and take necessary action to effect reduction of stated capital. (Such written consent attached).

January 16, 1947

1. Res. authorizing officers purchase Diamond Cement Plant in Seattle and quarry on Dall Island, Alaska, for \$1,171,000.
2. Res. authorizing Management expend \$110,000 for improvements to Diamond Cement Plant.
3. Res. authorizing officers execute Loan Agreement with Bank of America for \$3,000,000 with certain provisions.
4. Res. declaring dividend of 50¢ per sh. per annum payable at 12-1/2¢ per sh. quarterly. and res authorizing officers to pay same.
5. Res. authorizing officers to lease to Nat. Lead Co. silos and other facilities at Merced (Yosemite Plant) for 5 yrs - option can be renewed for another 5 years for \$20,000 per year.
6. Directors agreed co. should raise no objection to PSS Co. chartering vessels for other usage when not needed by co. (intention of PSS Co. purchase Victory ship and SS Diamond Cement.)
7. Directors agreed to purchase of 6 truck mixers at \$55,000 for Glacier Sand & Gravel Co. at Seattle.

May 19, 1947

1. H. N. Black gave full explanation of present status of negotiations between Gen. Construction Co. and Pacific Coast Cement Company in connection with acquiring PCC Co. plant in Seattle.
2. E. E. Trefethen, Jr. gave report on status of possibly submitting PCC stock to public First Calif. Co. insisted on engineering report. Directors of opinion that now is not the time to have such report made. Management to report to Directors when time is proper for bringing up matter again.
3. Res. ratifying action of officers in authorizing TMJB proceed with formation of Permanente Steamship Corp.
4. Res. authorizing officer purchase 500 sh. cap. stk. of PSC at \$100 per sh.
5. Res. authorizing Gordon Tongue handle permit for alcohol (Tacoma)

October 15, 1947

1. Resignations: H.J.Kaiser, Jr., Sec. & Asst. Treas.; L.S.Corey, Treas.; C.R.Olson, Asst. Sec.; G.G.Sherwood, Asst. Sec.-Asst. Treas.; D.E.Browne, Asst. Treas.
2. Elections: C.R.Olson, Vice Pres.; E.E.Trefethen, Exec. V.P.; G.G.Sherwood, Sec-Treas; P.E.Rogers, Asst. Treas.
3. Res. re merger of Permanente SS Co. and Permanente SS Corp.
4. Res. authoriz. action of officers in executing agreement re purchase of stock of Pacific Coast Cement Corp. from Pacific Coast Cement Co.
5. Res. amend By-laws to be consistent with present corp. laws of Calif.
6. Res. apply to Commissioner of Corporations for permit authoriz. officers conduct negotiations for possible sale of stock to underwriters.

November 10, 1947

1. Resignation of C. F. Calhoun as Vice Pres.; appointment of P. E. Rogers, Comptroller, at salary of \$12,000 per annum, effective 11/1/47.
2. Salary rates of E. E. Trefethen and G. G. Sherwood \$15,000 and \$5,000 per annum, respt.
3. Res. amending dividend res. of 1/16/47 - div. of 50¢ per sh. payable 1/31/47 and payable at rate of 12-1/2¢ per sh. on 4/30, 7/31, 10/31, and 11/30, 1947.
4. Discussed future div. policy - \$1 per yr., payable quarterly if justified by earnings.
5. Res. authoriz. officers enter into contract with K. Services attached to minutes;
6. Res. authoriz. C. R. Olson enter into contract with Perm. Prod. Co. to purch. aluminum materials for distribution and resale in Hawaii. (5 and 6 not voted on by EET., Jr.)

November 10, 1947 - Continued

7. Res. ratifying action of C. R. Olson in execut. agreement with KEI, dated 6/1/47, re staff engineering services.
8. Res. ratifying action of C. R. Olson in execut. agreement with Perm. Prod. Co., 7/1/47, re sale of agri-lime. (7 and 8 not voted on by EET, Jr.)
9. Res. ratifying act of C. R. Olson in executing agreement with TPMC, 7/1/47, re sale of lime products (Not voted on by EET, Jr., J.A. McEachern and G.J. Shea.)
10. Res. ratifying acts of C. R. Olson in execut. leases with HJKCo, vis., 10/30/47 for office space; 7/1/47 for equipment at Radum; 7/1/47 for operation of batch plant at Stockton. (Re 7-8-9-10, documents attached to minutes).
11. Res. authoriz. officers enter into contract with underwriters for sale and purch of sh. of stock; also, execution and filing of Registration Statement to appoint agents of corp. to receive communications from SEC and file amendments to Regis. Statement, and authorize execution of and file application with Commissioner of Corporations of Calif. for authority to issue stock, etc.
12. Res. authoriz. Sec. approve cert. for Common Stock.
13. Res. appointing Bank of America Transfer Agent; Central Bank Registrar.
14. Res. authorizing qualification of company's proposed issue of stock for sale in various States.
15. Res. re bank loan with B/A.

January 5, 1948

1. Res. appointing Bank of America Agent for disbursement of dividends.
2. Res. declaring dividend of 25¢ per sh. on outstanding Common Stock - 1/30/48 to stockholders of 1/15/48; \$175,000 to be deposited in bank for pmt. of dividends.
3. Res. to amend By-laws to establish 2nd Tuesday in June as date for annual shareholders' meetings.

April 3, 1948

1. Resignation of G. C. Ober, Jr. as Asst. Sec.
2. Election of Oscar Cox as Asst. Sec.
3. Res. authoriz. officer (any 1 of GGS, CRO and PER) adjust claims for explosion, windstorm or fire losses, inc. all claims against Fire Ins. Cos. ent 11/15/48
4. Directors approved stock certificate to replace outstanding certificates (not engraved).
5. Treasurer reported on Net Income for fiscal year ended 1/31/48; also, reported on Net Profit for fiscal year ending 1/31/49.
6. Res. declaring dividend of 25¢ payable 4/30/48 to holders of record 4/15/48 (\$175,000)

April 3, 1948 - Continued

7. Directors unanimously decided that Treasurer should repay \$1,100,000 to B/A and accept commitment from bank for seasonal line of credit for \$1,000,000 for year ending 1/31/49.
8. Res. fixing record date for determination of shareholders to vote at annual meeting.

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS  
OF THE PERMANENTE CORPORATION.

A meeting of the Board of Directors of The Permanente Corporation, a California corporation, was held on April 29th, 1939, at the office of the corporation, located at 1522 Latham Square Building, Oakland, California, at eleven (11:00) o'clock A. M., pursuant to waiver of notice of said meeting signed by all of the directors and which waiver is appended hereto.

Directors Present: A. K. Humphries  
E. E. Trefethen, Jr.  
G. G. Sherwood

Directors Absent: J. A. McEachern  
Carlton B. Hutchings

Also Present: Henry J. Kaiser  
Chas. A. Shea  
Felix Kahn  
E. H. Heller  
H. P. Davis.

Mr. A. K. Humphries, Vice President, presided over the meeting and Henry J. Kaiser, Jr., Secretary, recorded the minutes thereof.

Thereupon, on motion duly made and seconded, the following resolution was unanimously adopted:

WHEREAS, on April 25, 1939, this corporation, The Permanente Corporation, filed with the Planning Commission of the County of Santa Clara an application for a use permit to erect and operate a cement mill on that certain property situated on Permanente Creek, about ten miles west of the City of San Jose, in Santa Clara County; and

WHEREAS, on April 28, 1939, after a hearing, said Planning Commission recommended the granting of said permit and on the same date the Board of Supervisors of said County of Santa Clara approved said recommendation of said Planning Commission; and

WHEREAS, said Planning Commission attached as one of the conditions to the granting of said permit a stipulation that this corporation should give a bond in the amount of Fifty Thousand and no/100 Dollars (50,000.00)

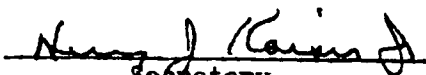
to the County of Santa Clara, in a form satisfactory to said Board of Supervisors, that this corporation would operate and conduct the cement mill in compliance with the following condition in said permit: That the plant be constructed and operated in accordance with the ordinances of the County of Santa Clara and in such manner that dust be controlled in the manner specified in the application heretofore filed with the Planning Commission.

NOW, THEREFORE, BE IT -

RESOLVED, that A. K. Humphries, Vice-President of this corporation, be, and he is hereby, authorized, empowered and directed to execute in the name of and for and on behalf of this corporation a bond to said County of Santa Clara in the amount of Fifty Thousand and no/100 Dollars (\$50,000.00), and in a form satisfactory to the Board of Supervisors of said County, guaranteeing performance of said condition in said permit and to deliver said bond to the Board of Supervisors of said Santa Clara County.

RESOLVED, FURTHER, that said Vice-President be, and he is hereby, authorized and empowered to cause to be inserted in said bond any and all terms, provisions and conditions which may be required by said Board of Supervisors and that any such bond so executed by said Vice-President shall be binding upon this corporation as its corporate act and deed.

There being no further business, upon motion duly made, seconded and carried, the meeting adjourned.

  
Secretary.

MINUTES OF A SPECIAL MEETING OF THE BOARD OF  
DIRECTORS OF THE PERMANENTE CORPORATION

A special meeting of the Board of Directors of The Permanente corporation, a California corporation, was held on June 28, 1939, at One o'clock (1:00) P. M., at the Palace Hotel, San Francisco, California, pursuant to waiver of notice of said meeting signed by all of the directors, which waiver is appended hereto.

Directors present:

Henry J. Kaiser  
Edw. H. Heller  
E. E. Trefethen, Jr.  
Chas. A. Shea  
Felix Kahn

Directors absent: J. A. McEachern  
A. K. Humphries

Also present: G. G. Sherwood  
H. F. Morton  
Paul S. Marrin  
Frank Modglin

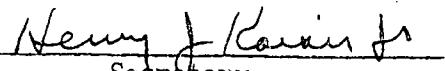
Mr. Henry J. Kaiser, president, presided over the meeting and the secretary, Henry J. Kaiser, Jr., recorded the minutes thereof.

The minutes of the previous meeting were read and approved.

Upon motion made by Mr. Edw. H. Heller and duly seconded, the following resolution was unanimously adopted:

RESOLVED, that the officers of this company are hereby authorized and instructed to exercise the option held by this company to purchase from the Santa Clara Holding Company, Ltd., certain properties containing limestone deposits, located at Permanente in Santa Clara County, California.

There being no further business, upon motion duly made, seconded and adopted, the meeting adjourned.

  
Secretary.

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS  
OF THE PERMANENTE CORPORATION

A meeting of the Board of Directors of The Permanente Corporation was held at the Waldorf Astoria Hotel, New York, New York, on February 25, 1942, at 6:00 o'clock P.M., pursuant to waiver of notice of said meeting signed by all of the Directors of the corporation, a copy of which waiver is appended to these minutes.

There were present the following Directors:

Henry J. Kaiser  
Felix Kahn  
J. A. McEachern  
L. S. Corey  
E. E. Trefethen, Jr.

There was absent Director:

E. H. Heller.

Mr. Henry J. Kaiser, the President of the corporation, acted as Chairman, and Mr. E. E. Trefethen, Jr. acted as Secretary and recorded the minutes of the meeting.

The Chairman informed the Directors that on Sunday evening, January 25, 1942, one of our Directors, Mr. Chas. A. Shea, had passed away, thus creating a vacancy on the Board. Nominations were called for and Mr. Gilbert J. Shea was the only nominee. Thereupon, Mr. Gilbert J. Shea was unanimously elected to fill the vacancy caused by the death of Mr. Chas. A. Shea.

Thereupon, Mr. L. S. Corey was nominated for the office of Treasurer of the corporation, which office was



made vacant by the death of Mr. Shea. All the Directors present having voted, the Chairman declared Mr. Corey unanimously elected to the office of Treasurer.

Thereupon, Mr. Paul S. Marrin was nominated for the office of Assistant Secretary of the corporation, and all the Directors present having voted, the Chairman declared Mr. Paul S. Marrin unanimously elected to the office of Assistant Secretary.

Mr. Felix Kahn was instructed to request Mr. H. W. Morrison to write appropriate resolution expressing the deep feeling of loss caused by the death of Mr. Chas. A. Shea, this resolution to be spread upon the minutes of the corporation and a copy sent to the widow of the bereaved.

The President advised that The Permanente Metals Corporation had concluded with Reconstruction Finance Corporation a loan in the sum of \$2,000,000, the proceeds of which loan will be used for the purchase of land near Moss Landing, Monterey County, California, and for the construction thereon of a plant for the manufacture of magnesium oxide. He advised that, as a condition to the granting of said loan, the Reconstruction Finance Corporation requires an agreement of this corporation to indemnify Reconstruction Finance Corporation against any loss sustained by reason of mechanics' or materialmen's liens upon the property included in the collateral for the proposed loan which may arise in connection with the purchase, construction or installation of

and the amendments adopted in the Resolution of the  
Board of Directors of Reconstruction Finance Corporation  
dated February 18, 1942.

And it is the wish of the nation, it being  
the policy and intent of this corporation that it  
should be so. And action duly made and seconded,  
the following amendments and resolutions were unanimously  
adopted:

Resolved, that the American Metals Corporation, a  
New York Corporation, (hereinafter called "Metals  
Corporation"), is negotiating with the Reconstruc-  
tion Finance Corporation (hereinafter called  
"R.F.C."), for a loan in the amount of TWO MILLION  
DOLLARS (\$2,000,000.00); and

And that Metals Corporation contemplates exe-  
cution to the R.F.C. as a part of the security for  
the payment of said loan a mortgage on certain  
real property owned by said Metals Corporation and  
situated in the Rancho Solis Nueva Y Moro Sojo, in  
the County of Monterey, State of California; and

And that said Metals Corporation is construct-  
ing upon a part of said land a plant for the manufac-  
ture of magnesium oxide and desires to continue the  
construction and equipment of said plant; and

And that said Metals Corporation has commenced  
and is continuing the construction of said plant  
prior to the recording of said  
mortgage to be executed and delivered by said Metals  
Corporation to said R.F.C. and as a result of the  
commencement of such construction prior to the  
recording of said mortgage persons performing  
labor upon or furnishing materials for the construc-  
tion of said plant may have a right to liens on said  
property prior to the lien of said mort-  
gage; and

And that for said reason the R.F.C. is unwilling  
to make said loan to said Metals Corporation unless  
said corporation shall indemnify said R.F.C. against  
the loss or damage to it arising out of any such  
liens; and

that this corporation is willing so to indemnify said R.F.C.;

AND, THEREFORE, BE IT -

RESOLVED, that this corporation execute and deliver to R.F.C. an indemnity agreement whereby this corporation will agree to indemnify and hold said R.F.C. harmless from any loss, cost or damage which may result to it from the filing or enforcement, or attempted enforcement, of any mechanics' lien or liens against said property or the improvement to be constructed thereon arising out of the construction of said plant.

RESOLVED FURTHER, that the President or any Vice-President of this corporation be and they are hereby authorized and empowered to execute and deliver to said R.F.C. such an indemnity agreement containing such terms and conditions as may be agreed upon between said R.F.C. and the officer of this corporation executing such indemnity agreement and that the Secretary or any Assistant Secretary of this corporation be and they are hereby authorized to attest the signature of said President or Vice-President of this corporation to such indemnity agreement.

The President was advised that The Permanente Metals Corporation is negotiating with Reconstruction Finance Corporation for a loan in the sum of \$4,125,000, the proceeds of which loan will be used for the construction of a ferro-alloy plant at Lawrence, California, the construction of a ferro-alloy plant at Redwood City, California, and the purchase from The Permanente Corporation of the rolling mill which is now owned by said corporation. He was further advised that in connection to the granting of said loan, the Reconstruction Finance Corporation will require an agreement of this corporation to indemnify Reconstruction Finance Corporation against any loss sustained by reason of the loss of the rolling mill plant upon two parcels of land

included in the collateral for the proposed loan, which may arise in connection with the purchase, construction or installation of the improvements contemplated by said loan, the first of said parcels of land being an area of approximately 12.1 acres located at Permanente, California, on which said ferrosilicon plant is to be constructed and the second of said parcels being land at Natividad, California, on which the proposed dolomite crushing and calcining plant will be constructed.

After full discussion of the matter, it being deemed to the best interests of this corporation that it execute said agreement, upon motion duly made and seconded, the following preambles and resolutions were unanimously adopted:

WHEREAS, the Permanente Metals Corporation, a Delaware corporation, (hereinafter called "Metals Corporation"), is negotiating with the Reconstruction Finance Corporation (hereinafter called "R.F.C."), for a loan in the amount of FOUR MILLION ONE HUNDRED FIFTEEN THOUSAND DOLLARS (\$4,115,000.00); and

WHEREAS, Metals Corporation contemplates executing to the R.F.C. as a part of the security for the repayment of said loan a mortgage on two certain parcels of real property owned by said Metals Corporation, the first of said parcels of real property being a parcel of approximately 12.109 acres located at Permanente, Santa Clara County, California, and the second of said parcels being a parcel of approximately 90.05 acres located at Natividad, Monterey County, California; and

WHEREAS, said Metals Corporation will construct upon the first of said parcels of real property a plant for the production of ferrosilicon and upon the second of said parcels of land a dolomite crushing and calcining plant; and

WHEREAS, said Metals Corporation proposes to commence and to continue the construction of said plants

upon each of said two parcels of land prior to the recordation of said mortgage to be executed and delivered by said Metals Corporation to said R.F.C. and as a result of the commencement of such construction prior to the recordation of said mortgage persons performing labor upon or furnishing materials for the construction of said plants, or either of them, may have a right to liens on said parcels of land, or either of them, prior to the lien of said mortgage; and

WHEREAS, for said reason the R.F.C. is unwilling to make said loan to said Metals Corporation unless this corporation shall indemnify said R.F.C. against any loss or damage to it arising out of any such liens; and

WHEREAS, this corporation is willing so to indemnify said R.F.C.;

NOW, THEREFORE, BE IT -

RESOLVED, that this corporation execute and deliver to R.F.C. an indemnity agreement whereby this corporation will agree to indemnify and hold said R.F.C. harmless from any loss, cost or damage which may result to it from the filing or enforcement, or attempted enforcement, of any mechanics' lien or liens against said two parcels of real property, or either of them, or the improvements to be constructed thereon arising out of the construction of said plants or either of them.

RESOLVED FURTHER, that the President or any Vice-President of this corporation be and they are hereby authorized and empowered to execute and deliver to said R.F.C. such an indemnity agreement containing such terms and conditions as may be agreed upon between said R.F.C. and the officer of this corporation executing such indemnity agreement and that the Secretary or any Assistant Secretary of this corporation be and they are hereby authorized to attest the signature of said President or Vice-President of this corporation to such indemnity agreement.

There being no further business, on motion duly made, seconded and carried the meeting adjourned.

---


Acting Secretary

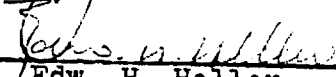
WAIVER OF NOTICE OF A MEETING OF THE BOARD  
OF DIRECTORS OF THE PERMANENTE CORPORATION

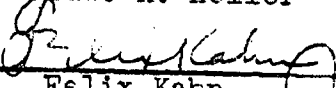
We, the undersigned, being all of the Directors of  
The Permanente Corporation, a California corporation, do hereby  
waive notice of the time, place and purpose of a meeting of  
the Board of Directors of said corporation.

We designate the 25th day of February, 1942, at  
6:00 o'clock P.M. as the time and the Waldorf Astoria Hotel,  
New York, New York, as the place of said meeting, and do  
hereby consent to the holding of said meeting and to the  
transaction thereat of any and all business which may come  
before the meeting.

Dated: February 25, 1942.

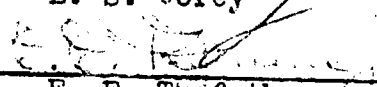
  
Henry J. Kaiser

  
Edw. H. Heller

  
Felix Kahn

  
J. A. McEachern

  
L. S. Gorey

  
E. E. Trefethen, Jr.

MINUTES OF A MEETING OF THE BOARD OF DIRECTORS  
OF THE PERMANENTE CORPORATION.

A meeting of the Board of Directors of The Permanente Corporation was held at the office of the corporation, 1522 Latham Square Building, Oakland, California, on April 24, 1942, at ten (10:00) o'clock A. M., pursuant to waiver of notice of said meeting signed by all of the Directors of the corporation, a copy of which waiver is appended to these minutes.

There were present the following Directors:

Henry J. Kaiser  
Gil J. Shea  
J. A. McEachern  
Felix Kahn  
E. E. Trefethen, Jr.

Absent Directors: L. S. Corey  
E. H. Heller

The president presided over the meeting and the secretary recorded the minutes thereof.

The minutes of the previous meeting were read and approved.

The president explained that as a temporary expediency The Permanente Corporation had purchased property, located in San Benito County, California, consisting of approximately 237 acres, and twelve (12) acres of property in Santa Clara County, California, known as the Casse Crow property, for future use of The Permanente Metals Corporation, at such time as said The Permanente Metals Corporation could complete its financing arrangements with the Reconstruction Finance Corporation. The financing arrangements being completed now, it was proposed that this property be sold to The Permanente Metals Corporation.

Thereupon, on motion duly made and seconded, the following resolution was unanimously adopted:

RESOLVED, that the sale by this corporation of approximately 237 acres of dolomite-bearing property in San Benito County, California, to The Permanente Metals Corporation, for the price of \$45,000.00 cash, and the sale by this corporation of approximately twelve acres of real property in Santa Clara County, California, for the price of \$1,210.90 cash, to The Permanente Metals Corporation, be and the same are hereby ratified, confirmed and approved.

The property herein referred to is specifically described as follows:

All that real property situated in the County of San Benito, State of California, in Townships 13 and 14 South, Range 5 East, M. D. B. & M., more particularly described as follows:

Beginning at a point 126.5 chains, S. 30° 50' W. of Station R41 of survey of Hollister Cienega Road, which point is the SW. corner of the 606.57 acres purchased by Casse Crow from Edward E. Garner, Caroline S. Garner and Homer T. Hayward Lumber Co., as recorded on Oct. 24, 1932 in Vol. 56, page 337, Official Records of San Benito County; thence N. 30° 50' E. 66.5 chains; thence S. 61° 30' E. 51 chains; thence S. 30° 50' W. 20 chains; thence N. 61° 30' W. 10.5 chains; thence S. 30° 50' W. 5 chains; thence N. 61° 30' W. 13 chains; thence S. 30° 50' W. 33 chains; thence South approximately 4.5 chains to the boundary line of the property described in the deed above referred to; thence S. 84° 30' W. approximately 9 chains along the boundary line to a property corner; thence N. 61° 30' W. 22.8 chains to the point of beginning; and containing 237 acres, more or less.

All that real property situated in Sections 16 and 21, Township 7 South, Range 2 West, M.D.B. & M. in the County of Santa Clara, State of California, being a portion of that certain tract of land conveyed to The Permanente Corporation by Santa Clara Holding Company, Ltd., by deed recorded July 12, 1939, in Book 942 of Official Records of Santa Clara County, California, at page 290 thereof, and being more particularly described as follows:

COMMENCING at the point designated as the true point of beginning in that certain deed from The Permanente Corporation to Southern Pacific Company, recorded March 25, 1941, in Volume 1029 of Official Records of Santa Clara County, California, at page 210



thereof, said point of commencement being in the south-westerly line of the Rancho San Antonio, and running thence from said point of commencement on and along the northwesterly boundary line of the lands so conveyed to Southern Pacific Company the following courses and distances, to wit: South 35° 08' 20" West 1992.90 feet; thence South 10° 23' 20" West 625.63 feet; south-westerly on a circular curve concave to the right, having a radius of 798.64 feet (tangent to last described course at last mentioned point) an arc distance of 209.78 feet to the true point of beginning of the parcel of land herein to be described;

RUNNING THENCE from said true point of beginning last above mentioned, continuing on and along the northwesterly boundary line of said Southern Pacific Company lands, South 25° 26' 20" West a distance of 120.00 feet; thence on a curve to the right, tangent to the last mentioned course, said curve having a radius of 1126.01 feet and a central angle of 10° 50' 18" an arc distance of 213.00 feet; thence leaving the north-westerly boundary of said Southern Pacific Company lands North 78° 26' 03" West 288.19 feet; thence North 88° 42' 58" West 493.52 feet; thence North 27° 22' 58" West 204.10 feet; thence North 62° 37' 02" East 127.00 feet; thence South 88° 42' 58" East 480.00 feet; thence North 1° 17' 02" East 719.00 feet; thence South 88° 42' 58" East 270.00 feet; thence South 1° 17' 02" West 108.00 feet; thence South 27° 18' 28" East 115.00 feet; thence North 54° 28' 32" East 102.00 feet; thence South 16° 26' 16" East 265.48 feet; thence South 8° 28' 32" West 167.16 feet; thence South 12° 15' 04" West 152.17 feet to the point of beginning, containing an area of 12.109 acres, more or less.

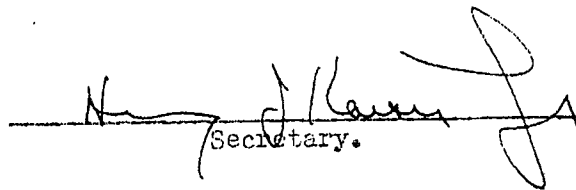
RESOLVED, FURTHER, that the respective acts of E. E. Trefethen, Jr., as Vice-President of this corporation, and G. G. Sherwood, as Assistant Secretary of this corporation, in executing and attesting to the execution of the deeds conveying said property as aforesaid in the name of, and for and on behalf of, this corporation be and the same are hereby ratified, approved and confirmed as the corporate acts and deeds of this corporation.

Vice-President, E. E. Trefethen, Jr., explained that certain property adjacent to the property owned by this corporation in Santa Clara County, known as the Morris property, consisting of approximately 500 acres

lying adjacent to the property of this corporation on the south, was for sale and that due to certain conditions which had developed on this property that could lead to legal involvements, it seemed advisable that this corporation should proceed to purchase the said Morris property for its own use.

After a thorough discussion, it was unanimously agreed that said property should be purchased, if same could be secured at a price not to exceed \$15,000.00.

There being no further business, upon motion duly made, seconded and carried, the meeting adjourned.

  
Secretary.

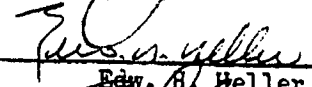
WAIVER OF NOTICE OF A MEETING  
OF THE BOARD OF DIRECTORS OF THE PERMANENTE CORPORATION.

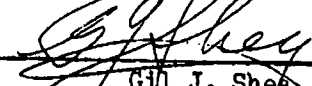
We, the undersigned, being all of the directors of The Permanente Corporation, a Corporation organized under the laws of the State of California, do hereby waive notice of the time, place and purpose of a meeting of the Board of Directors of said corporation.

We designate the 24th day of April, 1942, at the hour of ten (10:00) o'clock A. M., as the time of said meeting and 1522 Latham Square Building, Oakland, California, as the place of said meeting and do hereby consent to the holding of said meeting and the transaction thereat of any and all business which may come before said meeting.

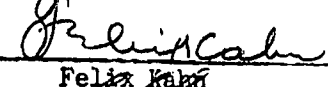
Dated: April 24, 1942.

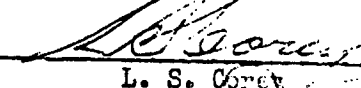
  
Henry J. Kaiser

  
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E. E. Trefethen, Jr.



**Volume II, No. 1**

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

**MORE PERMITES  
NEXT MONTH**

## A WORLD'S RECORD!



## A YEAR OF RECORDS

The picture on the cover typifies the theme of this issue. In it, three men of the cement plant—*Stan Logan*, *Harry Reed* and *Orrille Holzclaw*—are checking in. Above them rises the thermometer which all TPC employees have watched for the last three months as the mercury climbed and finally reached the goal of 5,000,000 barrels.

That's some cement. As a matter of fact, and as *Andy Anderson's* article on pages 4 and 5 will tell you, it's a record.

Pursuing the theme further, this issue will tell you how *Dusty Rhoades* presented a miniature magnesium ingot to *Mr. Kaiser*. That represented another production record—but it's one we can't tell you about until the war is over.

So the theme of this issue might be summed up as "Production Achievements of '42."

It's your theme. You, the men and women of Permanente, made possible two achievements which are helping to win the war. Maybe in the last days of '43, we will be able to say our achievements this year were a major factor in winning the war.

## January, 1943 Vol. II, No. 1 THE PERMANENTE NEWS

Published monthly for all the employees of Permanente. Address: Permanente, California.

Editor . . . . . Pete Allen

### Associate Editors

Manteca . . . . . Glenna Andrus  
Moss Landing . . . . . Maybelle Morris  
Natividad . . . . . Harolde Vaughn  
Oakland . . . . . Jim Beatty

### Contributing Editors

Leonard Flicker, Julius Lustig,  
Anne McKinney, Betty Murdock,  
Lloyd Plesse, Catherine Sutherland.

### Photographers

Herb Sample Charlie Taddo

## ON PARADE

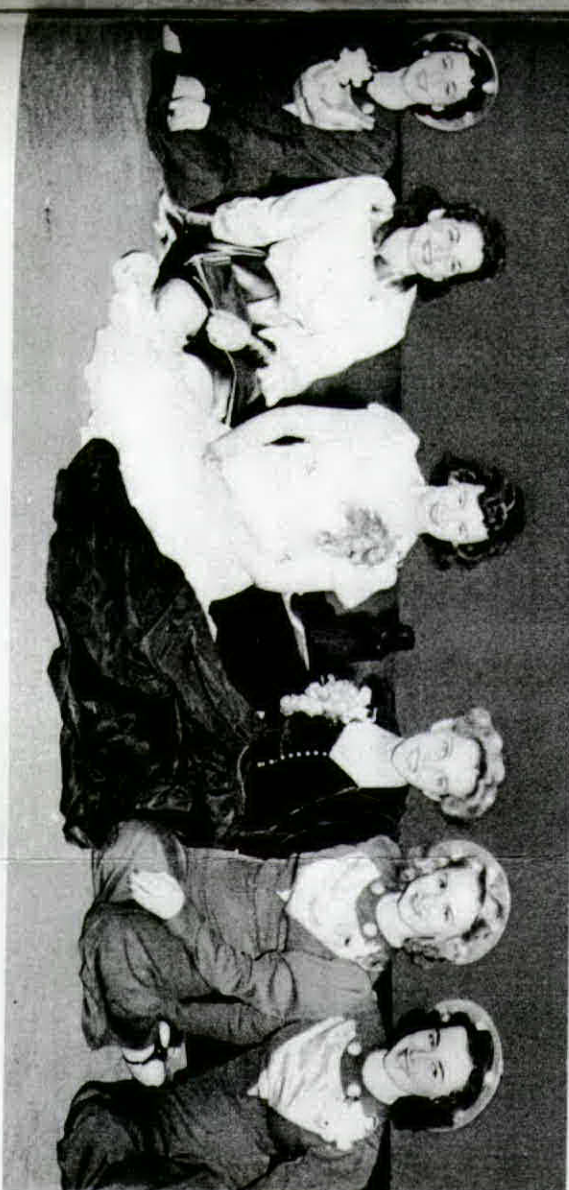


A bouquet of flowers for Mrs. Kaiser is presented by *Virginia Desmond*, secretary in the Manteca office. Over 350 guests attended the party. Peanuts, serpentine, and community singing cleared the air of formalities. "For He's a Jolly Good Fellow" greeted Mr. Kaiser when he mounted the stage to speak.

As 1942 drew to a close, the sales force of The Permanente Metals Corporation put on a show in Oakland to demonstrate to the head office personnel the accomplishments of TPMC and TPC during the year. The new colored motion pictures of the plants, seen by many of you at our own Christmas parties, were shown. *H. V. ("Lindy") Lindbergh* was master of ceremonies, and *E. B. Jones*, office manager, mystified the crowd with feats of magic. High point of the evening was the presentation to *Mr. Kaiser*, amid spotlights and musical fanfare, of a large model of a cargo plane. The beautiful plane was the product of the TPMC carpenter shop.

Usherettes at the show were all Permanente girls. Left to right, they are *Rosalie Grossman*, *Virginia Udell*, *Virginia Desmond*, *Nancy Fennon*, *Francis Monahan*, and *Ellen O'Neill*. The two Virginias are from the Manteca office.

A glistening miniature ingot of magnesium, signaling Permanente's Metals' entry during 1942 into the big production stage of its existence, is presented to *Mr. Kaiser* at the Oakland party by *D. A. ("Dusty") Rhoades*, operations manager. The ingot is symbolic of Permanente's achievement, reflecting credit on the effort put forth by every man and woman in the company's employ. A keg of cement, representing the five-millionth barrel produced by The Permanente Corporation in 1942, was given to Mr. Kaiser by *A. J. ("Andy") Anderson*, plant superintendent. Pictures and the full story of this great production record are on following pages.



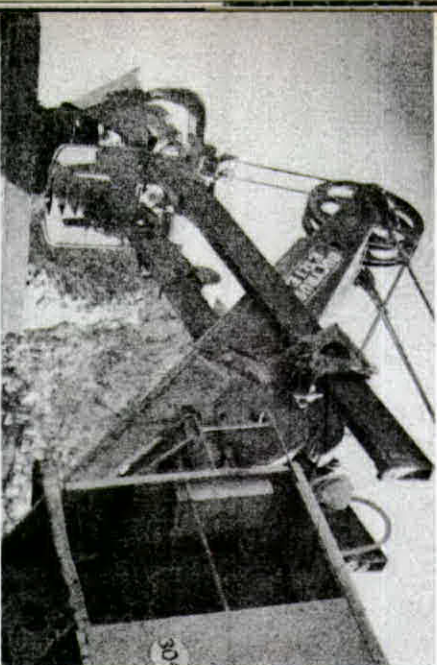


# 5,000,000 Barrels Is A Lot Of Cement

A. J. Anderson, TPC Plant Superintendent,  
Tells the Story of a World's Production Record

A few days before Christmas, I received a long-distance call from New York. "Do you think you'll make the five million barrels?" an excited voice asked.

On the other end of the wire was one of the leading men of the cement industry. And, as the close of 1942 drew near, there were dozens of other calls, all with the same question. Our goal of five million barrels had become widely advertised, and the eyes of the cement world were on Permanente.



From the quarries . . .



. . . to the packhouse, the pressure was on. Each man knew his part and played it in the year-long race to a production record.

You all know by now that we went over the top with several thousand barrels to spare. We ground out the five-millionth barrel in time to seal part of it in a keg and present it to Mr. Kaiser at a program in Oakland, December 23. And when the new year finally dawned, we had raised the total to 5,066,060 barrels.

Since we operate the largest cement plant in the world, our 1942 mark stands as a world's production record. It represents a tremendous increase over our production of 3,642,350 barrels in 1941.

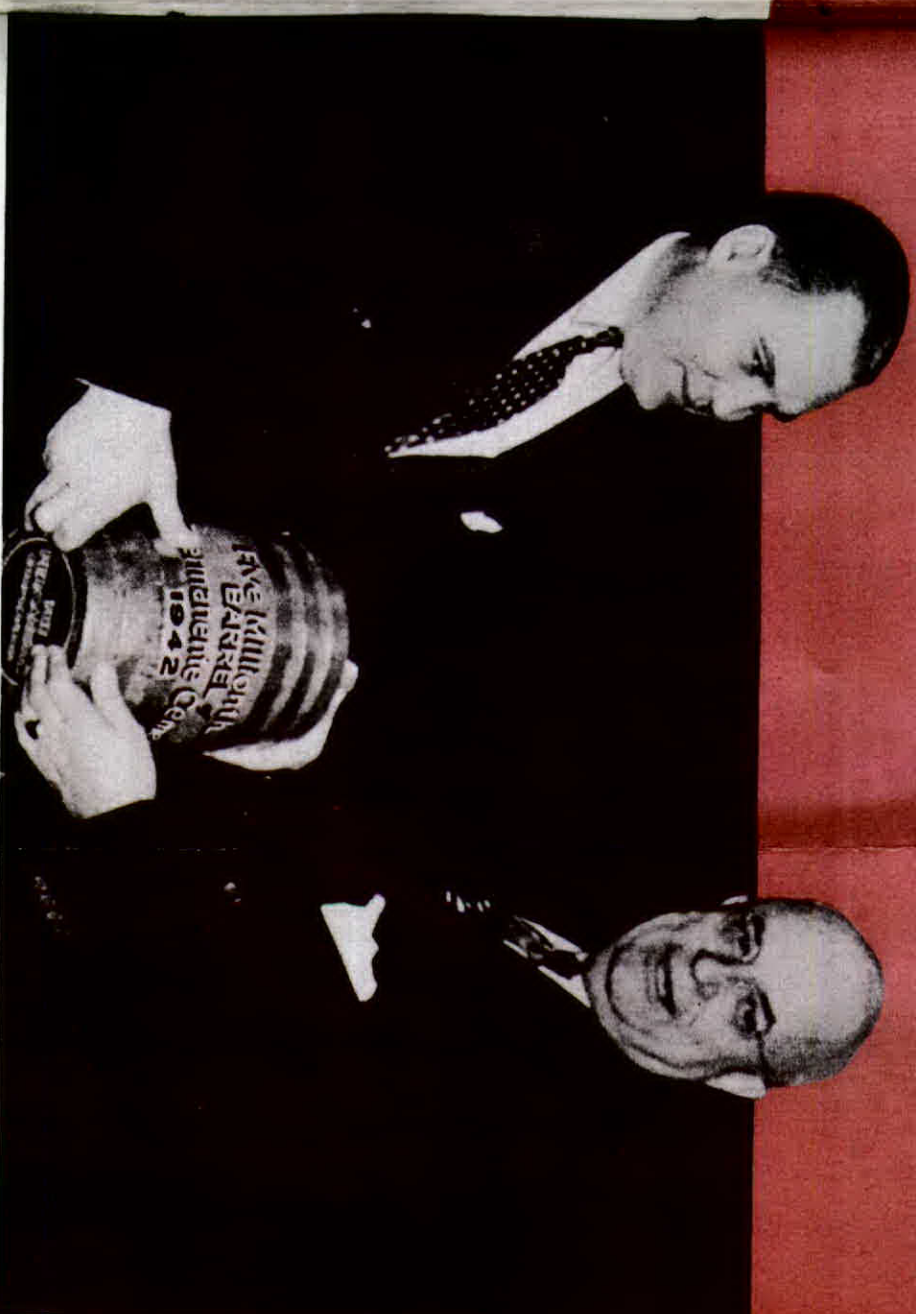
I'm going to describe a few of the things it takes to turn out that much cement, and the best place to begin is with the most important factor. I refer to the loyalty and hard work of you who wear the badge of The Permanente Corporation. Naturally, I am proud to have had a part in making this record, but I have been behind the lines, so to speak, while the other four hundred of you were in there firing. My deepest thanks go to you all.

Now, to start this story at the beginning. Like many other industrial miracles of the year just past, Permanente's record had its roots in the events of December 7, 1941. After that date, needs for cement to fortify our Pacific island bases increased tremendously. In addition to Shasta Dam and other projects, we had already been supplying heavily to the islands, but the Navy needed more.

As a result, our sales force in Oakland tentatively contracted to supply five million barrels in 1942. Then they called up the plant. "Can you do it?" they asked. Down here, we took a deep breath and answered, "Yes."

The word went out immediately. Lee Hall, Bill Sharp, Bill Knuth, Jim Crab, Lloyd Harlan, Walter Buck, Lincoln Varco, and Bob Burns—each one passed the word along to his men. From the quarries to the packhouse, we knew what we were shooting for.

Actually, the problem simmered down to working harder and stepping up efficiency of operations, because there was neither time nor materials to increase plant capacity. And when we began to get orders for convoy shipments to be filled within an unbelievably few days' time, we learned what the word "efficiency" really means. Up to that time, we had thought that 8,000 sacks per shift was about top production for the packhouse. On numerous



On behalf of TPC employees, Andy Anderson presents Mr. Kaiser with a portion of THE barrel of Permanente cement at festivities in Oakland last December 23, the same day the production record was set.

occasions since then, we have rolled 14,000 sacks down the conveyor belts in eight hours' time, and we can hold this rate for long periods if it is necessary.

As a result, we are proud to say that Permanente has never missed a convoy and we have earned an enviable reputation with the government for getting cement where it is needed in record time.

Early in the year it became apparent that if our ocean shipping schedule was to keep pace with our production rate, we would have to increase the efficiency of our operations at Port Redwood City and at Honolulu. Therefore, it was determined to convert our two freighters, the "S.S. Permanente" and the "S.S. Philippa," to bulk carriers.

We put our own master mechanic and other employees—men who had never done shipfitting before—on the job. Dock facilities in Oakland were taken over and, while the ships were still at sea, work on prefabrication of parts began. The

whole conversion job was completed in about one-third the time usually required for such work. Pumps, dust collectors, etc., were also installed and the time for loading and unloading the ships was greatly shortened.

But I think one of the really amazing things about the year's work was that by the time the five-millionth barrel was turned out, our kilns had set up a record for the 357 days of producing 100.04 per cent of their rated capacity. In other words, we outdid the fondest dream of the kiln manufacturer, and this was done despite the fact that the brick for lining the kilns which we received after the war began was not nearly as good as before and had to be replaced oftener.

All in all, we had smooth sailing throughout the year and were lucky not to have had any major breakdowns. But luck is far from the whole story. As I said earlier, the men and women of TPC wrote most of the story with good, hard work.



## BASEBALLERS BID FOR LOOP CROWN

The Permanente baseball club, semi-pro champs of California, have continued their winning ways during the San Jose Winter League play this year. As this issue of the News goes to press, the plant team is tied 2-2 in the playoff for the loop pennant with the Livermore Naval Base nine. The deciding game was scheduled for last Sunday.

After winning the first game with the Tars, the Permanente club dropped two in a row, then came back strong to take the fourth by pushing across a run in the ninth to break a 6-6 tie.

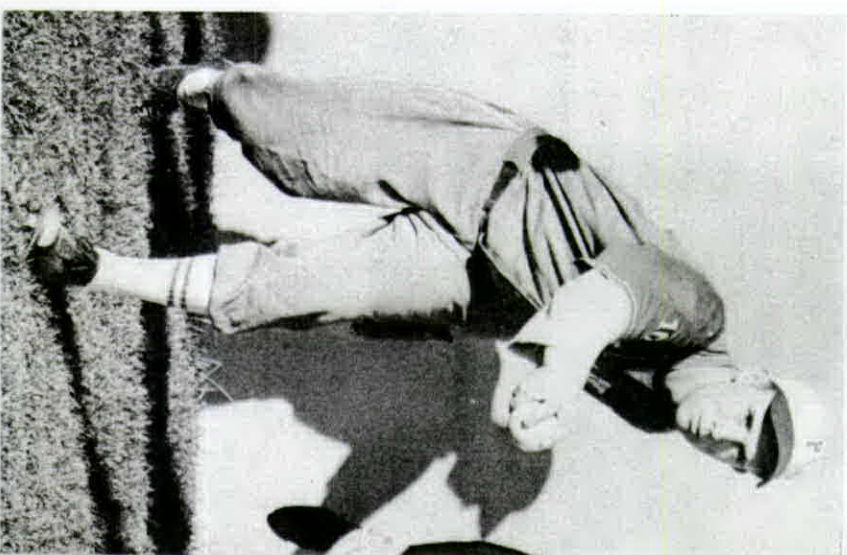
After leading 6-2, Permanente weakened and allowed the Navy team to knot the score in the eighth. With two out in their half of the ninth, the Permentians rallied and on a series of singles, one by *Bunny Lindsey*, team manager, *Perina* crossed the plate.

Cecil Dodson, foundry foreman, started on the mound but gave over to Earl Escalante in the eighth.

### Sullivan Is Handball Artist

*Dr. James ("Doc") Sullivan*, statistical engineer in the mag plant, rates as one of Santa Clara County's top handball players, at present standing at the top of the tough Y.M.C.A. ladder competition in San Jose.

As the Y's commissioner of handball for the county, Sullivan has been active in arranging tournaments, including the 1943 county doubles championship, now in progress. Doc is entered with *Bob Heren*, San Jose fireman.



*Cecil Dodson*, Foundry foreman and star pitcher



### JAMESON MOVES UP

*Frank Jameson*, Permanente's quiet, capable assistant master mechanic, has been appointed assistant operating superintendent of the magnesium plant, according to an announcement by Superintendent *Neil Collins*. Since coming to Permanente in May of 1941, Jameson has won the respect of everyone with whom he works. He knows his job, never blows up, and is noted for his dry, straight-faced humor. Before coming here, Frank was branch manager of the Pacific Coast Aggregates plant in Daly City. Back of that is experience with Johns-Manville, Columbia Steel at Pittsburgh, and several hydroelectric power companies, mostly on construction.

THE PERMANENTE NEWS

### "LINDY" LEAVES PERMANENTE

*H. V. Linbergh*, administrative manager since last March, officially checked out of his office at Permanente on January 1. He will make his headquarters at the Oakland office, acting directly under *Mr. Henry J. Kaiser*.

"Lindy," as he is known from LeGrand to the cement plant, was one of the most dynamic figures in the Permanente staff. He had the ability to lend the spark of enthusiasm to those who worked with him, and it was this quality that contributed in no small degree to the plant's record of producing while construction was going on and under other adverse conditions.

Immediately after leaving Permanente, *Lindy* accompanied *Mr. Kaiser* on a trip to New York. He was scheduled to return to Oakland late this month.



### Employee Housing Service Started

Are you having trouble finding a roof to go over your head? If so, get in touch with the new Housing Bureau which the company has established in the "Kaiser College" building in back of the cafeteria. The bureau, which is being run in conjunction with the Transportation Committee, will endeavor to find houses for employees by keeping in close touch with local realty agents. The committee is now part of the personnel and employment office.

Anyone planning to leave his present residence is asked to notify the Permanente Housing Bureau in order that another employee may have a chance to rent the house.

### ABC's of Gas Rationing

The company Transportation Committee wishes to caution all holders of B or C gasoline books that they are still expected to use about 9½ gallons from their A books for occupational driving during each four-week period. Some drivers have been using their A books entirely for personal needs and therefore find their supplementary ration is not large enough to cover occupational driving.

Any employee leaving his job here will not be paid off until he has turned in his B or C book, if he holds one, the committee also warned.

### Crash Kits Spotted in Plant

Three "crash kits"—each containing enough medical supplies to treat 30 major injuries—are being placed at strategic places around the plant. A similar kit has been located in the TPC laboratory for some time. The kits are equipped with rope handles and can be carried by four men.

Twenty-five volunteers in the civilian defense medical corps have completed training and now join 25 trained fire auxiliaries. They will hold periodic drills.

### How to Donate to the Blood Bank

At the request of an employee, THE PERMANENTE NEWS has investigated the possibility of getting the Red Cross mobile blood bank to come to the plant and has found that for the present the Red Cross has facilities only to extend this service to cities.

As the next best step, we have found that Permentians may make arrangements to donate blood as follows:

San Jose—call Columbia 2068. Blood bank is at the Trinity Parish House, Second and St. John, every fourth Monday.

Palo Alto—call Palo Alto 2-2144. The bank comes to the Community Center the first and third Thursdays each month.

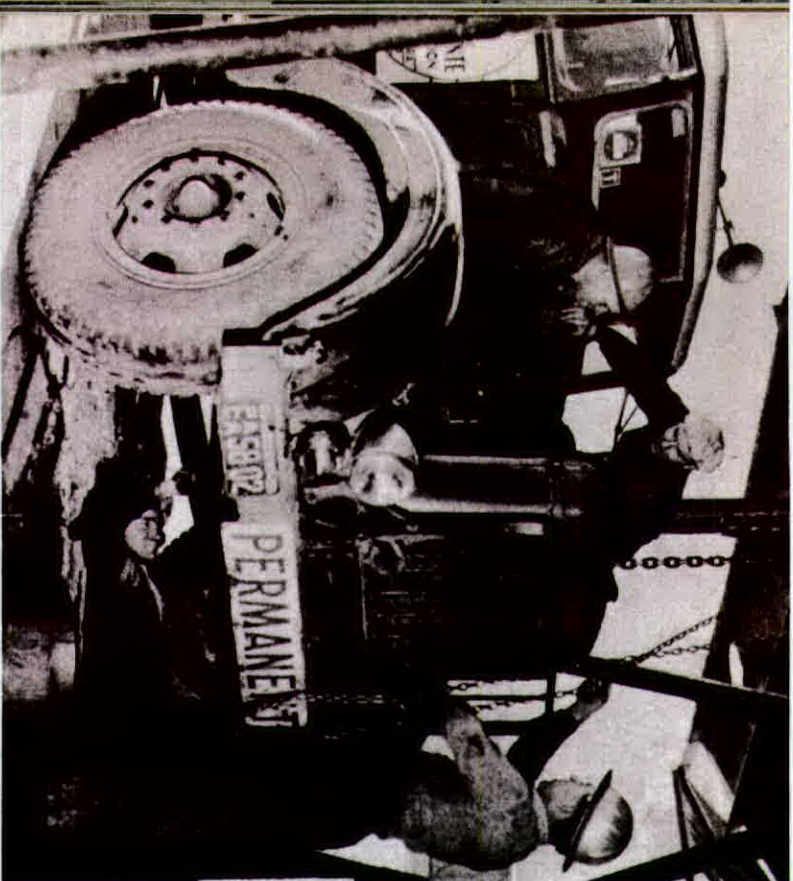
JANUARY 1943



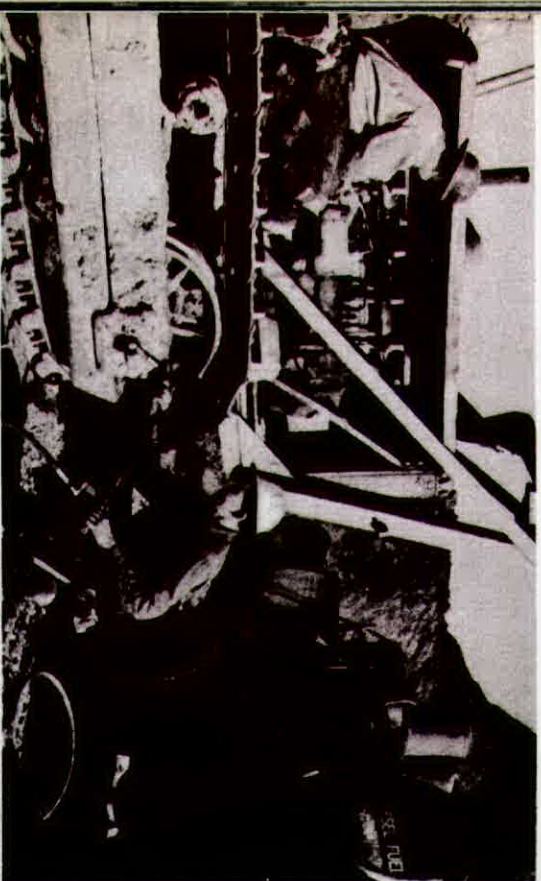
# PERMANENTE'S HUB

All roads at Permanente converge on the garage, where centers the vital work of keeping the company rolling. Here 68 pick-ups, 20 sedans, all Cats, carry-alls, even the 65-ton Dieselelectric switching engines—a total of 370 pieces of mobile equipment—served and repaired. Gasoline is dispensed from a 16,000-gallon sice station and records are kept to show how far each of the company's 626 tires has gone, and on what wheel of what vehicle. The present gara was built in the summer of 1940. Before, repairs were made in the open ir where the S.P. depot now stands.

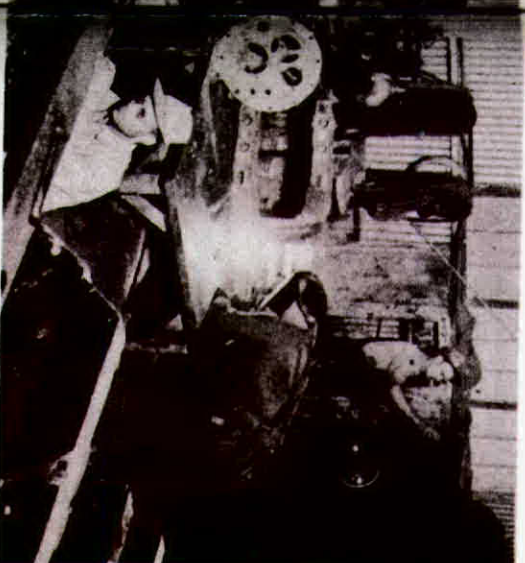
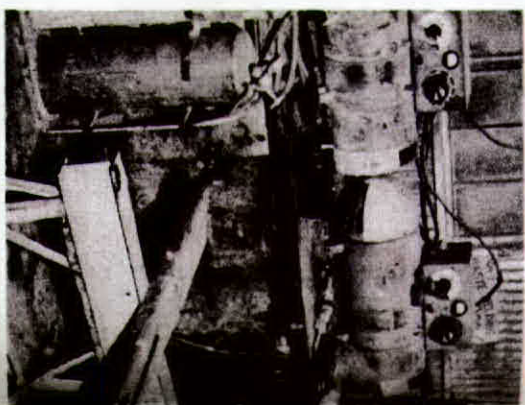
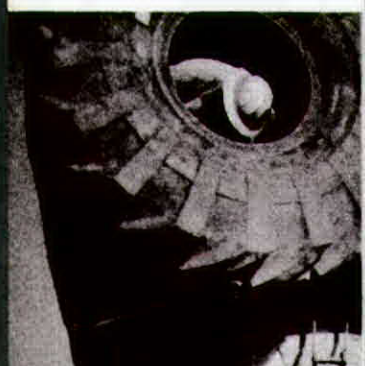
**Below: The garage fabrication shop** among its many products is one of the world's smallest bulldozers, run by storage batteries. It'sed in moving cement in the holds of our bulk cement ships. Pictured (from left) are *Sam Sigler*, *Norm Hal Meyer*, *Carl Prnjak*, and (at wash rack) *Joe Hanson*. **Below, at right: The dispatcher's office.** Here *Al Brady*, shift dispatcher, sees that trucks and earth-moving equipment get the right job at the right time. *Cliff Whitaker* (left) and *Joe Keedy* check their assignments on board.



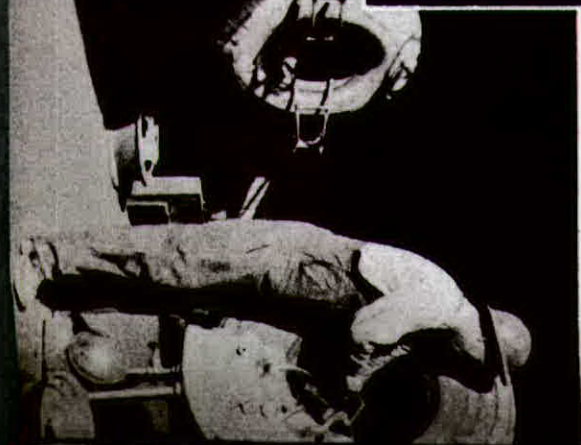
**A major repair job** on one of the big Peterbilt Diesels in the main mechanical shop of the garage. Left to right are *A. E. Thome*, *Stim Minnich*, garage foreman, and *Louis Krantz*. Underneath is *Murray Perry*. All rolling stock, including sedans, is serviced by the garage every week on the "ounce-of-prevention" theory.



**This service station** on wheels, built at the garage, follows the Cats, shovels, and other heavy pieces around, servicing them wherever they are. It carries all kinds of fuel, oil, grease, and air. Shown here at the upper quarry, working while the operator eats lunch, are *Murl Frank* (left) and *Bill Mayfield*.



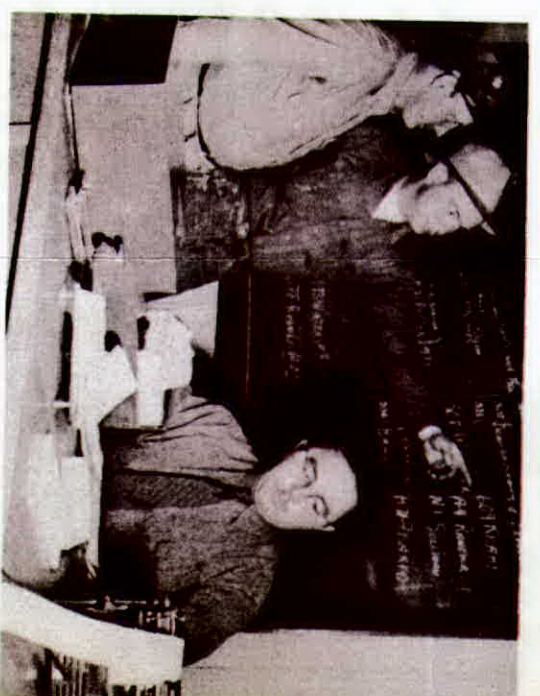
**The tire shop.** "Frenchy" *Dequerio* is nearly hidden by 820-pound rubber giant. *Ree H. Anderson* fastens up vulcanizer.



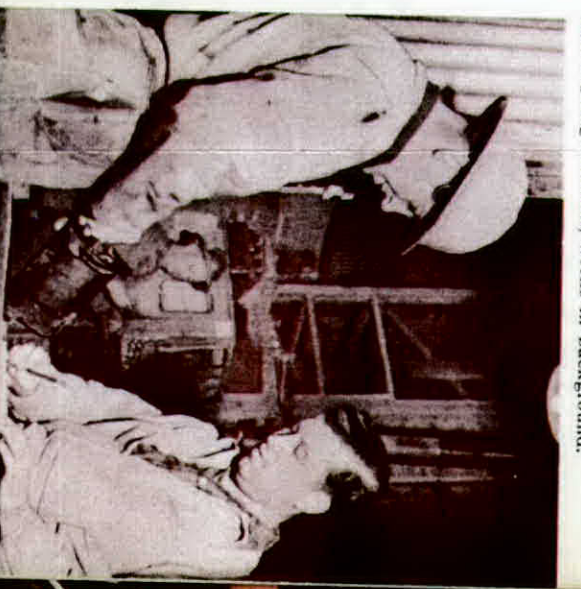
**Damaged fenders** and bodies are re-shaped, painted by these two workmen. *Charles Purcell* operates spray gun as *C. P. Rico* masks out lens of headlamp with a piece of newspaper.



**The garage's genial superintendent** is *Bill Tipps* (left), shown with his chief dispatcher, *Norm Eccles*. Both started to work for *Mr. Kaiser* at Boulder Dam in 1932. *Bill* was garage foreman at Coulee in 1939, when he was sent to Permanente to help out for a couple of weeks. He even had a round-trip ticket, but he's been here ever since.



**The stock room.** *L. C. Coker*, mechanic, gets a generator from *Jimmy Trappin*. *Joe Allen*, a garage veteran, works in background.







## WHAT PERMANENTE PEOPLE ARE DOING—

*Molly Ulrich* of the Time Office visited with her husband (a former Permanente employee) now in the U.S. Navy in San Diego during Christmas holidays. ☆ *Dorothy Reinhard's* engagement to Staff Sergeant Jack Hudson has been announced. He was injured overseas and is now back in this country. ☆ *Jack Comini* of the cost distribution department is another employee who is engaged. The lucky girl is Beatrice Hughes, a coed of San Jose State College. ☆ *Charlie Patrone*, timekeeper, is leaving next month for Tempe, Arizona, to train for the Ferry Command. ☆ *Betty Sansone* of the bond department is engaged to Lieutenant H. E. Sweeney from Long Island, New York.

"*Tobacco*" *George Butler* is now rigging for Jack Taylor at Richmond. ☆ *"Suede"* *Renander*, toolroom checker, broke several bones in his hand playing a sandlot football game. ☆ *See Ernie King* for eggs. He has gone into the poultry business on a large scale. ☆ *Al McCoy* is in the market for a couple of milk cows to stock his little ranch. No more margarine for Al.

*Tony Furtado* has had to give up his job as foundry foreman to go back to his 40-acre prune ranch because he was unable to hire help. ☆ The sympathy of fellow employees goes to *R. J. Hawk*, gas control operator, whose wife passed away recently. ☆ *John Rademaker*, Manteca superintendent, visited at Permanente recently. He was accompanied by his secretary, *Marion Eaton Cooksey*, who formerly worked here, and her husband, *Elmer Cooksey*, Manteca warehouse superintendent.

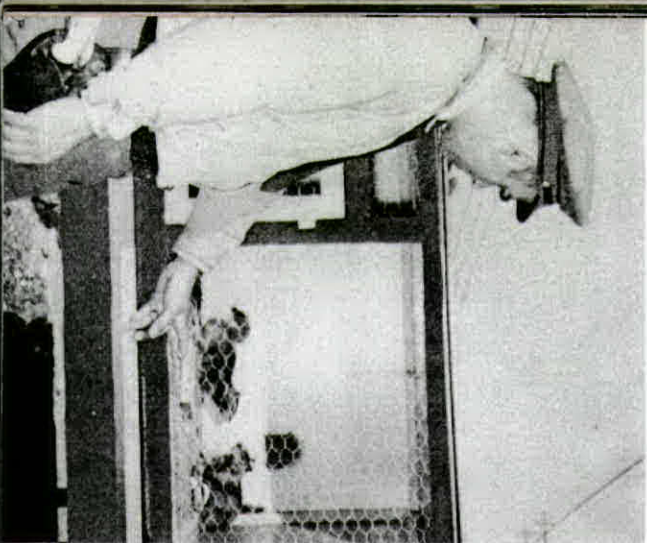
☆ A girl weighing 7 pounds, 6 ounces was born January 12 to the wife of *Bill Mower*. The Mower merrier, his friends say. Her name is Janet Louise. ☆ *Elyne Caughey* of the Safety Shack reports her husband, *Bennie*, formerly of the Permanente garage, was home on a five-day furlough recently. He has been training with the Navy in Norfolk, Virginia. ☆ *Roy Connolly*, warehouse superintendent until his induction, was also visiting here recently after completing naval training at Norfolk. He's a storekeeper, first class. ☆ A boy, the second in the family, was born December 29 to Mr. and Mrs. *Joe Knight*. Joe, pipe shop superintendent, reports the new arrival's name is Philip Jerome.

Four new employees in the drafting room are *Charles K. Sumner*, *Roy Cooper*, *William Praasterink*, and *Fred A. Frahm*. Make yourselves to home, men. ☆ *George Christensen*, draftsman, became the father December 26 of a daughter, *Karen Ruth*. George thought three dozen diapers would be enough, but the other boys in the drafting room have been commenting lately on his dishpan hands. ☆ *Hal Price* writes from Tucson that *Jay Miller* has finished training and has left for active service.

*Patricia Ellen* is a new arrival in the *Jack Andrews'* home. She arrived January 2, weighing 8 pounds even. Her dad is in the accounting department.

*R. H. Reeb*, ferrosilicon furnace tapper, is the proud father of an 8 pound, 4 ounce boy, born

**Permanente Pets.** At left, *A. J. Freitas*, chief guard at Moss Landing, with the plant's pet squirrels, Permanent and Permanente (don't ask which one is which). Below, *Arl Rich*, maintenance superintendent at Natividad, with the machine shop cat, Dolomite. Death claimed the Manteca plant pet, Deplacora, a little fox terrier, on Christmas Day.



December 30 at the San Jose Hospital. ☆ "Mac" *McAdams* has been promoted from shift superintendent in the Fesi plant to a spot on the plant engineering staff. ☆ *Ben Reis*, engineer, was called to Los Angeles by the death on the same day of a brother and sister-in-law.

The PMC Laboratory celebrated the holidays with two parties: one at Christmas and the other on New Year's Eve. *Charlot Hensley*, *Marjorie Oliver*, *Elvin Merrill*, and *Richard Hundley* were in charge of the good times. ☆ *Richard Hundley*, of the gas lab, passed the cigars, announcing the arrival of a boy on Christmas Day.

*Paul Orlopp*, formerly of TPC cost account office, now attending officer training school at Ft. Knox, Kentucky, writes that his day's activities run from 5:30 A.M. to 10:30 P.M., seven days a week! ☆ *"Off the Track"* *Bill Green*, formerly of the lime plant, has left for a trip to Florida, and *Bill Reynolds*, formerly mill foreman, is in charge at the lime plant. ☆ *"Cupid"* *Brady*, dispatcher, reports the engagement of *Catherine Sutherland*, *Andy Steed's* office to *Elwood Dryden* of the transportation department. ☆ TPC Commercial League bowling team under the leadership of *Tom Davis* and *Bill Sharp* is now holding down first place in the league. ☆ *Walter Buck*, master mechanic, has returned to the fold and is mighty happy to be back in harness.

### Moss Landing News Letter

#### DEAR COUSINS:

Now that the holidays are over, it is about time we sat down and wrote on the happenings since our last letter.

Cousin *Tony Puglizerich*, our warehouseman, safety, and assistant fire chief, spent the holidays at Merced and Visalia attending a family reunion. ☆ Cousin *Fred DeMaestri* and wife were in San Francisco. ☆ *Andy Anderson*, who transferred from Permanente some time ago, spent the holidays in San Jose, San Francisco, and all the "hot spots"—even went to the East-West Game and the odds are 2 to 1 he didn't go alone. ☆ Cousin *Mary Miller*, the latest addition to our family, also spent New Year's in San Francisco. ☆ Cousin *Bimemiller* and wife had a family reunion in Watsonville. ☆ First Cousin *D. M. ("Mack") Kerr* spent both holidays with his family in Palo Alto—even visited a few friends in Newark, Niles, and Westvaco. ☆ Cousin *Maybelle Morris* and former Cousin *Brooks Morris* (husband) had Christmas dinner at the Salinas Observation Airdrome. The day before Christmas we had quite a family reunion at Moss Landing. Cakes, pies, candy, and presents for all were distributed. Cousin *Andy Dyrnes* acted as Santa Claus, suit and all. A few of the cousins are on the sick list. Cousin *Grace Suggs*, vivacious telephone operator, is now in San Francisco with her small son Phillip, who recently underwent a successful major operation.

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**We hear** through the grapevine that when *E. B. Jones*, office manager, went home the other Sunday, the highways were so crowded that he couldn't get within a mile of his home in Saratoga. The vicinity was congested with tourists and sightseers who were taking photographs and marveling at a beautiful sign which mysteriously appeared overnight at the Jones' residence. *E. B. J.* advised he is going into the fortune-telling business and that except for special occasions, he will have to keep his new sign locked up in order to keep souvenir hunters from stealing it. We wonder if the Christmas Party in Oakland and one *A. J. A.*, who got lost in the Saratoga Hills, had anything to do with this. Jones wishes to express his sincere appreciation to the craftsmen for their work.

Both are doing well and we expect Grace back in her usual fine spirits. ☆ Cousin *Albert Davis*, who recently took ill while working and was rushed to the hospital, is on the road to recovery. It seems he had a little mixture of heart trouble and indigestion. ☆ Cousin *Emil Yappert*, is well on the road to recovery also, after his recent accident. Hoping this finds all you City Cousins in good health and up on production. I close.

Your Country Cousin,

MGO

(More personals on page 14)



# PERMANENTE ROLL OF HONOR



Seventy-five names are added to the Permanente Roll of Honor this month, the fifth such list printed in the News, bringing the total Permanente men reported in service to 276. New names on the roll, with the date each person left Permanente indicated, are as follows:

Walter D. Upton, operator's helper.....12/21/42  
B. S. Valenzuela, finish mill helper.....12/7/42  
Billy O. Vasser, warehouseman.....11/12/42  
R. N. Willmes, packhouse foreman.....12/23/42  
Alford M. Winslow, machinist's helper...12/19/42

## United States Navy

Norman P. Andresen, junior chemist...12/5/42  
Charles N. Bishop, electrician.....12/21/42  
Aaron Caldwell, purchase order clerk...12/15/42  
Richard J. Carpenter, operator.....12/2/42  
Victor H. Christensen, operator's helper..1/4/43  
Basil J. D'Anna, operator's helper.....12/7/42  
Cecil H. Draper, machinist's helper.....12/7/42  
Stanley W. Gultornsen, crane operator...10/26/42  
Mario Guzzetta, welder's helper.....1/3/43  
Edward J. Headley, carpenter.....12/14/42  
Otto R. Hill, iron worker apprentice...12/12/42  
Jim Jelincich, truck driver.....12/7/42  
Marvin W. Lawson, machine pipefitter.12/15/42  
Roy P. McCassidy, machinist's helper...12/12/42  
Harry McClendon, laborer.....12/18/42  
Dick McCreery, traffic manager.....12/1/42  
Robert Perez, operator's helper.....1/2/43  
Harold A. Price, draftsman.....12/10/42  
Thomas E. Rosa, pipe welder.....12/28/42  
William A. Shelton, truck driver.....4/11/42  
Cyrus D. Smith, research engineer.....11/25/42  
Antinei C. Traina, machinist's helper...12/30/42  
Patrick Vasquez, furnace charger.....12/18/42  
Bert Yeoman, Jr., steelyard.....11/14/42

## Army Air Corps

Ken E. Adams, electric shop clerk.....12/5/42  
Ray H. Horwege, operator's helper.....12/4/42

## Merchant Marine

Delays L. George, retool unloader operator.12/29/42  
Denver Miranda, welder.....12/10/42  
Charles H. Olsen, machinist's helper...12/23/42  
Rigel D. Tillery, operator's helper.....12/12/42

## Coast Guard

David Lewis, Jr., laborer.....10/30/42

## United States Army

Roya L. Amaral, mechanic's helper.....1/2/43  
Harold L. Bell, furnace charger.....12/19/42  
John A. Bell, oiler.....12/11/42  
Donald E. Beresini, dispatcher.....12/12/42  
Norman L. Botelho, machinist's helper...12/7/42  
Ralph F. Breslin, shovel operator.....1/6/43  
Robert E. Broz, pipefitter's helper.....12/10/42  
Jerry W. Cannon, pig stacker.....12/29/42  
Joe Cirincione, machinist's helper.....12/20/42  
Pete B. DeMaria, truck driver.....9/24/42  
Alvin Dixon, pig stacker.....12/16/42  
Rex D. Evans, laborer.....12/17/42  
Richard Forbes, furnace charger.....12/17/42  
John Fountain, laborer.....12/6/42  
Albert R. Hill, cost clerk.....11/12/42  
Robert D. Hobbs, timekeeper.....12/12/42  
William R. Howell, junior accountant...11/24/42  
Joe E. Hughes, laborer.....12/14/42  
Gordon Hunter, clerk field engineer.....12/12/42  
Mannuel F. Lillo, laborer.....12/30/42  
Archer S. Littell, cafeteria manager.....12/31/42  
Raymond M. Lopez, loader.....12/12/42  
Evered Mason, timekeeper.....11/28/42  
Coyle A. McDonald, laborer.....12/2/42  
Hank C. Milovich, truck driver.....12/2/42  
Roland H. Moffitt, carpenter.....12/15/42  
Rene J. Montreza, retool panel operator.12/16/42  
Edward Naricisso, furnace charger.....12/3/42  
Philip B. Nelson, pig stacker.....12/5/42  
Cleo Newport, machinist's helper.....1/5/43  
Charles A. Nilson, iron worker welder...1/21/43  
Marvin Peters, fireman.....1/4/43  
Manuel C. Rivera, furnace charger.....1/4/43  
John L. Rogers, maintenance machinist.12/5/42  
Ralph Rutter, truck driver.....10/24/42  
Dave Stewart, electrician's helper.....1/12/43  
Rupert Stitt, shop order clerk.....1/5/43  
Gale L. Tuttle, furnace tender's helper...12/16/42



C. H. ("Bags") Phil

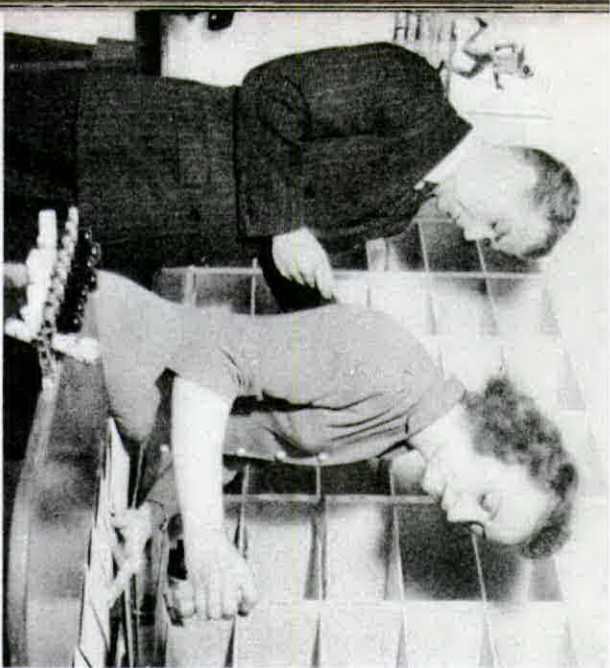
## 1,000 ATTEND PERMANENTE PARTY

About 1,000 Permanenteans—from mag. ferrosilicon, and cement plants—came to the four Christmas parties held at the end of each shift on December 24. Among those with rabbit's feet in their pockets were Hugh L. Hartley, Ray G. Greene, Walter H. White, and Dennis W. Frasher, each of whom won \$25 War Bonds given as prizes.

Everybody who had something to offer pitched in on the party arrangements. To mention a few, Cal Boyssol and his staff arranged the decorations, while Arch Littell and his gang worked on refreshments. C. H. ("Bags") Phil put porcine patter to music with his "Sow Song," while Leo Rightetti, Bob Streitz, and Bill King sat in as music makers. Herb Sample and Charlie Taddo ran the projector. Chiefs Magnus Bendixsen and M. G. Baughman and the men of their departments lent a helping hand on the "best party yet."







Permanente, California, is our new address, now that a regular government post office has been established at the plant. Postmaster Dalton Oeser here sorts the mail while Pauline Barbano cancels a few. Jeane Bednar also serves as an assistant postmistress.

additions: It was a Christmas baby for the Frank Zaragozas, and a daughter for the John Brookings, machinist foreman. ☆ Ida Mae Bryant became the New Year's bride of Tom Stuby. Newcomers here are Virginia Logan, steno at the warehouse; Bernice Riddle, accounting; Mae Shepherd, assistant mail clerk; and Eleanor Tournell, purchasing. ☆ We've been missing Cy Hall because of the flu."

### Notes from Natividad

John Zimmermann, geologist, has left us for the Engineering and Development Division. His first job is in Luning, Nevada. ☆ Dick Thorup, formerly a geologist here, now wearing an ensign's uniform, visited the plant January 3. ☆ The Army has claimed Art Inwalle, lab assistant. His place has been taken by Paul Giles, fresh out of Salinas High School. ☆ Glen Stoner and his wife visited with their families in Redwood City over the holidays. Glen's brother, a naval ensign from Boston, recently visited here. ☆ Our Christmas party was a huge success. George Crabill and Haroldene Vaughan, arranged refreshments.

### The Head Office

**Sabotage!** Our chief P.B.X. operator, Wilma Whiney, turns up with German measles. And her husband in the Navy! ☆ Gloria Knox is now gracing Lee Peterson's and Dick Greyson's office. ☆ Christmas greetings came from Elwin Kraft who is now at Shepherd Field, deep in the heart of ———! And Fred Powning, who is in Florida. ☆ Ed Ford is attending classes at Stanford University in fireman and police work. ☆ It is rumored about that Bob Mogensen is now Army material! ☆ Herb Dear, \$50 richer because University of Georgia won at the Rose Bowl, brought candy for the "Ad" building to share. ☆ Junior

We welcome this month a new group to THE PERMANENTE NEWS—the 33 men and women of the Permanente cement plant staff who work in the head office in Oakland, and our lone representative at Honolulu, Claude Harper. Much of the work in Oakland consists of placing and forecasting shipments in advance to do away with possible chance of missing a convoy to the Pacific area or letting the Army or Navy down. Other work consists of expediting shipments to Shasta Dam and to other war work in California. Oakland office employees have more than filled their 10 per cent War Bond Quota. Jim Beatty, traffic manager, will be correspondent, and we look forward to getting better acquainted through the NEWS.



In the Moss Landing pilot plant, where operating conditions are duplicated in miniature, Fred DeMaestri draws a sample from the bottom of the tank for "Woody" Woodward of the Engineering and Development Division of Oakland. "Woody" is doing special research at Moss Landing.



The first woman welder in the Permanente organization is pretty Bertha Turner, who wields the torch at the Manteca plant. A former office worker, Bertha took 60 hours' training at a Stockton welding school. To date the welding booths at the main plant are bereft of femininity.



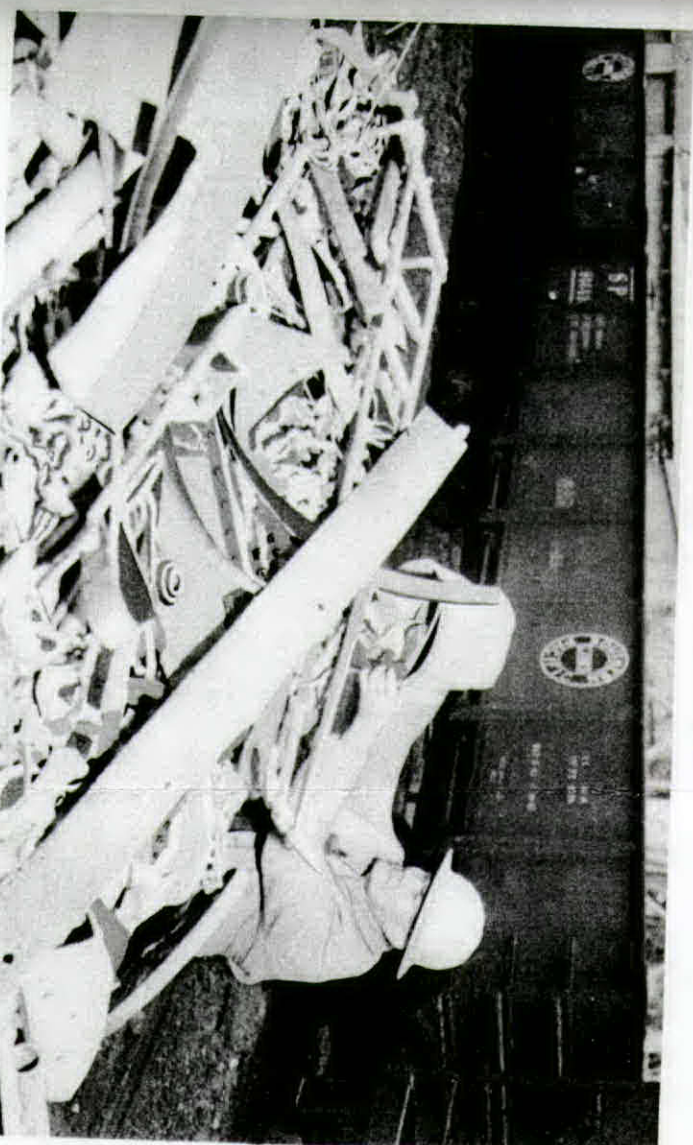
### SAFETY BOX SCORE

#### THE PERMANENTE CORPORATION

Department	Days Since Last Lost-Time Accident
Laboratory	1,096
Pipefitters	959
Conveyor maintenance	441
Mill	433
Electricians	403
Laborers	398
Quarries	138
Transportation	91
Kilns	82
Casuals	23
Machinists	19
Commercial rock	17
Packhouse	12

#### PERMANENTE METALS

Department	Days Since Last Lost-Time Accident
Laboratory	400
Retort loading	324
Cafeteria	59
Machinists	54
Metallizing	52
Labor	44
Oilers	39
Retort tops	35
653-620-ft. levels	25
700-775-ft. levels	16
Ferrosilicon	10
Foundry	8
Cooling floor	3



Five tons of scrap metal have been collected voluntarily by T. A. Hall, operator of reclaim pumps for the cement plant. Daily his regular work takes him along the railroad tracks and he always carries a pail for collecting scrap. Most of the metal is from gondola cars which come to our plant after having been used elsewhere to the day of victory.



EXTRA

PERMANENTE ATTACKED!

EXTRA

The

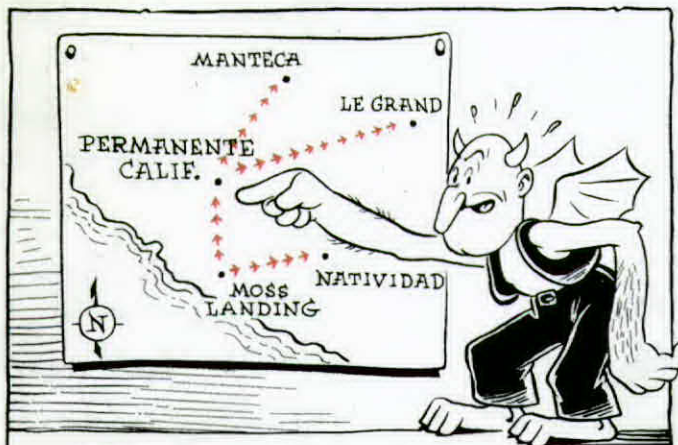
PUBLISHED



PERMANENTE HAS BEEN ATTACKED!! A SWARM OF PERMITES HAS BEEN DISCOVERED ATTEMPTING TO SABOTAGE OUR WORK AND SLOW US DOWN BY CAUSING ACCIDENTS. THEY'RE GREAT PALS OF THE AXIS, THESE PERMITES BECAUSE THEY REDUCE THE FLOW OF MAG. AND CEMENT.



PERMITES, SPAWNED IN AXIS TERRITORY, WERE FIRST DISCOVERED ON THIS SIDE WHEN THEY MADE A COMMANDO RAID ON OUR MOSS LANDING PLANT. THEY ARE COUSINS, YOU KNOW, TO THE GREMLINS, THE LITTLE GOONS WHO INHABIT OUR FIGHTING PLANES, WIGGLING THE WINGTIPS, FLUTTERING THE FLAPS AND GUZZLING THE GLYCOL. PERMITES ARE UP TO THE SAME DIRTY LITTLE TRICKS. VIRGINIA HUFFMAN, IN CHARGE OF FIRST AID AT MOSS LANDING, WAS THE FIRST PERMANENTEAN TO SEE A PERMITE - - - - -



SHE FOUND ONE THROWING DOLOMITE DUST INTO THE EYES OF A WORKER. SINCE THEN, MEETING AT NIGHT IN DARK CORNERS OF THE PLANT, THE PERMITES HAVE ORGANIZED AND SPREAD TO ALL OF THE PERMANENTE OPERATIONS. THEY'RE AT WORK COAXING MEN NOT TO WEAR GOGGLES, KICKING WRENCHES OFF HIGH PLATFORMS, DOING ANYTHING THAT WILL HAMPER OPERATIONS.



LOOK! A FULL-GROWN PERMITE, BENT ON CAUSING TROUBLE. WHENEVER YOU SEE ONE OF THESE BUMS, DUMP HIM IN A FURNACE OR TOSS HIM IN A KILN. THEY'RE NO GOOD!

TO BE CONTINUED—

Ferro-silicon Fu



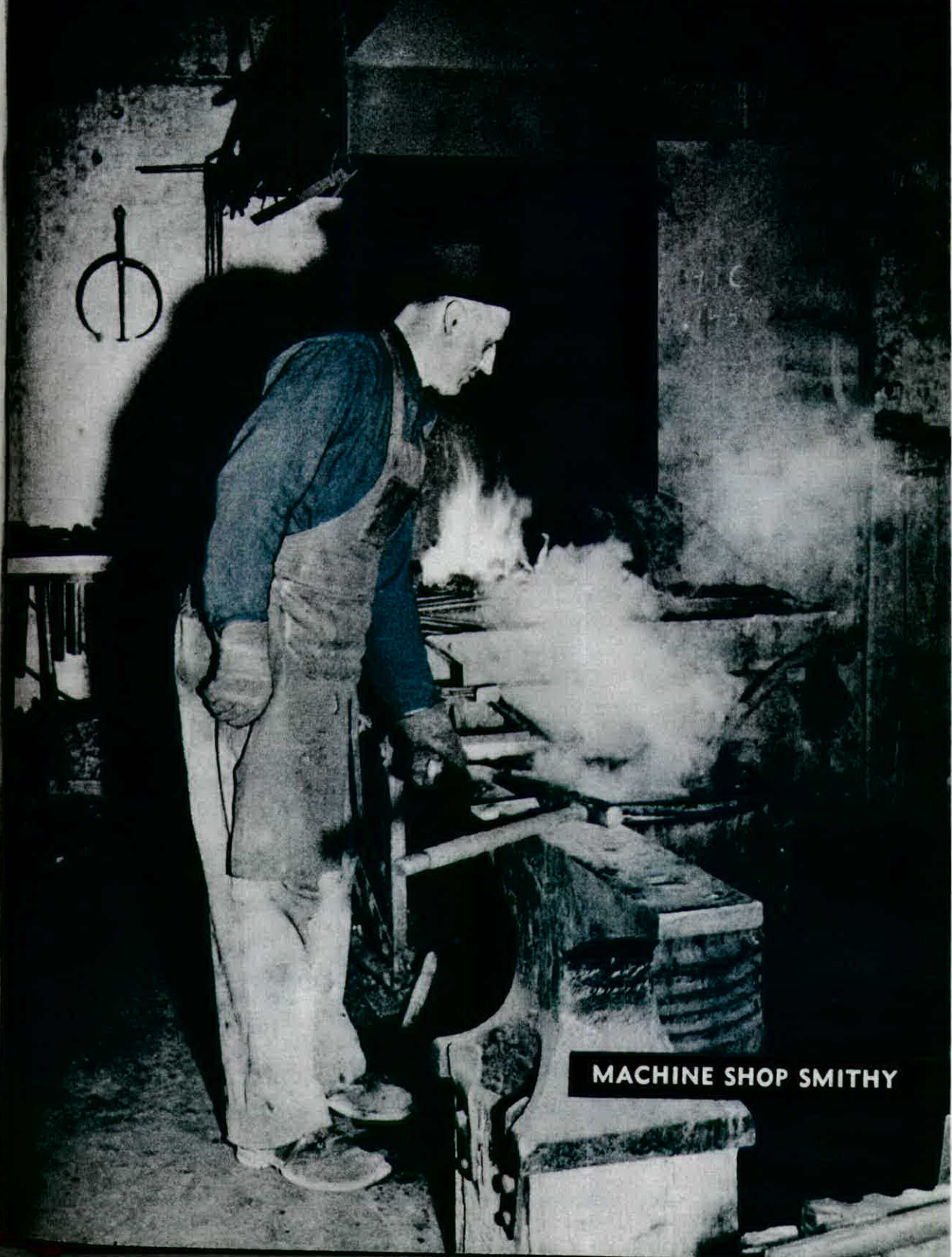
February 1943

Volume 2, No. 2

# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

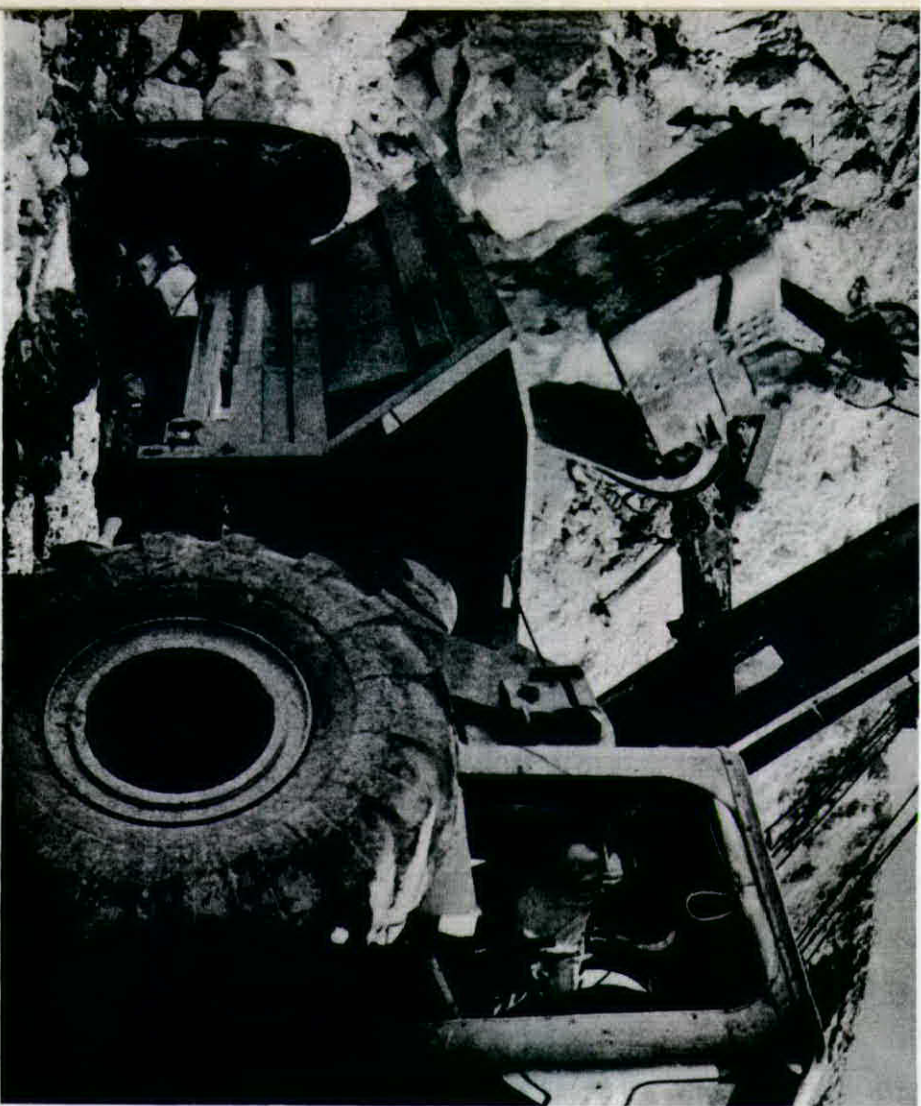
RATCH!





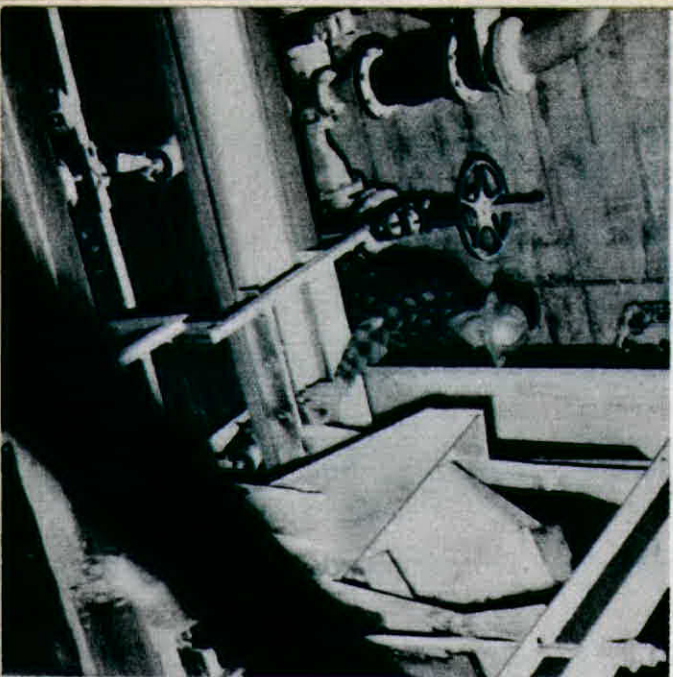
# Natividad

## BIRTHPLACE OF PERMANENTE MAGNESIUM

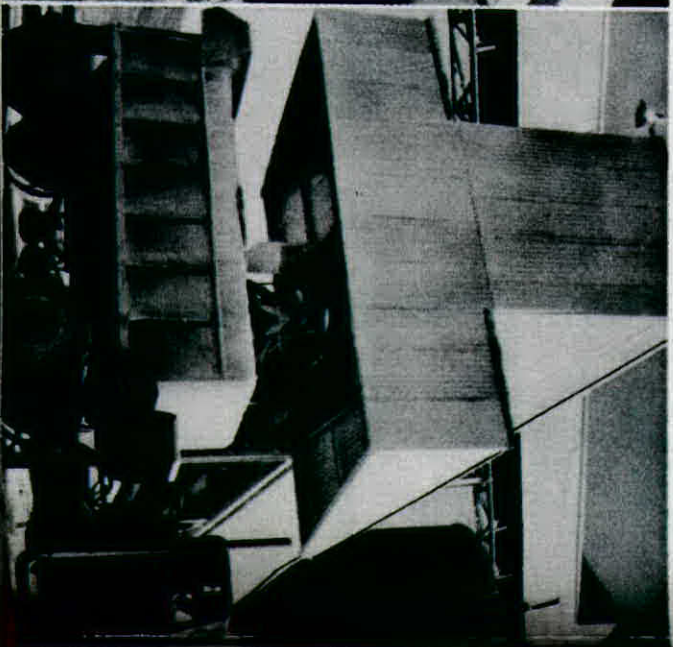


**Crystal-white dolomite rock** is quarried at the Natividad plant. It and sea water are the raw materials from which Permanente magnesium is obtained. The Marion shovel, a veteran, was soon to be retired when this picture was taken. It served at Boulder, Bonneville, Permanente, Redding, then Natividad. It is said to have spent part of its life on the bottom of the Colorado River.

**Calcined dolomite**—end product of the Natividad plant—is screened immediately after it leaves the kilns, the fines going mostly to the Manteca plant and the coarse to Moss Landing. *Rod Phoermer* here collects a sample of fines.



**Where once wheeled** Concord stagecoaches in Natividad's heydays of the 'fifties, now move Permanente's huge blimp truck units, carrying calcined dolomite to the rail line or to Moss Landing. Loader is *L. A. Bartelbaugh*; truck driver, *Jim Chase*.



Rancho La Natividad was the name given by Manuel Butron and Nicolas Alviso to the vast, rolling territory in the vicinity of Monterey granted to them in 1837 by Governor Alvarado. It was a name that, more than a hundred years later, became singularly appropriate to the plant which Permanente established there. In the Spanish, *natividad* means coming of life—and it is at the Natividad plant that our process for making magnesium finds its beginning, in the pure white dolomite rock that is quarried from the surrounding Gabilan hills.

Actually, our Natividad plant was not the first industrial activity in the region. One Ysaac Graham leased land from Señors Butron and Alviso and used it for the manufacture of *aguardiente*, a Spanish version of brandy. The distillery has disappeared, as has most of the old town of Natividad, once a flourishing station on the coast line stagecoach route of the 'fifties. A few dilapidated houses at a crossroads about a half-mile south of the plant is all that remains of the town. When the railroad came through in the 'seventies, Natividad was deserted in favor of Salinas, but the Natividad area has continued as a prosperous agricultural region.

Permanente first became interested in Natividad when a search was begun for a closer source of raw material than Luning, Nevada, where we were obtaining magnesite. Also, Permanente was then laying plans for the production of magnesium by the silicothermic method, as is now used at Manteca, and magnesite is not suitable for this method. The late Dr. C. F. Tolman, one of the country's leading authorities on geology, prospected the Natividad area for us and located deposits of dolomite—an excellent source of magnesium, which can be used in both the Permanente and Manteca plants.

An RFC loan of \$2,128,000 for construction of a two-kiln plant at Natividad was approved March 4, 1942. And, despite the region's Spanish tradition, there was no *mañana* about the way construction was pushed. Within two days after approval of the loan, construction crews were staking out buildings and excavation began while the ground was thick with mud. In the time it took for the early summer's green on the surrounding hills to be burned dry by the sun, the plant was finished. On August 4 the first kiln was placed in operation, and by August 18 both kilns were turning. Meanwhile, prospecting had continued and in June another dolomite deposit was located within hailing distance of the processing plant site, making unnecessary a projected conveyor-

belt system of some ten miles to the original quarry site.

*Johany Garoutte*, a veteran of Permanente cement plant operations, has been in charge of the Natividad plant since the beginning of construction. Many others of the plant personnel have familiar Permanente names. To mention a few: *Bill French* is chief guard; *George Crabill*, dispatcher and in charge of the Salinas loading station; *Ari Rich*, equipment superintendent; *Herb Swenson*, paymaster; *Marion Rumpf*, kiln foreman; *E. E. Wilson* and *Russell Speath*, burners; and *Clarence Miller*, chemist. *Bill Yancey* was superintendent of construction.

The plant is located on a 323-acre plot, a former bean field, at the base of the Gabilan range of hills. The processing unit is on the flat, and from it a short but steep road leads up to the quarry. The dolomite rock is blasted loose, then loaded by electric shovel into 11-yard Tournapull buggies and dumped into the primary crusher. Granite, which occurs with the dolomite, conveniently breaks to sand and is screened off; the chunks of dolomite are carried to the processing plant by conveyor belt and stock-piled.

From the primary stockpile the rock moves via a reclaim tunnel to the secondary crusher, is reduced to 1¼ inches maximum and then conveyed to the kiln feed bins. When these bins are full the crushed dolomite is surge-piled. Material is drawn from this pile to keep the kilns going when the secondary crusher is not operating.

After passing through feed-o-weights, the crushed dolomite is fed to the kilns, which are 308 feet long and 8 feet 2 inches in diameter.

Within the kilns, where natural gas is burned at a temperature of 1800° F., the dolomite is calcined—that is, carbon dioxide is removed from it and is allowed to escape in the form of stack gas. The result, known as "calcined dolomite," emerges from the kiln coolers as a fine powder interspersed with lumps. Calcined dolomite is trucked to our plant at Moss Landing and to Salinas for transportation by rail to Manteca. At Moss Landing it is treated with sea water, becoming magnesium oxide, the MgO which we use in the final process at the main plant.

Señors Butron and Alviso, *patrones* of the leisurely life of Rancho La Natividad, doubtless would have been amazed to know that beneath their grazing land lay one of the raw ingredients of magnesium, the twentieth-century miracle metal.

(NOTE: Articles on the Moss Landing and Manteca plants will appear in early issues of THE PERMANENTE NEWS.)



March 1943

Volume 2, No. 3

# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE



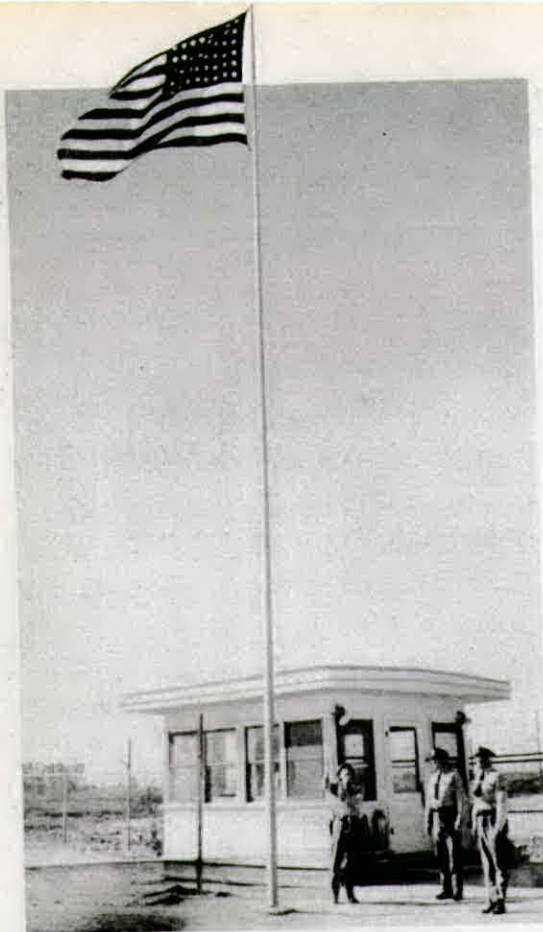
PERMANENTE GREMLINS STILL  
NEED A NAME. WE GOT A  
TAKE-OFFS ON EITHER  
"OR MAG, INSTEAD OF  
"ELSE THEY WEREN'T  
ENOUGH - LET'S  
SOME MORE!



HOME FRONT HERO

(See page 6)





**Old Glory** waving above the Natividad plant. This beautiful flag, measuring 8' x 12', and the 40-foot flagpole are recent additions at Natividad.

### More Manteca Personals

tary, by name, *Stephana Todd*. ☆ ☆ *Andy Anderson* is keeping his hand in painting cement posts at the gate. He says there have been no lost-time accidents for the painters. ☆ ☆ *Red Lanphear*, carpenter foreman, says his crew hasn't had a lost-timer in six months and *Oscar P. Olson* and *Manuel Haas* have been on the job since the first day! Newest carpenter is *Bill Worthington*. ☆ ☆ *Ham Hamilton* and *Roy Kite*, purchasing department, are proud holders of Coast Guard fishing permits and they can hardly wait for bass season. ☆ ☆ According to Safety Engineer *Bill Thrasher*, there have been no lost-time accidents on construction for four months. ☆ ☆ *George Winklespeck* and *Dewey Percival*, newcomers to the garage, are the cause of a feud between *Jack Crawford*, garage foreman, and *Clint Baughman*, oiler foreman. It seems Clint had them all trained and Jack stole them away. ☆ ☆ *Ruben Smith*, janitor, is the proud dad of a boy. ☆ ☆ *Ralph Thiel*, welder foreman, says he has lost one of his first woman welders, *Ethel Silvera*. Reason: Patter of little feet. ☆ ☆ *Billy Bert Morris* is the name chosen for the infant son of *Bert Morris*, welder's helper.

### OUR CAFETERIA ON RATIONS, TOO

Just because Permanente is a defense plant doesn't mean we can get unlimited quantities of food for our cafeteria, *Dave Massingham*, cafeteria manager, points out.

We are rationed on coffee, canned foods, and sugar the same as any other restaurant. On coffee alone we have been cut to 30 per cent less than what we used in December. That's the reason for the one-cup rule.

When meat rationing begins, our daily supply will be divided among shifts and the cafeteria's policy will be first come, first served until the day's allotment is gone.

### NEW CEMENT PLANT NAME

The Permanente Corporation, former official name of the cement plant, has been changed to the Permanente Cement Company. The change will prevent confusion between the cement and magnesium operations. The magnesium plant will continue to be known as the Permanente Metals Corporation.

### 51 IDEAS IN FIRST WEEK

Fifty-one ideas were placed in the new suggestion boxes in the first week they were up. These suggestions are being checked over by the Labor-Management Committee. Locations of the boxes, with the number of suggestions each yielded indicated in parentheses, are as follows:

Laboratory (0)	Retort Office (2)
Ad. Building (4)	North Retort Tops (3)
Time Office (0)	No. 1 Loading Sta. (7)
Carpenter Shop (0)	Maintenance Tunnel (5)
Guard House (7)	620' Level (6)
Steel Yard (1)	653' Level (5)
Machine Shop (1)	700' Level (3)
Pipe Shop (0)	775'—Boiler Room (1)
Electric Shop (0)	775'—Sand Casting (0)
Foundry (1)	Warehouse (0)
Stripping Area (3)	FeSi Plant (1)
South Retort Tops (0)	Rigger Shack (1)

Collections are made from these boxes every Monday forenoon. Each idea will be reviewed by the committee and the person who submitted it will be notified of the committee's action.

### THE PERMANENTE NEWS

The Permanente News is published monthly for all the employees of Permanente. Address: Permanente, California. Editor: Pete Allen. Associate editors: Manteca, Glenna Andrus; Moss Landing, Virginia Huffman; Natividad, Haroldene Vaughan; Oakland, Jim Beatty. Contributing editors: Leonard Flicker, R. W. Heyde, Julius Lustig, Betty Murdock, Gladys Schmidt.

## PERMA

Sixty-six new names added to the Roll of Honor to 437. Dates on the man left Perma.

### United States Ar

Avila, Anthony, war  
Blach, James P., we  
Borrego, John, pain  
Camp, Kenneth R.,  
Chapman, William  
Clarke, John H., we  
Drew, Legus, tapper  
Eaton, John O., wel  
Escalante, Larry B.,  
Esparza, Narciso R.  
Fifer, Richard E., fi  
Fisher, Arthur L., n  
Ford, Ed (Manteca)  
Frazier, Durward, m  
Freeman, Edwin C. l  
Fryer, Nevin C., nat  
Gaffin, Laurence, fur  
Gilbertson, Clarence  
Gillingham, Ken, sai  
Gonzales, Paul G., m  
ist's helper . . . .  
Hamer, William, tru  
Hennessy, Lloyd Eai  
worker . . . . .

Herndon, Ray R., fur  
Hiatt, Albert R., furi  
Hitton, Claude D., g  
Horn, Thomas A., Jr  
Husted, Wendell E.,  
LaSarta, Anthony J.,  
Martinez, Robert M.,  
Mattison, Glen B., o  
Mello, Charles F., op  
Modena, Carlo L., m  
Moore, Charles M., p  
Morf, Emil B., electri  
Mortenson, Clayton



### PERMANENTI

The 437 men of P on our Roll of Honor on battle fronts arou are, the American Rec them and to link the left.

In response to the funds to continue this



March 1949

Volume 2, No. 3

# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE



PERMANENTE GREMLINS STILL  
NEED A NAME. WE GOT A  
TAKE-OFFS ON EITHER  
"OR MAG, INSTEAD OF  
2. ELSE THEY WEREN'T  
ENOUGH - LET'S  
SOME MORE!



HOME FRONT HERO

(See page 6)



# In the Thick of the Fight



**Headaches for Hitler:** The camera's eye catches a portion of a day's production stacked in a corner of the ingot handling room of the Permanente foundry. After laboratory analysis, this magnesium will be shipped by boxcar and truck and soon will be transformed into airplane parts or into incendiary bombs. *Joe Baltrun* daubs varicolored spots of paint on the ingots to indicate different types of alloys, as *Lawrence Schroyer*, jeep operator, warps another stack onto the scale platform.

2

THE PERMANENTE NEWS

**E**ver hear any of these statements?

"Permanente? Why they closed that place when Dr. Hansging left. He kept his process secret; carried it around in his head; never wrote it down."

"Yeah, I hear they had so many explosions out there they had to shut down. Cost the taxpayers millions of dollars."

"A fella was tellin' me they haul in magnesium from another plant so they'll have some around when visitors show up."

These rumors are false, of course, but they have gone the rounds and lately have found their way into print; as recently as last January a national magazine stated flatly that our plant was a failure.

Busy with the job of making our plant operate more successfully, Permanente has accepted each new abuse in silence and dug in a little deeper. Now, a short two years after ground for the plant was broken, our critics have their answer. We are producing magnesium—stacks of it—and the government is losing no time in converting it into incendiary bombs and feather-light parts for airplanes.

Just how much magnesium Permanente is turning out is a wartime secret, but two things can be announced—that production last month was at an all-time high, up 75 per cent from the best previous month, and that the tremendous West Coast aircraft industry now looks to Permanente for its major supply of magnesium.

This means that our metal is taking to the air in Boeing's Flying Fortresses, Lockheed's swift P-38's, the many Douglas planes, and other sky fighters.

And in the field of chemical warfare, Permanente has likewise come into its own. Cylinders of pure magnesium from our foundry are being converted into incendiary bombs;

tracer bullets of Permanente mag guide the sights of our gunners; and flares of the same material light the activities of night fighters.

Now that Permanente has reached large-scale production, it is interesting to review briefly its history. Permanente has telescoped an industrial era into its two years of life. When Mr. Kaiser and his associates first proposed to build a plant using the carbothermic method for extracting magnesium, there were some who said the process, because of its newness, should be thoroughly tested in a small pilot plant. But this would take at least a year, probably more, and the country was already facing a shortage of the lightweight metal for the construction of war planes.

In February 1941, an RFC loan for the project was approved, and six months later the first unit of the large and intricate plant was placed in operation.

At this point, major defects in the original design began to come to light and, while the pilot plant supporters were wagging their heads, Permanente had to knuckle down to a make-or-break period of development and correction. It was a period marked by temporary shutdowns, by long hours and sleepless nights for the company's engineers and operators, and by the heartbreak of a fresh set of difficulties when it was thought the last kink had been ironed out.

Permanente has survived this period of trial and is stronger for it. If we had taken the easy way, all we would have now would be an insignificant pilot plant manned by a handful of scientists. By taking the hard way, we have built a full-fledged producing unit and, at the same time, we have built a crew of capable, experienced operators.

Instead of being on the fringe of the fight, we're in the thick of it.

MARCH 1943

3



# LIFE



MONTGOMERY BERET

APRIL 5, 1943 **10** CENTS  
YEARLY SUBSCRIPTION \$4.50

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## LIFE'S PICTURES

J. R. Eyerman, now on assignment with the U. S. Atlantic Fleet, took the portfolio of full-page pictures portraying the West Coast half of the burgeoning industrial empire of Henry Kaiser on pages 69-77. Photographer Eyerman was formerly attached to LIFE's San Francisco editorial office. A native of Tacoma, Wash., he is distinguished as a photographic interpreter of the new wonders of the Northwest.

The following list, page by page, shows the source from which each picture in this issue was gathered. Where a single page is indebted to several sources credit is recorded picture by picture (left to right, top to bottom), and line by line (lines separated by dashes) unless otherwise specified.

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"I GOT THE GATE WHEN I GOT DRY SCALP..."



BUT 5 DROPS A DAY CHECKED IT...



GAVE ME GOOD-LOOKING HAIR AND MY LADY FAIR"



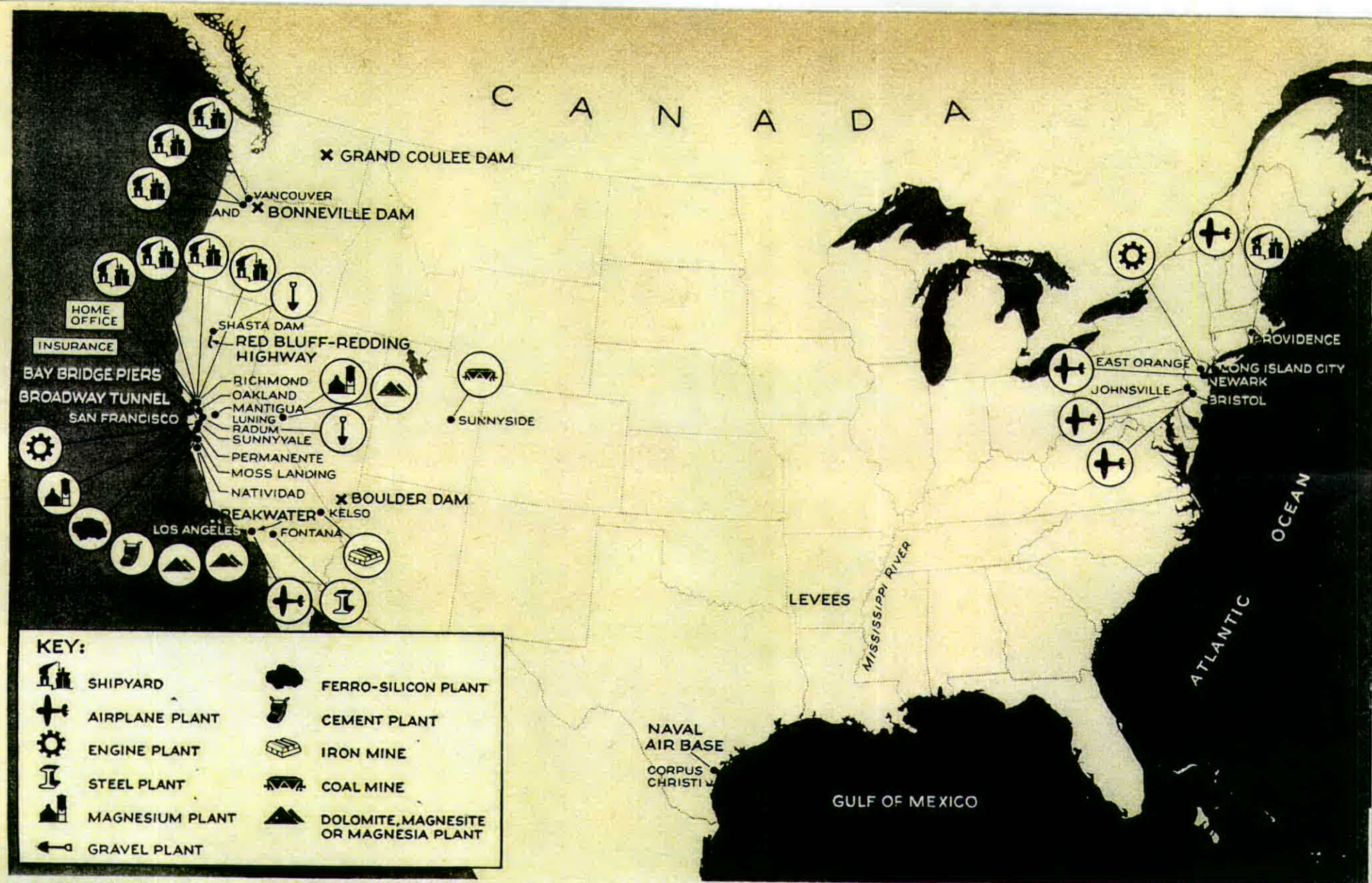
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SYMBOLS LOCATE HENRY KAISER'S PLANTS, ALL, WITH EXCEPTION OF GRAVEL PITS, BUILT SINCE 1935. ALSO IDENTIFIED IN LARGE LETTERS ARE PRE-WAR KAISER ACHIEVEMENTS

# THE KAISER EMPIRE

## IT NOW REACHES ACROSS THE CONTINENT

**T**he massive enterprise of Henry J. Kaiser now embraces a transcontinental empire (see map). Last month, the West Coast shipbuilder became an East Coast aircraft producer. At the behest of the U. S. Navy, Mr. Kaiser took over the stumbling Brewster Aeronautical Corp., a \$275,000,000 bottleneck of dive bombers and fighters. On his own, he bought up the Fleetwing Aircraft Co., and assumed therewith its \$25,000,000 trainer plane contracts. While thus achieving his fondest ambition, Mr. Kaiser undertook a chore for the Maritime Commission. In Providence, R. I. he and his associates will direct the refurbishing of a shipyard for production of corvettes.

For his fellow citizens, who have witnessed the spectacular development of his war-born empire, Henry Kaiser is an affirmation of the chief reason why they are sure that they cannot lose this war. The U. S. citizen makes no extreme claims for the brilliance of his generals and diplomats or even for the military prowess of his still unblooded armies. But in his capacity to produce, to tackle any kind of industrial production and, in no time at all, bury his enemy under sheer tonnage, he is sure he has no peer. This conviction had weakened somewhat during the past decade. In the current renaissance of U. S. enterprise it has found new life, and Henry Kaiser, Jack of all industries, is its image.

The Kaiser legend is well-known. The dam-building sand-and-gravel man, who laid his first keel in the spring of 1941, has become the world's biggest and fastest shipbuilder. Simultaneously he has swept into such diverse fields as cement, magnesium, steel and aircraft. The map above pins the legend down to its component shipyards, plants, quarries and mines, and locates the major projects of the Henry J. Kaiser Co. when, before the war, it was engaged merely in general construction. Not shown are the projects of Henry Kaiser's "Western Group" partners, who share in Kaiser's interests and share their own interests with Kaiser.

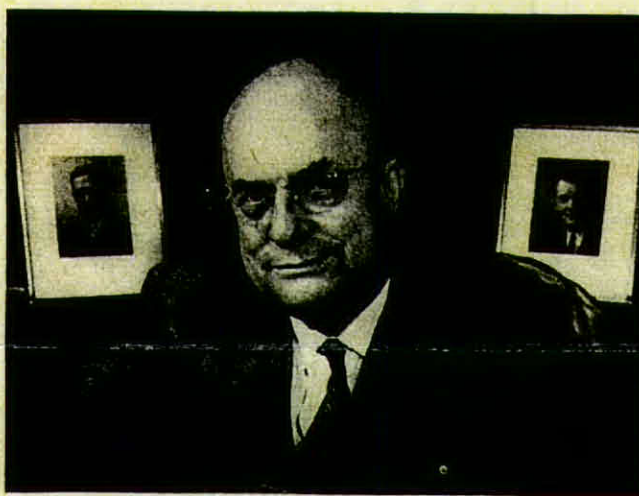
Newest operating unit on the western side of the

empire is the steel mill at Fontana. It is the first complete steel plant, from blast furnace to rolling mill, in California. Ore and coal come from Kaiser mines in Kelso, Calif. and Sunnyside, Utah. The Portland, Ore. shipyards are operated by Kaiser's able son Edgar. One of them holds most of the Liberty shipbuilding records. Another, on April 5, is launching the first Kaiser aircraft transport carrier. Heart of the empire is the San Francisco region, with the home office in Oakland and four shipyards on the bay. To the south in San Jose Valley is Permanente, Kaiser's bright, new industrial center, producing cement, magnesium and the alloy metal, ferrosilicon.

These heterogeneous enterprises make Henry Kaiser one of the nation's biggest employers of labor. With about 250,000 workers, Kaiser maintains uniquely realistic relations. He fights turnover and absenteeism by getting housing, recreation and medical facilities for them. He willingly signs closed-shop agreements, largely with the A. F. of L., but vigorously fights C. I. O. efforts to upset them. While he fights the C. I. O. in the West, he signs up 20,000-plus C. I. O. workers in his new Eastern aircraft plants.

The essence of the Kaiser legend is Kaiser himself. He not only builds ships faster than anyone else does, but says he will beforehand. Bigwigs sometimes object to the amount of space he gets himself in the press as "the can-do man." In neglect of the oak-paneled reserve of U. S. big industry, he goes directly to the public at large to propose that he be commissioned to build cargo airplanes, to suggest that war bonds be pledged for post-war products, to declare that his enemies are smearing him.

There are those, particularly among Kaiser's fellow industrialists, who behold in him not a Paul Bunyan but a P. T. Barnum. Since the Government is his chief banker and customer, they wonder how he will be able to survive in a wide consumer market when the war ends. For that day, as indicated on pages 76 and 77, Kaiser himself can hardly wait.



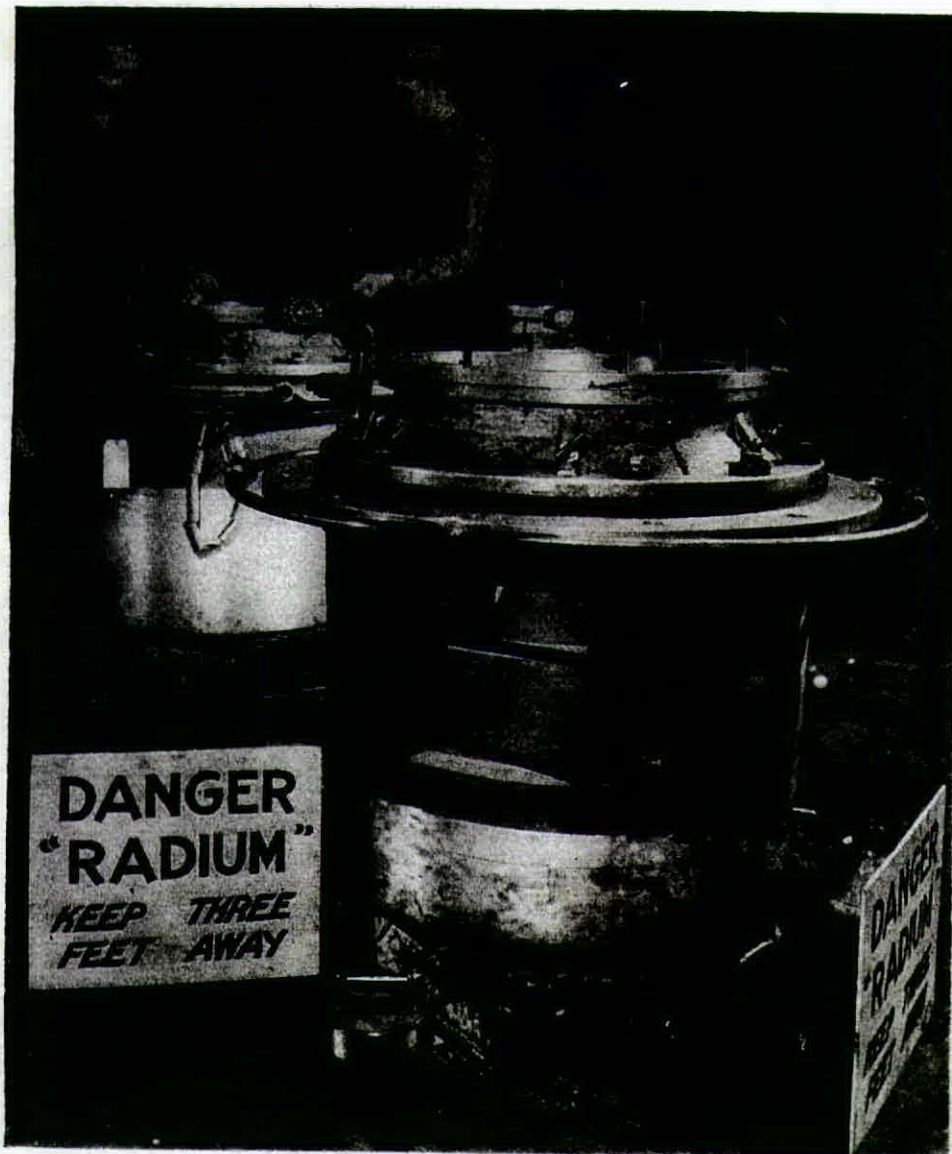
Henry J. Kaiser is here flanked by portraits of his sons, Shipbuilder Edgar (left) and Henry Jr., handy man in the Oakland home office.



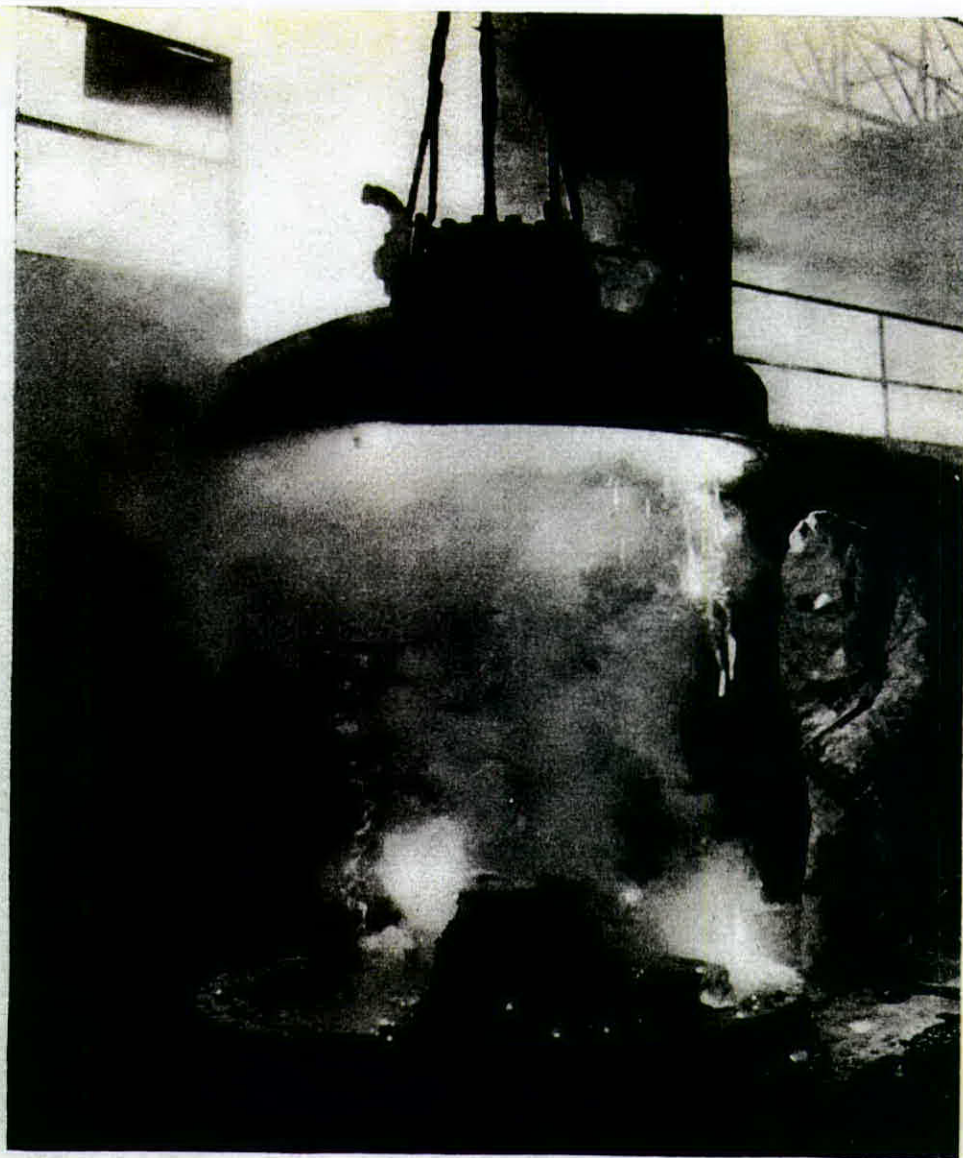
**THE KAISER EMPIRE** (continued)

**HAMMERHEAD CRANE SWINGS BOTTLE OF  
MAGNESIUM OVER RETORT FURNACES**





ELECTRODE SLEEVE OR GLAND, HERE BEING X-RAYED, KEEPS MAGNESIUM VAPOR IN FURNACE



SPARKS OF SODIUM FLARE BRILLIANTLY AS WORKER OPENS MAGNESIUM BOTTLE

# MAGNESIUM

Until his recent arrival in the aircraft business, magnesium was Henry Kaiser's favorite enterprise. This new metal, lighter than aluminum, is a prime aircraft material now, with a host of potential uses in post-war production.

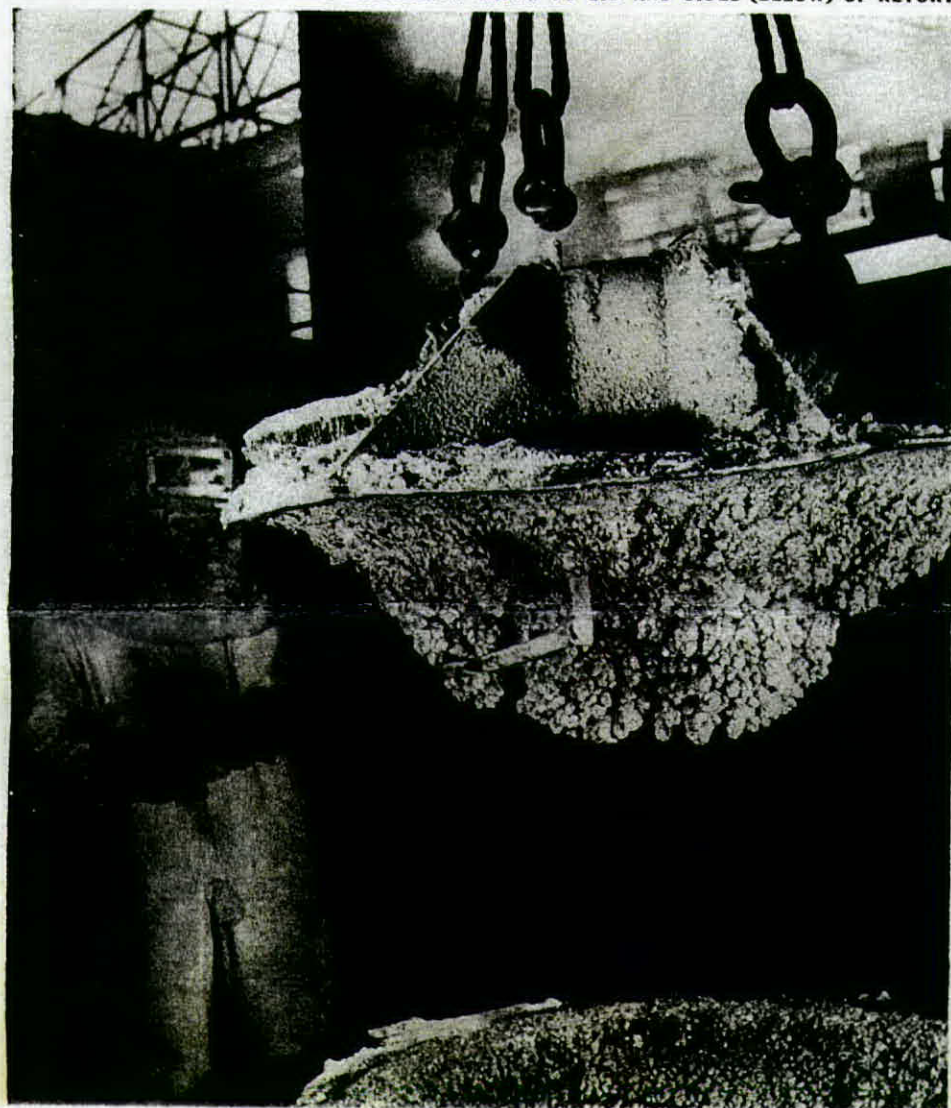
Magnesium, however, has let Kaiser in for his severest headaches. In his eagerness to get into the field, he staked his operations on a process which was scoffed at by established magnesium producers, and indicated that he would start delivering on the customary Kaiser schedule. That was in 1941. His process had bugs in it which took his engineers nearly a year to lick. The Permanente magnesium plant

did not get into production until last November and is not yet running at capacity.

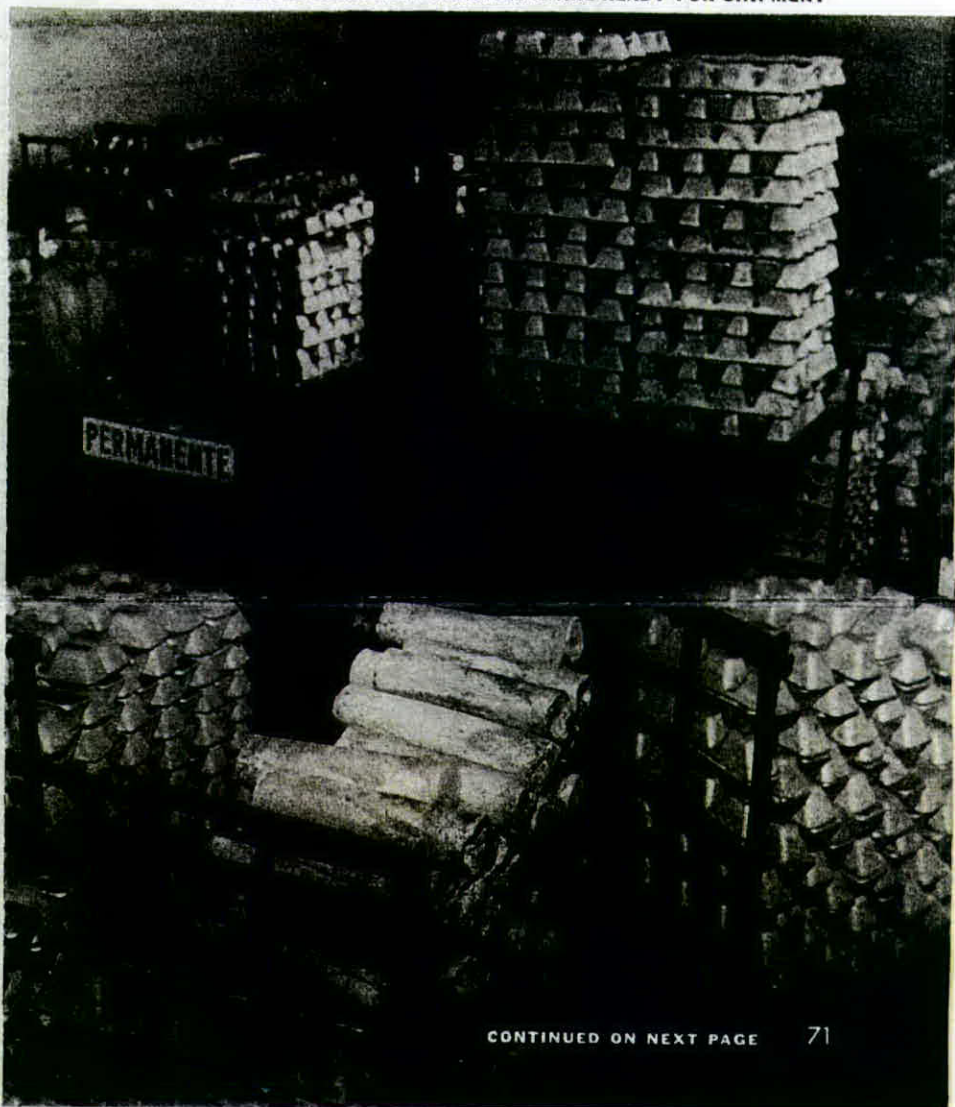
Magnesium is a violent metal, only recently domesticated for purposes other than fireworks and military arson. The first plant built in Austria on Kaiser's Hansgirt process was abandoned after explosion. At Permanente, Kaiser's engineers got the Hansgirt process under control and then were held up by failure of a furnace part which broke down in the heat. Permanente now has one that works (above, left).

Henry Kaiser has great plans for magnesium. Its technology dates back only a decade or so, but already in some alloys it challenges aluminum. With aluminum and plywood it will compete in automobile, plane and house construction, wherever a light, strong material is required. It can be extracted from magnesite and dolomite deposits, and it can also be extracted from sea water. The Kaiser set-up covers the field well, with both kinds of quarries and a sea-water plant at Moss Landing, Calif.

SPARKLING CRYSTALS OF PURE MAGNESIUM CLING TO LID AND SIDES (BELOW) OF RETORT

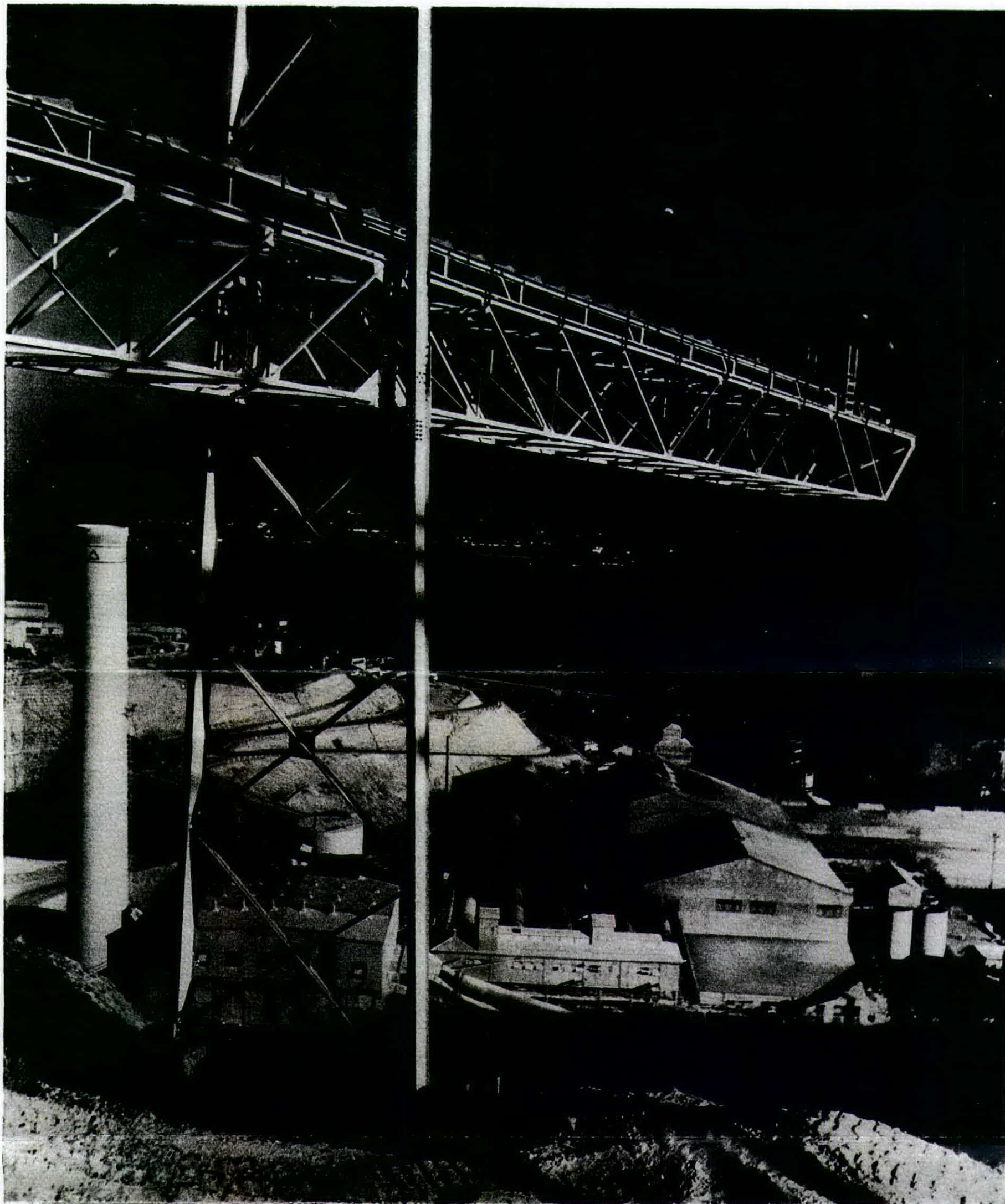


CRYSTALS HAVE BEEN MELTED DOWN INTO INGOTS AND ARE READY FOR SHIPMENT





## THE KAISER EMPIRE CONTINUED



DELIVERY END OF CONVEYOR BELT DISCHARGES LIMESTONE ONTO PILE AT FOOT OF HILL. LIMESTONE WITH CLAY IS CALCINED BY NATURAL GAS IN FOUR ROTARY KILNS (CENTER)

# CEMENT

**T**he Permanente cement mill existed on paper only when, in August 1939, Henry Kaiser bid in the contract to supply 24,000,000 bags of cement for Shasta Dam. Big enough to fill the huge Shasta contract within a year, Permanente was Henry Kaiser's bet that the country was shortly going to need a lot more cement in the course of the next few years. Launched into the war construction boom, Permanente





CONDENSER TOWERS COOL NATURAL GAS WHICH CHILLS MAGNESIUM VAPOR INTO DUST AS IT EMERGES FROM FURNACE. GAS, AFTER SEVERAL CYCLES, IS BURNED IN CEMENT KILNS

cement has been going full blast throughout its existence and had to be expanded.

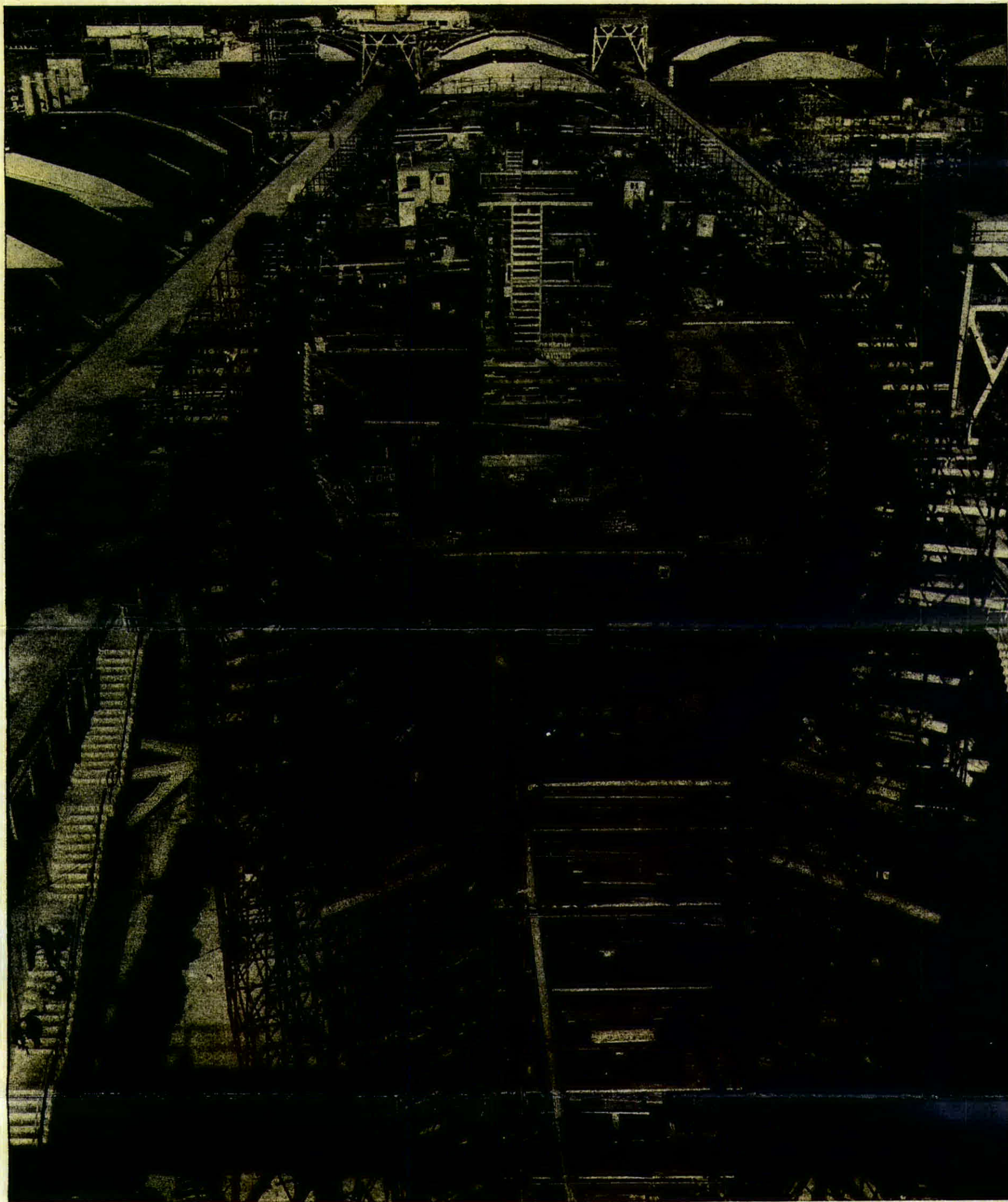
Cement yields nicely to the Kaiser impulse to keep materials in motion. Limestone starts from the quarry two miles back in the hills and cascades off the end of the conveyor belt (*above, left*) into the backyard of the plant. It stays long enough to be crushed and powdered, calcined into cement, sacked or squirted directly into

boxcars and is then on its way to be compounded with sand and gravel into concrete.

Permanente, with cement and magnesium plants nestled together, symbolizes the versatility of Kaiser enterprise and reveals its inner logic. Permanente magnesium is precipitated by cold natural gas, chilled in condenser towers above. Permanente cement is calcined by the same natural gas, as a sheet of flame in the big rotary kilns.



## THE KAISER EMPIRE CONTINUED

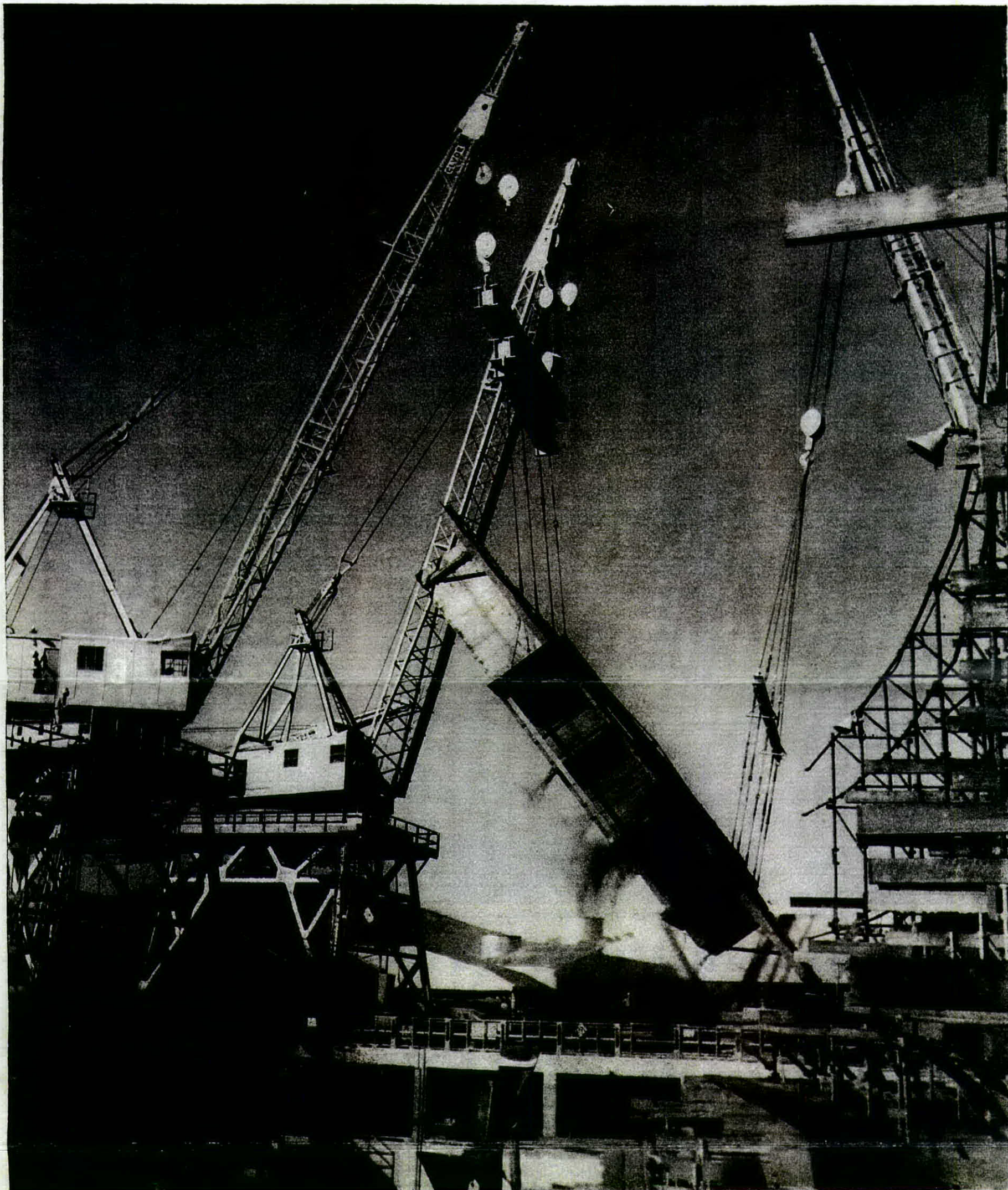


AT RICHMOND SHIPYARD No. 3, A MERCHANT SHIP TAKES SHAPE IN BASIN WAY, WHICH WILL BE FLOODED FOR THE LAUNCHING. BASIN WAYS MAY ALSO BE USED AS DRYDOCKS

# SHIPBUILDING

**T**he Kaiser name will be indelibly linked to the ships of World War II in the memory of the U. S. Through all the upward revisions of the Maritime Commission program, he has held contracts for one-third of the Liberty ships. His three Liberty shipbuilding yards have established an average of 39.2 days from keel to delivery, against a national average of 52.6 days. The technique that sets this pace is indicated





A 200-TON ASSEMBLY IS LIFTED BY THREE GANTRY CRANES FOR DELIVERY TO SHIP IN RICHMOND BASIN WAY. IN FOREGROUND, CAN BE SEEN NAKED STERN FRAME OF SHIP

in the pictures (*above, left*). The Kaiser yards build the ships off the ways, in vast fabrication shops and all over the wide-open spaces around. Because they have the biggest cranes, working in teams as above, they are able to prefabricate fewer, bigger hunks of ship before they weld them together on the ways.

Other shipbuilders minimize Kaiser performance by noting the simplicity of the

Liberty ship and cite crack-up of the tanker *Schenectady* as a reflection on his fast welding. But investigation proved that welding was not a sufficient cause, held bad steel equally liable. And Kaiser aircraft carriers are fancy enough for any shipyard. After the war, Kaiser may not remain biggest shipbuilder, since Maritime Commission owns his yards. He will probably hang onto Richmond No. 3, a basin yard (*above*).



## THE KAISER EMPIRE

(continued)



IN OAKLAND, CALIF. HOME OFFICE, KAISER HOLDS CONFERENCE WITH STAFF (FROM FOREGROUND, CLOCKWISE): CHAD CALHOUN, HENRY JR., H. V. LINDBERGH, GENE TREFETHAN

## HENRY KAISER LOOKS TO POST-WAR YEARS

**H**enry Kaiser drove pilings for his first shipyard on Jan. 20, 1941, on a contract with British Purchasing Commission. This was some months before the Maritime Commission ordered a Liberty ship. He was thus one of the first U. S. businessmen to go to war. On Dec. 4, 1942, having been two years at war, he felt entitled to open the subject of post-war planning. Before the New York meeting of the National Association of Manufacturers, he moved that war bonds be pledged for post-war products. He urged his audience to get to work at once on post-war models, to advertise them and start taking orders right away.

He got a frosty reception. His hearers were men whose pre-war assembly lines had groaned to a halt as late as July 1942, who were still in the bitter agony of conversion to war production. They considered the newcomer rudely presumptuous—his standing as a member of their fraternity dated from within the year. He had never felt the Depression or competed for his survival in the consumer market. Henry Kai-

ser's suggestion found a few faint echoes in Washington and, for the time being, lies dormant.

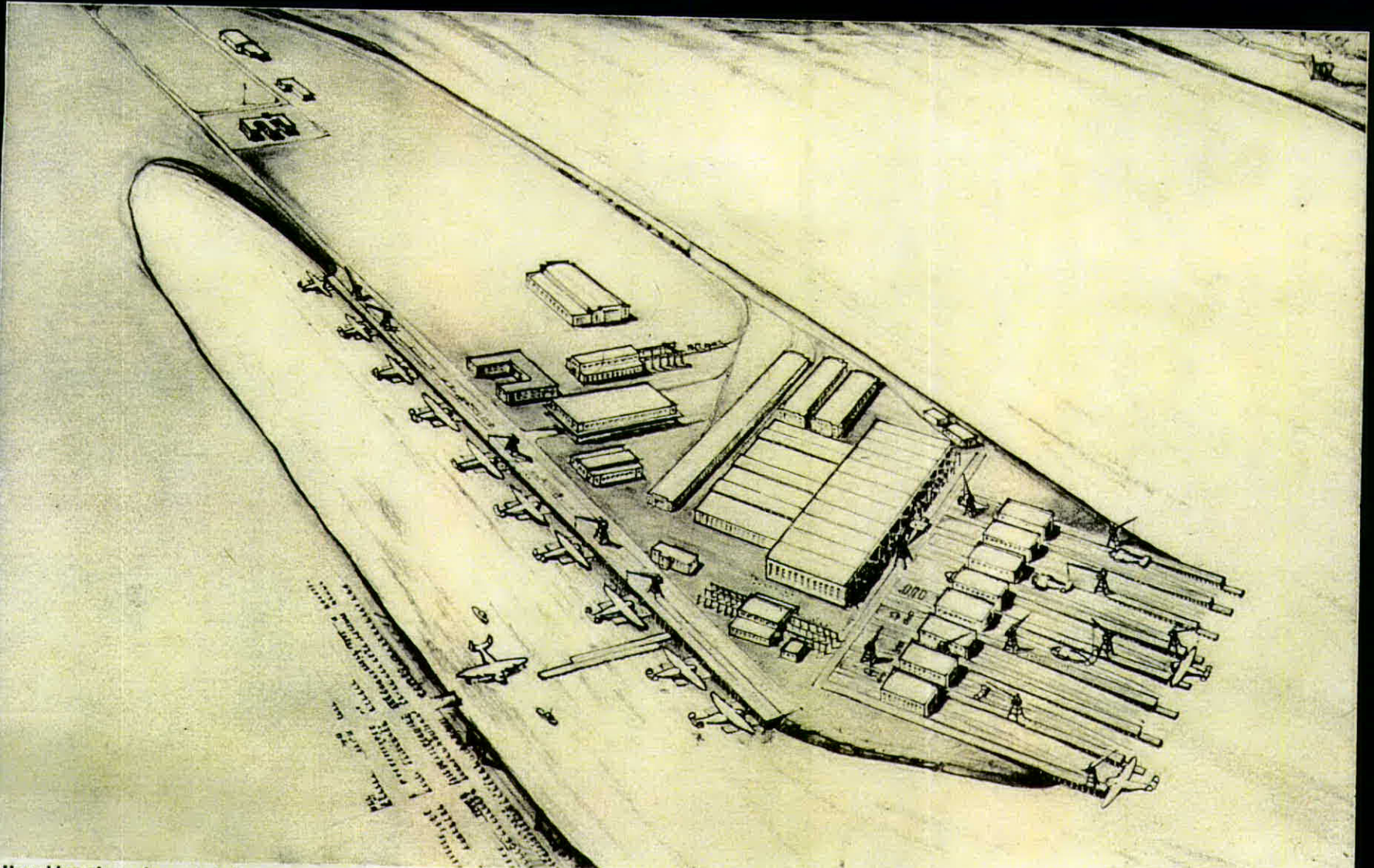
Henry Kaiser, nonetheless, would like to see industry, government and the nation get the post-war picture in focus. He is of the opinion that the plan should start all the way back with a national highway and airport grid, city and town replanning. He sees no point in planning his own future unless he can fit it into a national future. He is anxious lest even a temporary halt take the present high wind out of industry's sails. He dreams of the nation's war-stretched capacity going full blast on peacetime production, flooding the consumer market with houses, iceboxes, electric kitchen gadgets, ranges, bathtubs, television sets, cars and airplanes.

With his own production facilities Henry Kaiser could proceed in a number of directions. Except for shipbuilding, which he expects will be curtailed, and aircraft, which he is determined to continue producing, he has no consumer products or sales organiza-

tion. He is a raw-materials producer. Magnesium plants him firmly in the light-metals field. Even his steel plant, producing high-alloy steels, is to be a light-metals operation.

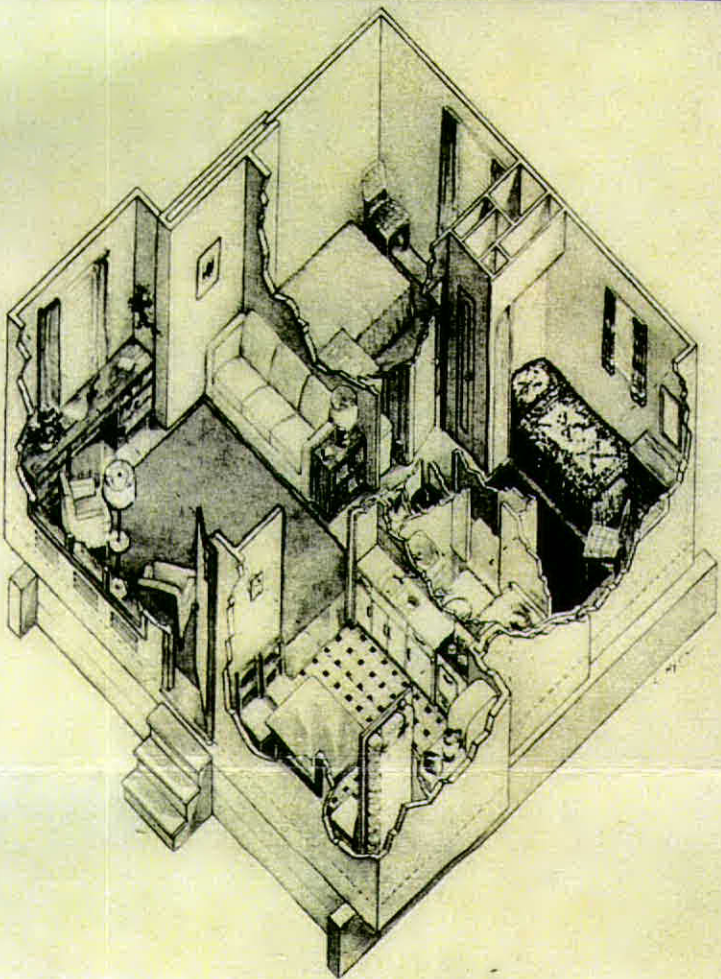
The Kaiser organization is currently intrigued by everything from housing to motor boats. It burgeons with ideas—nicely rendered, as shown opposite, but not yet completely engineered. Kaiser's men recognize, however, that their light metals—competing with plywood and plastics—lay every consumer product wide-open to new and more efficient design. A six-room post-war house, described by Kaiser, would be prefabricated, demountable, completely outfitted, would weigh only 2,000 lb. (approximately the weight of a 1942 car) and cost under \$1,500. Cars would similarly shrink in weight and price, with profit in more efficient application of horsepower and fuel. And the family plane would replace the second car. The foot-pounds age of energy, Henry Kaiser declares, is about to eclipse the age of tons.



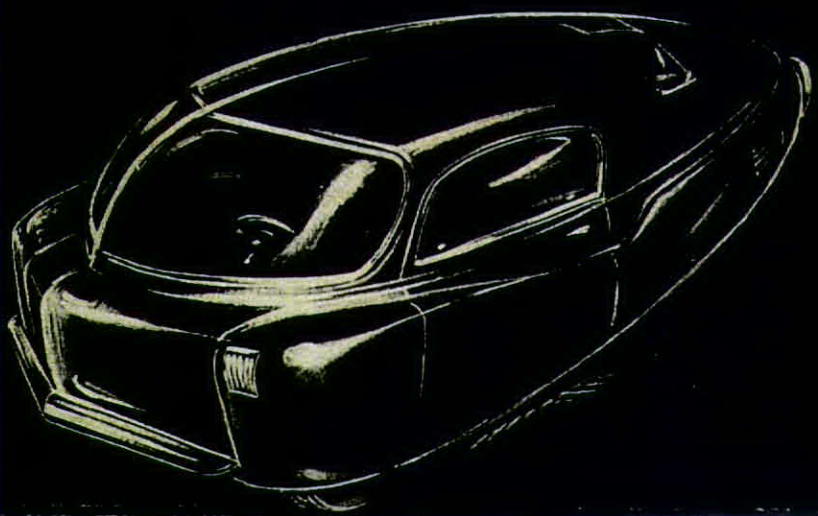


**How shipyards can be converted** to produce cargo planes is sketched here. Big hulls are built in sections, then assembled at head of conventional shipways. Moving down the ways, they are fitted with engines and wings and finally launched like ships. Sketch does not embody detailed engineering. But it does reflect the multiple assembly-line principle of shipyards—as

against single line of most aircraft plants—which allows for flexibility of schedules in complex construction. Shipyards for aircraft production were first suggested by Kaiser when he made his spectacular air-cargo proposal last July. The Howard Hughes-Kaiser planes, which developed from that proposal, are being constructed in a conventional airplane plant.



**Demountable house** can be compressed like an accordion, mounted on wheels and hauled as trailer. This is not a finished piece of design, but it indicates Kaiser thinking on the subject of post-war housing, which calls for low cost, prefabrication, mobility and integration of the service equipment (kitchen, heating, plumbing, etc.) into one adaptable unit.



**Post-war car** is rendered in this sketch. Kaiser design would take advantage of light metals and plywood to bring weight well below 1,000 lb., achieve savings in fuel consumption and horsepower. The motor, as light as aircraft engine, would run on high-octane fuel. Mr. Kaiser would determine body lines by wind-tunnel tests like those used in aircraft design.



# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE



**WINNERS ALL!**

(See page 2)



# THE SERVICE MEN WRITE....

Here is a sheaf of letters—some quoted in full, others in part—from *Permanente* employees who have shouldered a gun for Uncle Sam:

DEAR BILL [LIND]:

I am on the flight line now waiting my turn up. It's a particularly brutal day for flying as there's a 39-mile wind which makes ordinary flying easy but knocks the devil out of precision maneuvers. I flew a ship in a 250-plane formation yesterday. Believe me it was nothing less than terrific, not to speak of the rat race that ensued right afterwards when every one decided he was going in and right now. I could have patted the cheek of the guy to my right and whispered instructions to the guy flying on my left. Enough for now as I must go up. Afterwards we've got a barracks inspection.

Varick D. Martin, Jr.  
Student Officer Detachment  
Squadron 6, Barracks C 75  
Randolph Field, Texas

DEAR GANG:

Yes, I made my corporal's stripes on March 1 so now it's \$66 a month instead of \$50. I've fallen heir to the duties of a Battery Clerk and it practically keeps me working day and night to keep 177 men in a forward motion. I have gained 10 pounds since I've been in the Army, so I guess that it isn't doing me any harm.

Cpl. Art Imwalle

(Art Imwalle was formerly lab assistant at the Natividad plant.)

## DON TRETZEL NAMED FeSi BOSS

The youth of 18 who secured his first job with the Kaiser organization twelve and a half years ago as a railroad crossing flagman—pay: 25 cents an hour—today has risen to the superintendency of one of the company's major units.

He is *Don Tretzel*, newly appointed superintendent of the ferrosilicon plant at Permanente. He steps into the spot vacated by *Bob Davies*, who has been superintendent since construction of the plant started last year. Davies will devote his time to magnesium fabrication problems and will also remain as adviser to Tretzel.

Don's first job with the Kaiser system was at a Livermore sand and gravel plant which is no longer operated by the company. From there he went to their large plant at Radum, where he worked seven years, then to the Olympia sand plant near Felton, where he was superintendent until he was transferred to the ferrosilicon plant here last March to become superintendent of crushers and conveyors.

## THE PERMANENTE NEWS:

I would like to say that *THE PERMANENTE NEWS* is being read in this far off place.

I received a copy of the January issue from my old foreman, *Slim Minnich*, in the garage and it sure made me feel good to hear of the events and the success during the year 1942.

It also makes one happy to hear news of where one used to work in this far off corner of the world and I hope that some day I can again be a part of that great organization.

An old employee on one of the fighting fronts,

T/Sgt. Jack Hughins  
514th Bomb Sq.  
A.P.O. 681, c/o Postmaster  
New York City

(Jack Hughins is somewhere in Africa as a mechanic on a B-24 bomber.)

FRIEND BILL [WITZKE]:

Right now I am learning to operate a machine gun and I can really take it apart. It's called field stripping. We take nine weeks of hard training, then will be put in a regular outfit. It has been cold here in old Kentucky. I am still going down hill on weight—taking that front off of me. I don't get much time and a half but a lot of double time and when I say a lot, I mean a lot. You go on the double all the time. Sure thank the Chief for sending me *THE PERMANENTE NEWS*. I read it from cover to cover.

Pvt. Claude D. Hilton  
Btry. C—414th A.F.A. Bn.  
Camp Campbell, Ky.



Don Tretzel (left) and Bob Davies talking thing over.

MAY 1943



June 1943

Volume 2, No. 6

# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

BURNER END OF KILN

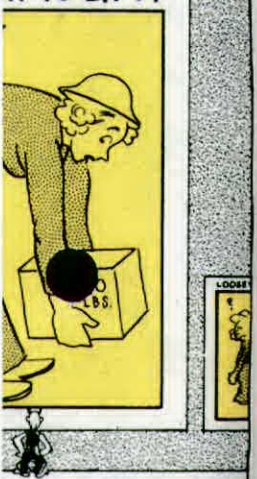
(See page 6)

ESGADEN!

LOOSE CLOTHES



AY TO LIFT!



WOMEN - WORK  
SAFELY, KEEP  
ON THE JOB  
AND WE'LL SEND  
HERMAN PERMLIN  
BACK TO THE  
FATHERLAND  
PERMANENTLY



# The KILNS

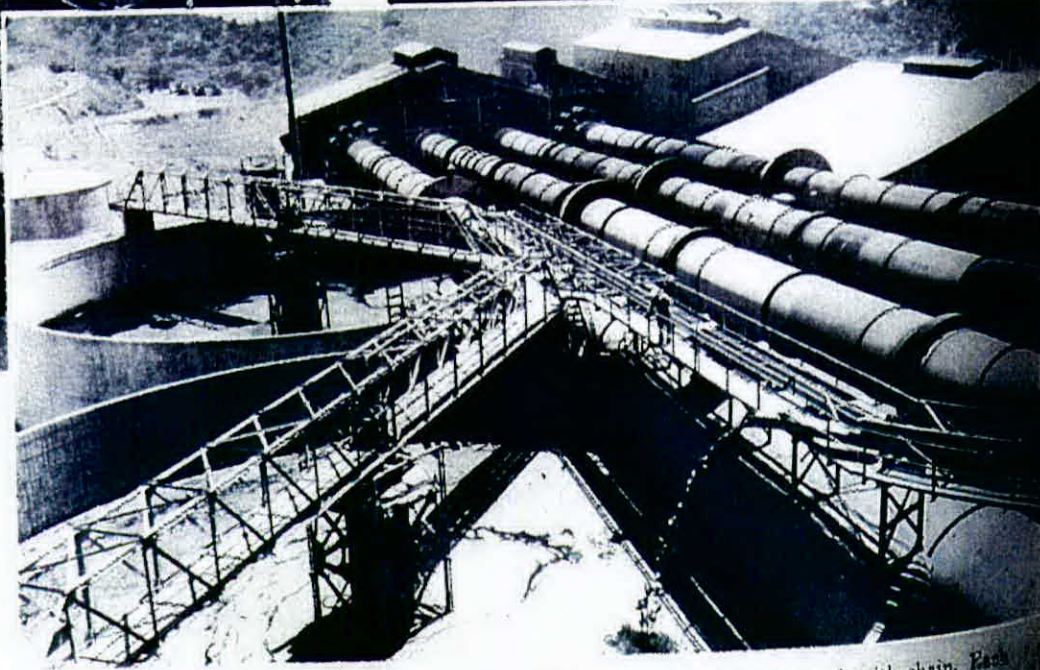
## Giants of Permanente

Permanente's four cement kilns are inclined tubes of steel 12 feet in diameter and from 450 to 463 feet long. A gas-fired flame billows from a huge jet at the lower end of each kiln (pictured at left), heating the interior to 2,800° F. A slurry of limestone, clay, and water is fed in at the high end and, as it rolls toward the flame, it is baked into clinkers about the size of a walnut. Clinkers are later ground into cement. Permanente can produce 16,000 barrels of clinkers a day—largest capacity of any plant in the world.

Polishing up rectifier is one job of Earl Masse, Cottrell operator. Cottrell electrically collects valuable dust from kiln exhaust gases, sends it back into kilns instead of allowing it to spread on surrounding hills.



Scottish Jim Craib (left) stands at burner end of one kiln with Pat Fitzgerald, burner. Jim came from Scotland in 1921, started in kiln area of a Victorville cement plant, came directly from there to Permanente as kiln boss in November 1939. His twin brother works here.



Look closely and you'll see Karl Sanger, burner helper, measuring slurry in tank with chain. Each mighty kiln is lined with 75,000 bricks, worth \$1.05 apiece, and every three or four months 60 tons of the burning zone must be re-bricked. On this month's cover, Oscar Birdwell, burner, kneads slurry. Behind him is "neckband" of cylindrical coolers through which clinkers pass.

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Ulric  
Chris  
Betty  
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Alice  
Charl  
Clyde  
Kear  
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July 1943

Volume 2, No. 7

# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

PROBLEM!

DUNNO—  
ASK HIM!

THAT'LL  
HOLD AN  
ELEPHANT.  
I PICKED  
THE LUMBER  
OUT MYSELF

HOW  
U  
?



500 FT.  
DOWN



GANTRY CRANES



# SOFTBALL GOES OVER BIG

Was he safe or out? Was the ball foul or fair? Did he leave the base before the pitcher let loose of the ball? When is an underhand pitch not an underhand pitch?

These are the momentous questions that are being decided nightly on the Permanente softball diamonds as 16 teams battle it out to see which department will be crowned first softball champ of Permanente.

Play will wind up the end of July and then the winner of each league will play off in a two-out-of-three championship series.

Results of games played in the four o'clock league up to press time were as follows:

Magnesium Plant, 12; Electric Shop, 7.  
Maintenance Tunnel, 7; PMC Machine Shop, 5.  
Steel Yard, 24; Pipe Construction, 20.  
Electric Shop, 9; Maintenance Tunnel, 6.  
Pipe Construction, 14; Ferrosilicon, 10.  
PMC Machine Shop, 16; Magnesium Plant, 11.  
Steel Yard, 12; PCC Machine Shop, 9.  
Electric Shop, 21; PCC Machine Shop, 8.  
Maintenance Tunnel, 13; Steel Yard, 11.  
PMC Machine Shop, 15; Pipe Construction, 5.

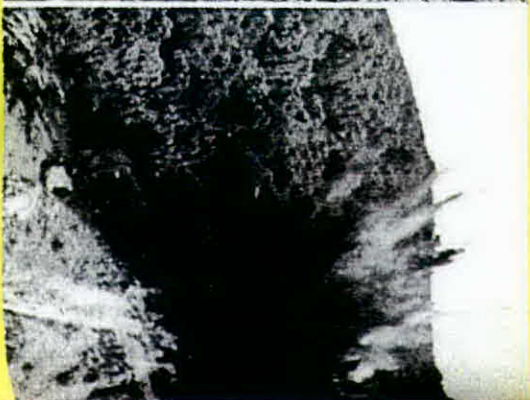
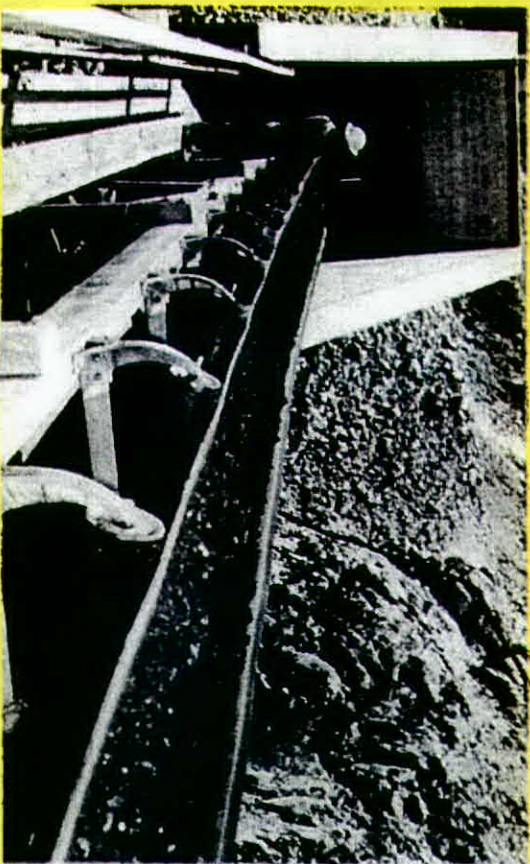
Five o'clock results follow:

Accountants, 14; Draftsmen, 13.  
Laboratory, 17; Superintendents, 11.  
Carpenters, 28; Purchasing, 27.  
Accountants, 33; Purchasing, 19.  
Superintendents, 40; Paint Shop, 15.  
Laboratory, 24; Sand Casting, 6.  
Purchasing, 22; Paint Shop, 17.  
Draftsmen, 8; Laboratory, 6.  
Accountants, 23; Superintendents, 4.  
Sand Casting, 13; Carpenters, 11.

**QUARRY IMPROVEMENTS**—Changes in the primary crushing and material handling system at the limestone quarries—revolving around installation of one of the largest jaw crushers in the world—are nearing completion. Principal unit yet to be finished is the big crusher, to be known as Crusher No. 1. Its jaw measure 63" x 72".

Pictured at left below is the 48-inch conveyor belt emerging from a new 560-foot reclaim tunnel at the lower quarry. Mrs. Treva Moore is shown. The tunnel will handle rock dug at the lower quarry and will serve two stockpiles with combined capacity of over 500,000 tons which will be accumulated by crusher No. 1.

Center picture is snapped at the instant of detonation of 9 tons of dynamite, loosening the first 100,000 tons of 5,000,000-ton body of limestone on the south side of the lower quarry. At right is the giant upper quarry primary crusher in its new location, one flight lower down. Shown, left to right are Lee Hall, construction boss, and Bill Knuth, quarry superintendent.



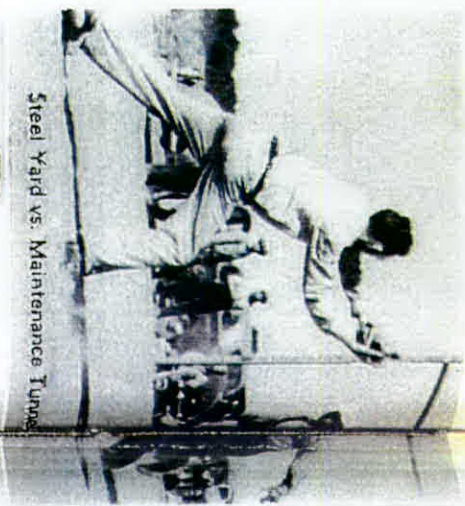
Electric Shop vs. PMC Machine Shop



Bill Lind of Superintendents



Girls, too: Ida Pinto, Jean Kearney, Hazel Camacho, Marge Oliver



Steel Yard vs. Maintenance Tunnel



Accountants vs. Superintendents



Laboratory vs. Draftsmen

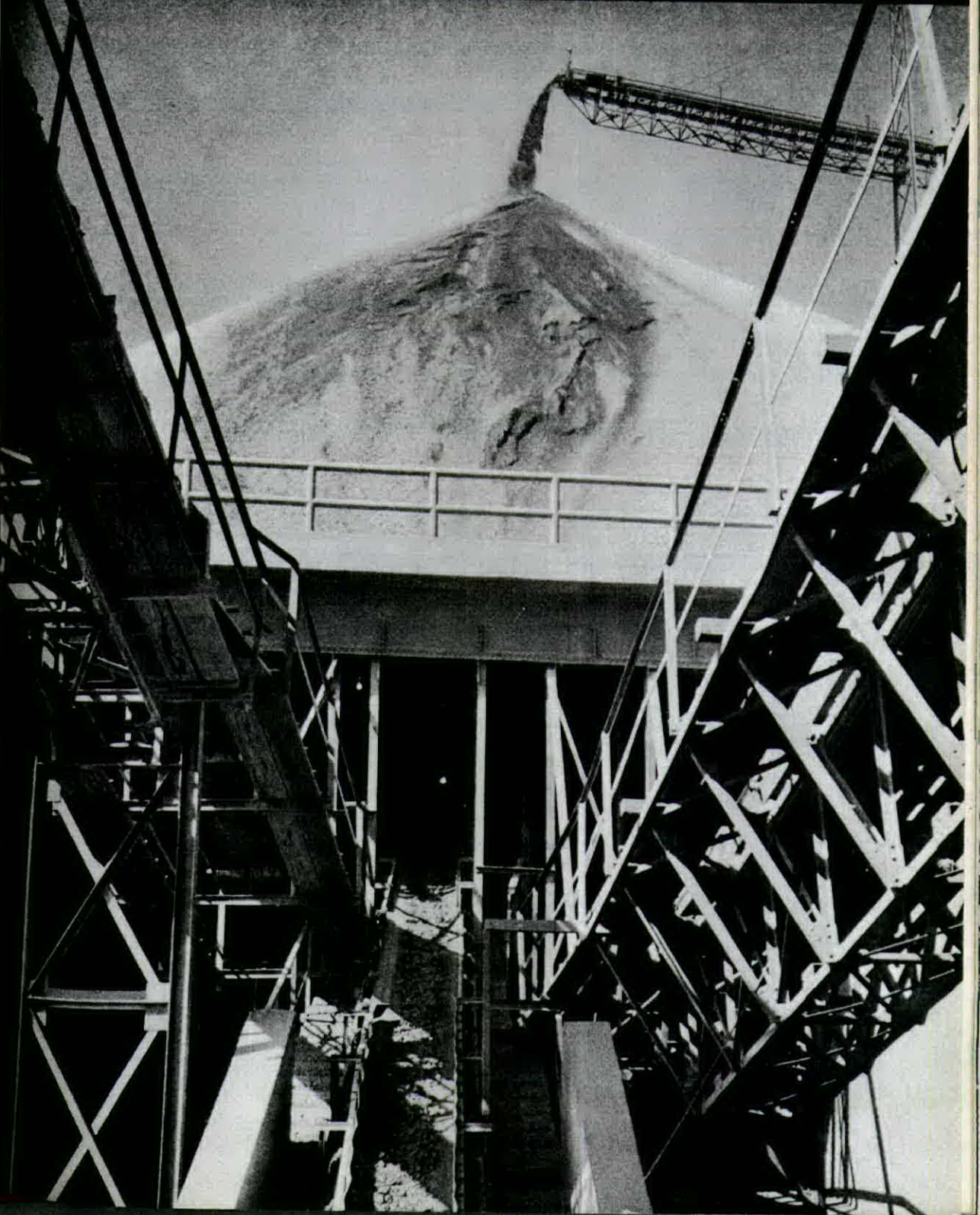


August 1943

Volume 2, No. 8

# *The Permanente News*

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

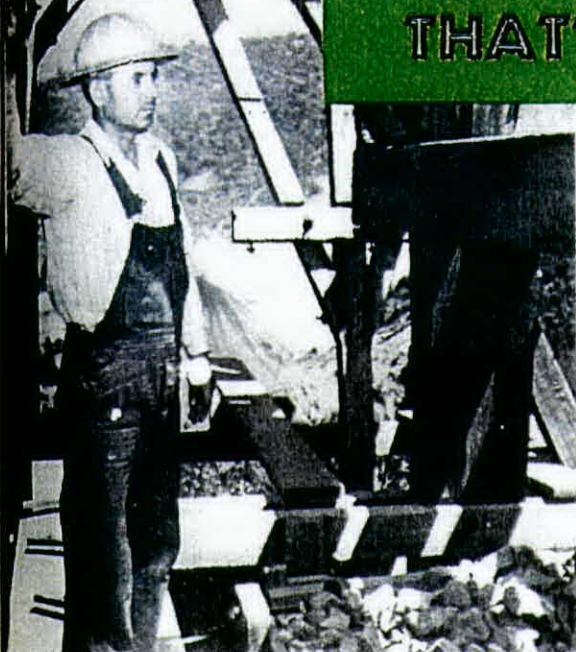


EKEEPING





## NO. 1 OLD-TIMER — THAT'S JOE PEABODY



Joe Peabody inspects the massive timbers of a tension station on the old bucket line that once brought sugar rock out of the upper quarry. The box of rock at Joe's feet acted as a weight on the cable.

**T**his month THE PERMANENTE NEWS started out to find the company's oldest employee, in point of service, and we believe we have found the hands-down winner in Joe Peabody.

Joe Peabody, brakeman on the packhouse switching yard, has worked at Permanente for ten years. That's right—he started just ten years ago this month in August 1933. At that time there were no Permanente enterprises as we know them today, of course, but the creek was called Permanente and a firm known as the Santa Clara Holding Company was taking sugar rock from Bald Mountain by means of a bucket line. Joe worked for the holding company from 1933 to 1939, when the Kaiser interests took over to develop the cement plant. Then he switched to the Kaiser payroll and he's been on it ever since.

Brush and rattlesnakes were the principal products of Permanente canyon in 1933. The holding company was working a limestone deposit near the present lower quarry. Workmen, Joe among them, were breaking the rock with sledges and pushing it in cars to a bunker where it was loaded into trucks. (Contrast this with the system of crushers and conveyor belts of the modern Permanente!)

In 1934 the holding company unearthed a better grade of sugar rock in the vicinity of our upper quarry. (Permanente now gets all its sugar rock,

which sugar companies burn in their refineries, from the upper quarry.) The holding company then installed a crusher and built the bucket line that is well remembered by many men who worked on construction of the cement plant.

The cable of the old bucket line stretched from the upper quarry to a terminal across Permanente Creek on the other side of the old county road. Framework of the lower terminal may still be seen on the side of the canyon across from the mag plant and several of the wooden towers that supported the cable are still standing.

Joe Peabody drove the pair of mules that pulled the lumber on a sledge to the tower sites. Later, the same mules pulled out the cable.

Buckets loaded with rock were clamped on to the cable at the upper quarry. All movement was by gravity; the loaded buckets pulled the empties back up the hill. Joe, working on maintenance, often rode an empty bucket across the ravines from one tower to another.

It was on a day of heavy rain in December 1938 that Joe admitted at the gate a car carrying Henry J. Kaiser, E. E. Trefethen, Jr., H. V. (Lindy) Lindbergh, D. A. (Dusty) Rhoades, and a representative of the Santa Clara Holding Company.

Mr. Kaiser was making his first trip to Permanente. In June he secured the contract to supply all of the cement for Shasta Dam, and overnight Permanente Canyon became alive with hundreds of men. They excavated, laid foundations, threw up walls, and installed machinery. The bucket line fell in the path of construction.

The plant ground out its first bag of cement Christmas Day, 1939. Joe moved onto the silos and then was packhouse foreman. He was loading bulk cars when a pipe fell on his hip and laid him up for six weeks. Those days were the first he had missed since he started in 1933!

For a number of years Joe lived in a house along Permanente Creek, about where the overpass at the entrance of the plant is now located. When the overpass project was decided on, the company said, "Joe, you can have the house, but you'll have to get it out of here." So Joe knocked the house down and carted it away. In back of his present home in Monte Vista he has a room built of the old lumber, a reminder of the days before Permanente became a famous industrial center.

Editor's note: There are other old-timers at Permanente, men who were here before the first grader arrived. Watch for their stories in issues to come.

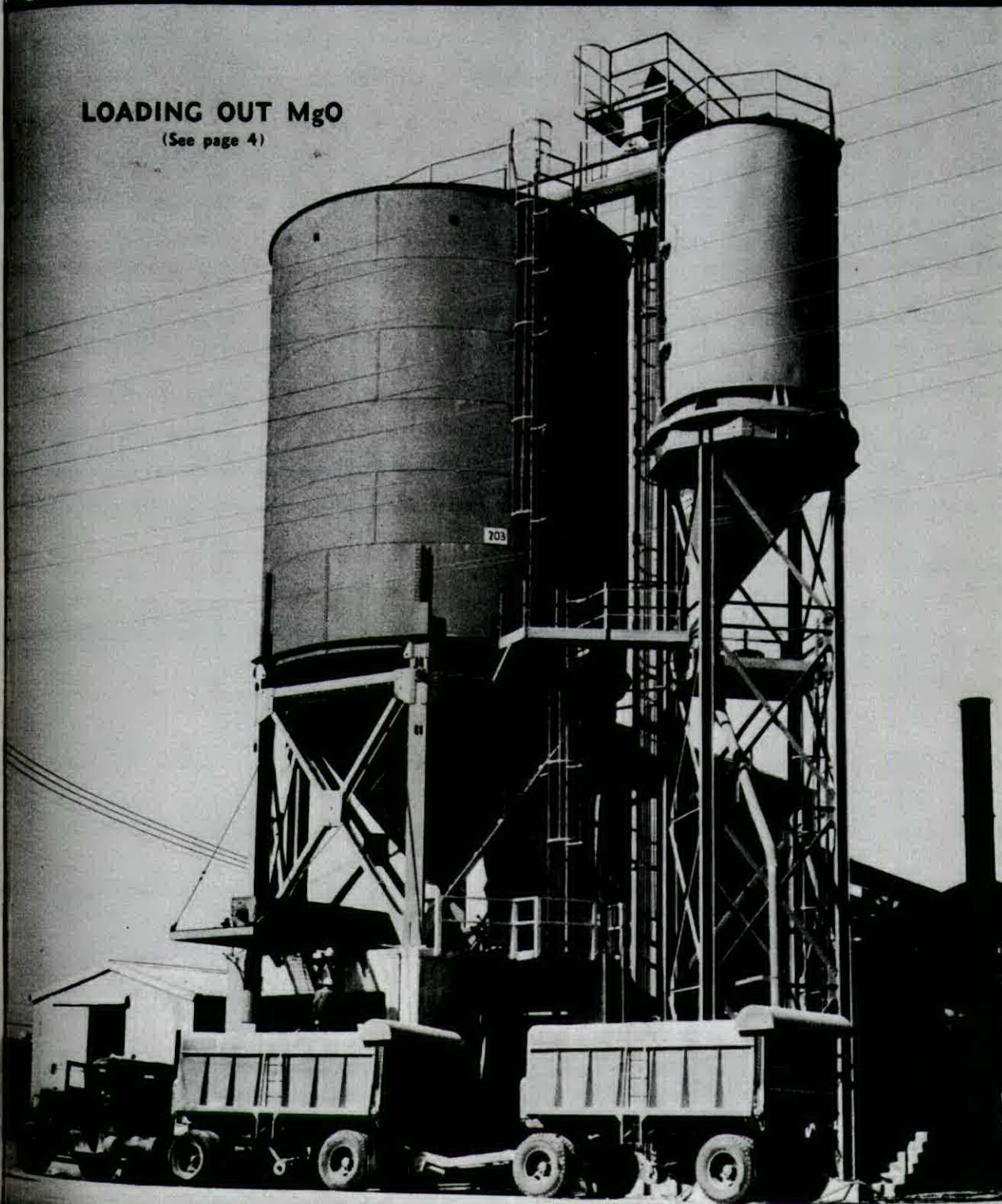


# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

## LOADING OUT MgO

(See page 4)



NG TOUCH!

YEH-  
I THINK  
YOU'RE RIGHT

ER  
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T

THAT'LL MAKE  
T HIGH ENOUGH

OH BOY-  
AN EMTY  
NAIL KEG  
ON TOP!  
I CAN'T  
MISS

NO HARD  
FEELINGS  
CHUM



# A New King of the Mountain

Christmas Day, 1939. While most of America was opening packages or eyeing platters of roasted turkey, a handful of Permanente men had gathered in the mill building of the cement plant. They were there to watch the big plant grind out its first bag of cement.

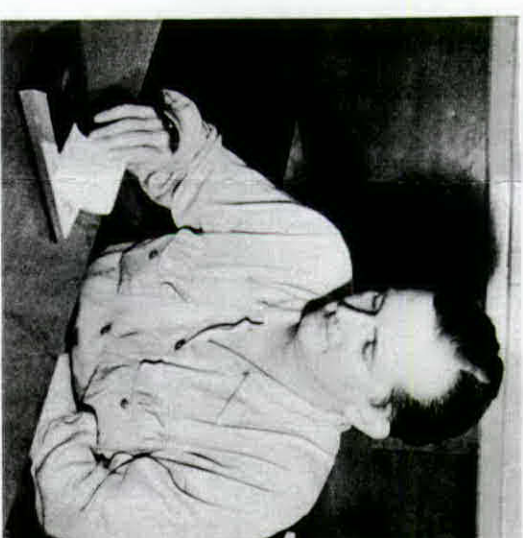
One of the men was burly A. J. Anderson. When the first sack had been filled, Andy and a slender chap, a chemist named Bill Sharp, took it to the lab building and sealed it up for shipment to Henry J. Kaiser as a Christmas present.

Since that day, these two men have been closely associated, probably more closely than any others, with the growth of Permanente to its position of world's largest cement plant. Andy became plant superintendent and Bill chief chemist. It was logical, then, that when Andy announced his resignation earlier this month, Bill should be named to succeed him. The appointment has proved popular. It carries right up to the top the company policy of training in the ranks and making promotions rather than filling jobs with outsiders.

In line with this same policy is the promotion of Orville Jack from assistant chief chemist to chief chemist and the naming of Lee Hall as assistant superintendent.

While he was attending the University of Washington Bill Sharp was already in the cement business, working part time for Pacific Coast Cement in Seattle. After graduation in 1930 he was a chemist for Cowell Portland in Concord, California, and then ran his own ready-mix and by-product business near Portland for several years. He came here in September 1939 while the plant was under construction.

Lee Hall is an old-line Kaiser man. He joined the organization as cat skinner on a Mississippi levee job in 1928. He took a job at the old Livermore gravel plant, now abandoned, and returned



**New head man** at the cement plant is Bill Sharp. He has moved up through the ranks from a job as a chemist, succeeding A. J. (Andy) Anderson.

to cat skinner when ground was broken for the Radium sand and gravel plant. He was labor foreman and then barge superintendent on the Bay Bridge pier job, then concrete foreman on the Broadway tunnel. Excavation was just beginning when he came here on various construction jobs. He was mill superintendent on operations and recently has been superintendent of the extensive quarry improvements.

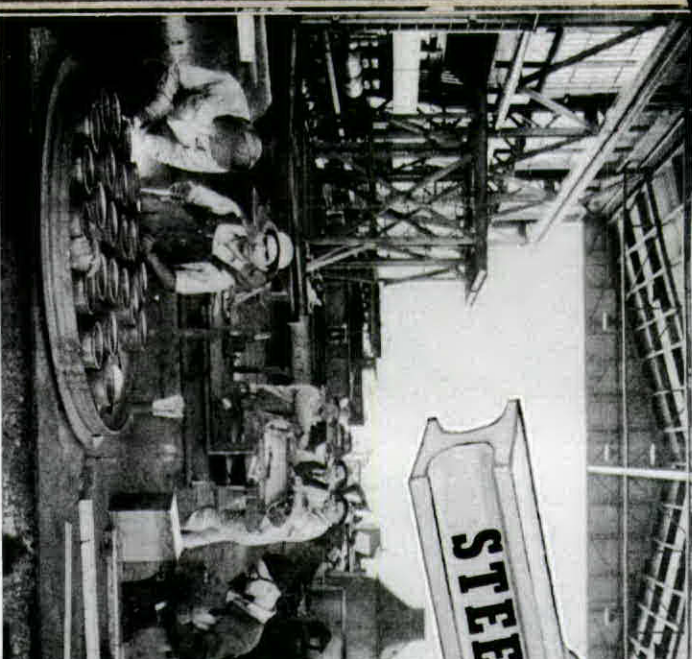
Cement has been the career of Orville Jack. He had worked 15 years on the laboratory staff of Calaveras Cement Company in San Andreas before signing up as assistant chief chemist at Permanente in May 1942.

## TWO NEW Mg PLANT SHIFT HEADS NAMED

Promotion of two magnesium plant employees to the position of shift superintendent has been announced by Frank Jameson, plant superintendent. They are Jack Williams, former furnace foreman, and L. R. (Barney) Barnwell, plant engineer.

A mining engineer by profession, Barnwell was in business for himself as assayer and consultant in the Mother Lode town of Mokelumne Hill before joining Permanente in November 1941. He has worked in five Western states and Canada at mining, road and dam building, and even put in

## STEEL GETS A NEW HOME



**Down the middle** of the new steel shop, where a large part of Permanente's equipment is fabricated. The crane way was built first and it supports the building, just the reverse of the usual procedure.

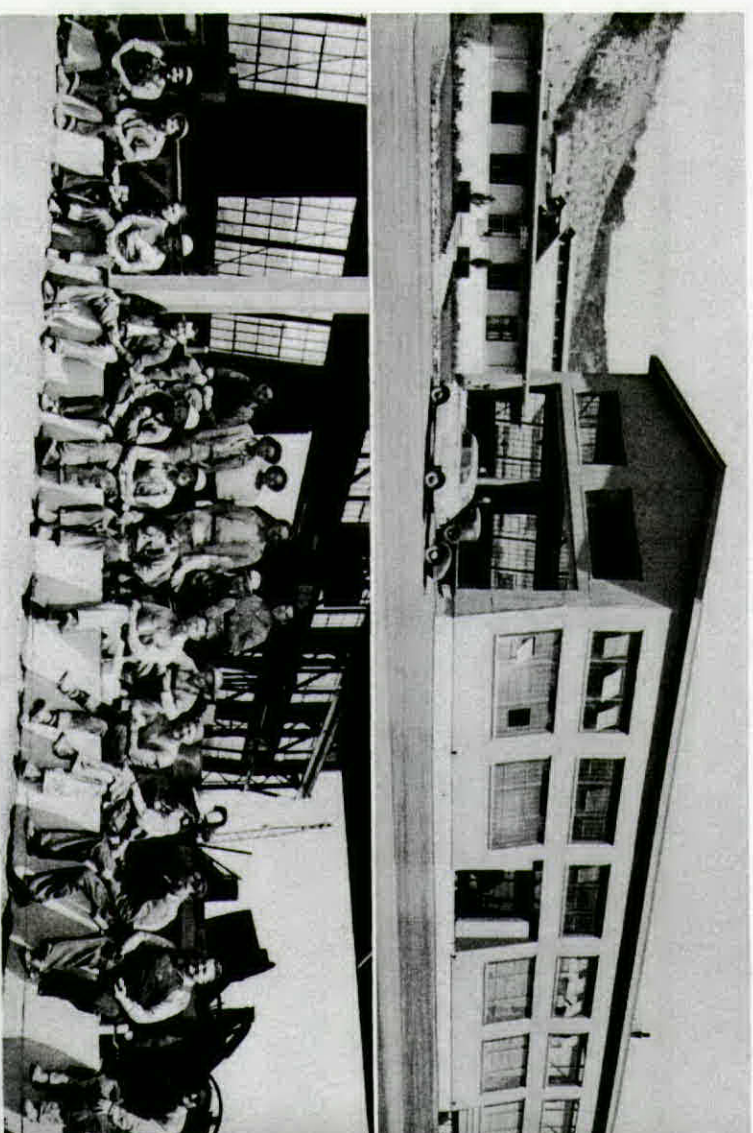
Unlike most of the departments that build equipment for Permanente, the steelyard has never moved. It settled where it is, just inside the front gate, when construction of the plant began back in 1941.

It hasn't moved, but it has known change, latest of which is the handsome new office and fabrication shop, pride and joy of Charlie Reynolds, superintendent of steel erection and fabrication, and of every man in the department.

There is an interesting and little-known fact about the shop. Reynolds and his men built it for themselves without the use of a single blueprint. It is a freeland effort and a streamlined, functional monument to the skill of the men who built and use it.

Erection of the steel framework for buildings and fabrication of operating equipment are the two big jobs of the men in this department, and it would be hard to find a part of the plant which

(Continued on page 14)



**Clean, functional lines** mark the new steel office and shop. Below, men of steel pause for lunch. Back row (left to right): Andy Anderson, Jack Weber, foreman, Howard Miller, materials engineer, Charles Reynolds, superintendent, and Terry McGovern, engineer. Front row: Frank Volpi, Joe Volpi, Sol Gersh, Ray Rebello, George Pavellick, Bill Devitt, Ray Brooks, Jerry Babbitt, Larry Wheeler, Bill Scates, Glen McCoy, Joe Passarino, Harry Wakeman, Ben Reed, Jim Rogers, and Paul Nearing.



# WE TAKE MAGNESIUM FROM THE SEA

**W**hen a war plane wings out over the blue Pacific on a bombing mission, it is hard to believe that some of the magnesium that went into its construction was drawn from the ocean that spreads below.

How can a metal be made from a liquid? Permanent does it every day, as those of you who are familiar with our Moss Landing plant know. In fact, half of our magnesium comes from the sea and half from the dolomite we quarry at Navidad.



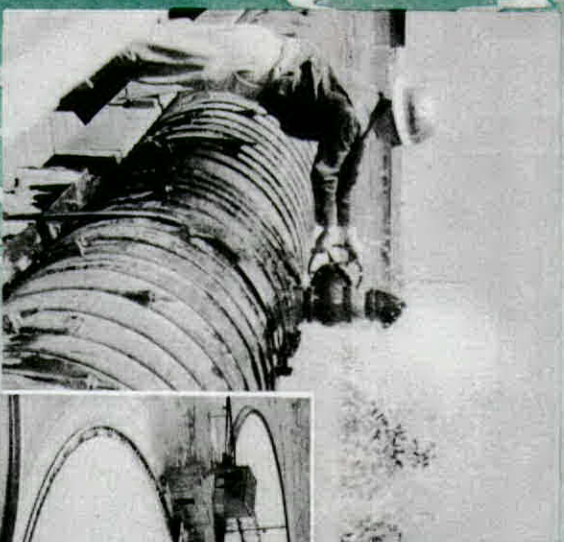
To begin at the beginning, let's refer back to THE PERMANENTE News story of last February on the Navidad operation. There was described the quarrying of the white magnesium-bearing rock known as dolomite and how it is crushed and then burned in kilns to produce a calcium-magnesium oxide. This material, we call it "calcined dolomite," is trucked to the Moss Landing plant where it is mixed with sea water. Sea water contains magnesium chloride, which combines with the magnesium of the dolomite. End product at Moss Landing is magnesium oxide, the  $\text{MgO}$  which we use in the final process at the main plant.

That, very briefly, is how the bomber got part of its magnesium from the salty expanse over which it flies. We will take up the sea-water process in more detail later, but first let's take a general look at Moss Landing.

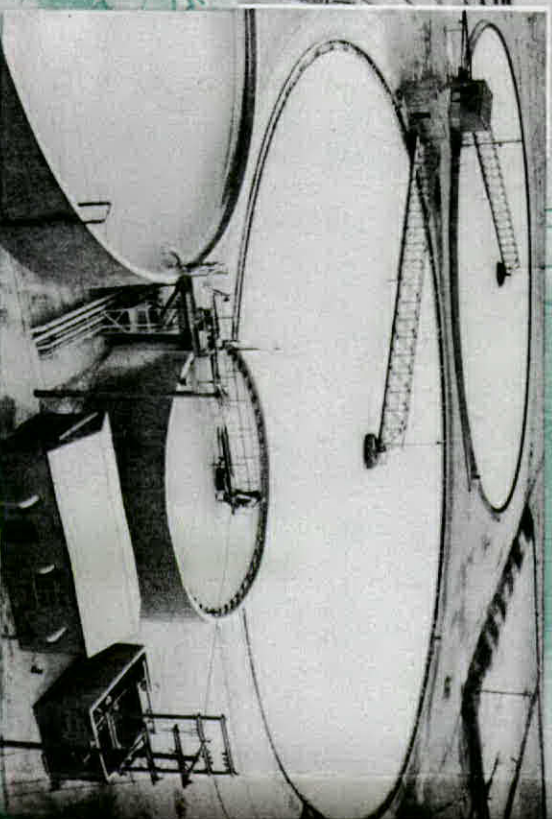
In the old days the Moss Landing harbor was a busy grain-shipping center. Eleven warehouses held the grain that was brought by wagon and barge from Salinas and the Pajaro Valley. When the railroads took over grain hauling in the 'seventies, Moss Landing became a station for the picturesque whaling trade. Today there are several large fish canneries on the waterfront.

Permanent came to Moss Landing in March last year and the plant went into operation the following August. Until then we had been obtaining our  $\text{MgO}$  by burning magnesite from Ne-

**Sea water in combination** with the calcined dolomite from Navidad produces a magnesium hydroxide slurry, which is thickened in these huge tanks.



Nine million gallons of sea water enter the Moss Landing plant every day through this wooden slurry pipeline. At this rate it would take the plant more than 251 years to use a cubic mile of sea. Here Del Lippert opens a valve to allow air to escape.



vada. A search for purer  $\text{MgO}$  was one of the prime factors that led us to the seawater-dolomite operation.

Although the process of precipitating magnesium hydrate from sea water has been known for years and is a relatively simple chemical reaction, the commercial application had not been too successful. Therefore, when the Moss Landing plant was designed and put into operation, a large number of unproven steps had to be worked out. John Garoutte, general superintendent of Navidad and Moss Landing operations, oversaw this work. D. M. (Mac) Kerr, Moss Landing superintendent, and his assistant, Fred DeMastris, were in the thick of it. Incidentally, the first man on the job when construction started was W. R. MacMaster, paymaster, who formerly worked at the main plant.

Sea water, about nine million gallons of it daily, is pumped in from the ocean through a 36-inch wood stave pipeline to the hydrotreater tanks. Here relatively small amounts of dolomite are used to soften the sea water by removing carbon dioxide. The softened sea water then goes to a reactor tank where larger quantities of calcined dolomite are added. In the resulting chemical reaction, a substance known as magnesium hydroxide (better known as milk of magnesia) is formed.

From the reactor the magnesium hydroxide

sludge is piped through a series of huge concrete thickener tanks, 250 feet in diameter and 8 feet deep. In these tanks the magnesium hydroxide sinks to the bottom. Huge rakes, impelled by a center drive, circulate slowly in the tanks, gradually scraping the heavier material to a sump in the center of the tank. While the sludge is moving one way through the four tanks, fresh water is coming down via a gravity system the other way, providing a "counter-wash" to rid the solution of undesirable salts.

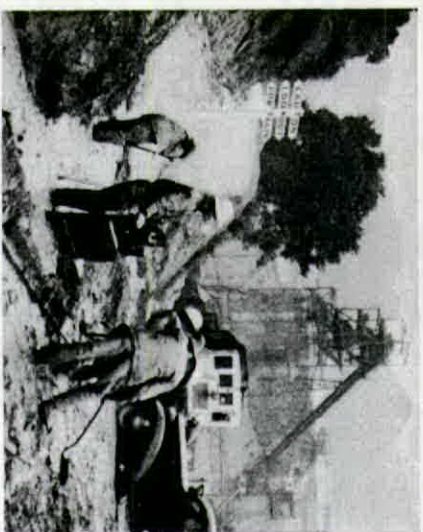
After the thickeners, the pure, washed magnesia enters a surge tank and then is pumped to the Oliver drum-type filters, 14 by 8 feet. The filter cake is fed to a 203-foot Smith kiln, where water is driven off. The kiln discharge is pure magnesium oxide, analyzing better than 97 per cent  $\text{MgO}$ . From there on it's up to the main plant to turn  $\text{MgO}$  into metallic magnesium.

One thing the Moss Landing plant will never have to worry about is raw material. One cubic mile of sea water contains 147,197,952,000 cubic feet, or 1,101,040,666,000 gallons. Even if the plant were increased to handle 12,000,000 gallons a day, it would take 91.753 days, or 251 years, to use up a cubic mile of sea water. From this amount of sea water 6,000,000 tons of magnesia would be extracted. And one cubic mile of the ocean isn't much—altogether it contains about 320,000,000 cubic miles!

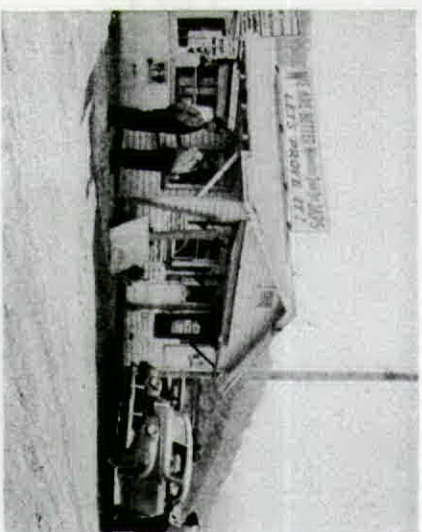
**Pure  $\text{MgO}$** , end product at Moss Landing plant. It is trucked to Permanent. (See cover picture.)



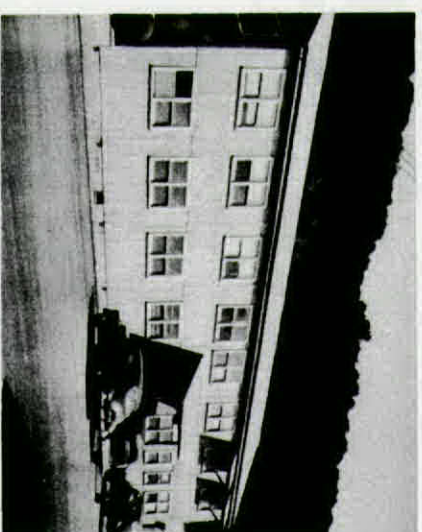




*Doesn't look much like April at Permanente, but it is—April 1942 B.P. (Before Paving)*



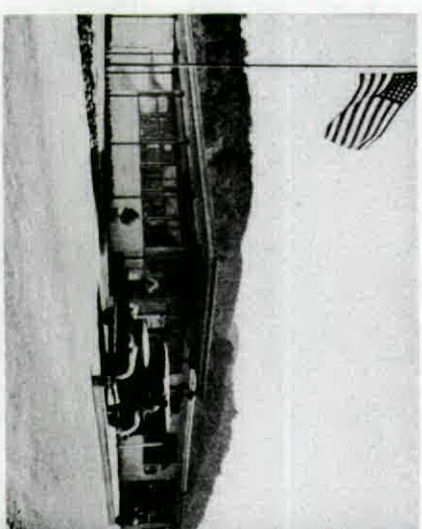
*Remember the old guardhouse, with its two little windows for passing out paychecks?*



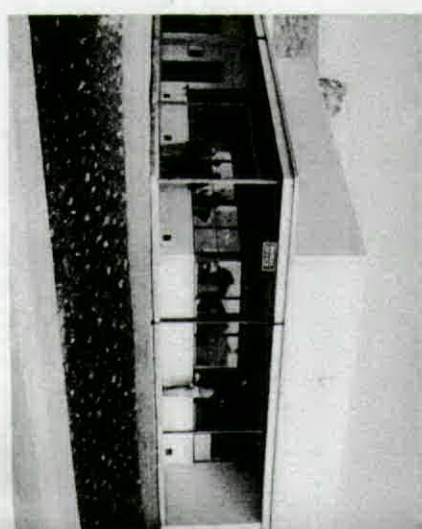
*Personnel, payroll insurance, bond department, and safety used to be in this corrugated cardboard.*



*Same road today, paved, with curb, drainage system and sweepers to keep it clean.*



*The new guard and firehouse was built last fall. It has some more paving for you, too.*



*Payroll, bond and insurance building here, safety in guardhouse and personnel have its own building.*

# THEN and NOW

BY W. P. LIND, CHAIRMAN, LABOR-MANAGEMENT COMMITTEE

The twenty-fourth day of August marked the end of Permanente's second year of magnesium production. There was no ceremony, no birthday party—just another day of work. And another load of magnesium appeared on the foundry docks to join the hundreds of other loads that are already in the fight.

This sort of fanfare-less accomplishment has come to be typical of Permanente, and I think the reason is pretty well known to all of us. We are just too busy doing our jobs and tackling new problems (which we readily admit we have plenty of) to stop and handclap for what we have done. To an outsider this would probably sound like a lot of "baloney" or worse, but I am convinced it is true.

As we have progressed through the last two years, the emphasis has been on production problems.

My chief purpose in writing this article was not, however, to talk about the production problems we have licked. What I want to do is point out the progress we have made during the same period along the line of making Permanente a better place to work. Right off the bat, though, I don't want anyone to get the idea that I think we have done everything possible for our employees. No company has ever reached this point, and we are certainly not in the country-club class yet. But Permanente has moved ahead in this field as well as in production.

Instead of prohibiting smoking entirely, as many plants do, Permanente has provided smoking huts in all sections of the plant.

Roads are being paved throughout the plant to keep down the dust and improve drainage, and all of you have probably seen the new street sweeper and used the elephant train.

Then there are the lavatories. Several have been put in recently and more are planned, particularly since we are employing more and more women. The ferro-silicon plant has a clean locker room with tiled shower adjoining.

New buildings have been erected and special offices fitted out to handle employee services. The guardhouse is one. In the remodeled personnel building, besides the usual function of hiring, are offices which handle your draft problems, transportation, rationing, and housing. A wing of the cafeteria building was refitted for the payroll department, which includes an office that handles War Bond purchases for you. Right next to it is

the insurance office which takes care of the group plan and the dependents' plan recently arranged for employees.

Out in the plant there is the new steelyard office and shop, new electric shop, the retort office, partitioning around the control boards in the compressor building, north retort panel office, and construction office on the 620' level.

In the line of safety there is the new professional ambulance. And I think a lot of us are grateful for the big cups of coffee that are served by the canteens in the plant. As far as that goes, the main cafeteria is quite an item.

The purpose of listing these things is to bring us up to date. Every so often, more often than we would like, someone squawks to the Labor-Management Committee that Permanente never does anything for its employees. I don't think this is true. We have done something, and we will continue to do so.

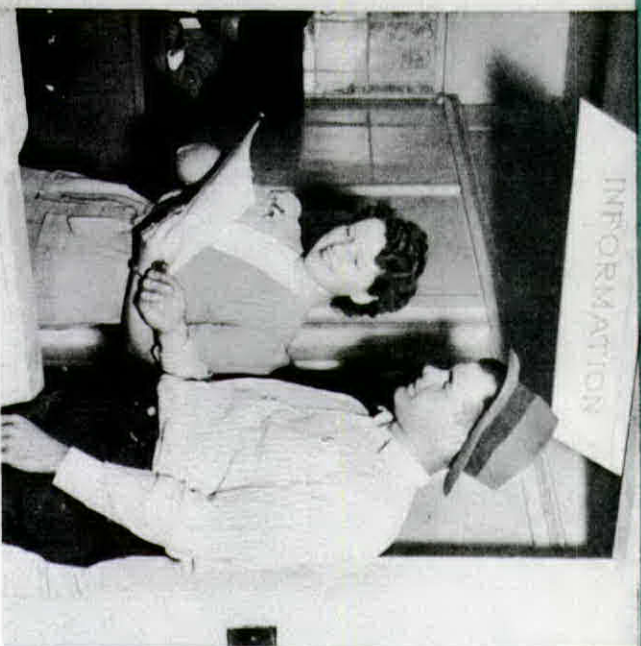
But, in the same breath, let me repeat that nobody claims we are perfect and that's where your Labor-Management Committee comes in. Good, honest suggestions on improving employee conditions are welcome. Keep them coming, along with a good steady flow of production ideas, and Permanente will continue to carve a good-sized notch in the victory gun.

## L-M STANDS FOR UNITY

The following statement has been endorsed by William Green, president of AFL; Philip Murray, president of CIO; Frederick C. Crawford, president, National Association of Manufacturers; Eric A. Johnston, president, U.S. Chamber of Commerce; Donald Nelson, chairman of WPB; and C. E. Wilson, executive vice-chairman of WPB:

"The Labor-Management Committee Program now being promoted by the War Production Drive Division of WPB is designed to increase war production. It is not a plan to promote company unions. It is not a device to increase the power or position of any union. It does not interfere with any bargaining machinery or undertake its functions. It is not designed to conform to any scheme that contemplates a measure of control of management by labor or labor by management. It is not a labor plan or a management plan. It is the War Production Drive Plan to increase production by increasing efficiency through greater management and labor co-operation."





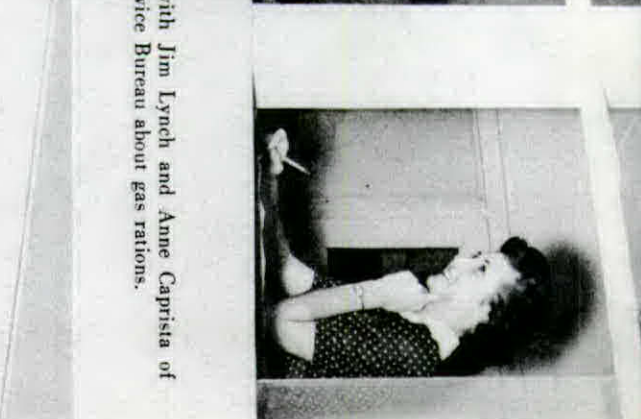
**Millie Kirkish**, smiling as usual, hands Melvin Weasa an application blank and gives him a few tips on filling it out. Hiring for both the cement and metals plants is done from this office.



**Carl Simpson**, assistant personnel manager, talks with applicant, finds he is a Santa Cruz man who had to quit welding at Maricao because he couldn't find housing. Welding job with Tom Davis on the cans sounds good.



**Weasa talks with Jim Lynch and Anne Caprista** of Employees' Service Bureau about gas rations.



## FIRST STOP: THE PERSONNEL OFFICE

When a new employee comes to Permanente, his first stop is the trim new Personnel Building just outside the main gate. Here he learns where he is to work and what size the figure will be on his weekly paycheck. The personnel department sees that the new worker has an opportunity to sign up for group insurance and payroll deductions for bonds. If he needs a ride, a house, gasoline, or tires, the Employees' Service Bureau, adjunct of the personnel department and located in the same building, lends a hand.

The Personnel Building is also each empee's last stop. If for any reason an employee is quitting, the dement has a talk with him to get at the seat of the trouble. If employee wants to work at Permanente and is willing to give best on the job, Permanente doesn't want to lose him.

The other day, when Melvin Weasa signed for a job on conveyor maintenance in the cement plant, the Taddo, The News photographer, snapped the pictures on 1 page.

## PERMANENTE OLD-TIMERS TOM MARTINO

Tom Martino of the Permanente cement laboratory becomes the second member of the Permanente Old-Timers Club, following Joe Peabody. Tom had not been out of San Jose High School long in November 1938 when he drove out to Permanente Canyon and got a job with the old Santa Clara Holding Company picking sugar rock. He was one of six or seven men working in the open at the upper quarry, throwing the reject rock over their shoulders. When Permanente took over early in '39, Tom moved into the little wood-frame laboratory that was built by the edge of the creek to test the samples of limestone that a crew was digging from the hills. His first duty in the morning was to build a wood fire under a plate on which the samples were dried. When construction started, he worked in the batch plant, then returned to the lab by the creek, moving to the present lab when it was completed. As souvenirs of those early days, Tom, now a mix chemist, has bottles of the first clinker and the first cement produced by Permanente.



**Welding leathers** and hood on his arm, Weasa joins other new men in department's runabout (Anne Severin, driver). He has signed up for bonds and insurance at the employment window and has been assigned a badge number. Next stop will be the guardhouse for fingerprinting and a "mug shot," then the Safety Shack before the truck takes him right to the job.

**Geoff Wilson** (seated) is manager of the varied activities of Permanente's personnel office. Here he talks with two of his deputies—Irene Sargo, who handles all draft deferments, and Doug Helm, who takes care of termination interviews. Personnel functions as one part of the industrial relations department, which is presided over by Ed Gessler.





# WHAT PERMANENTE PEOPLE ARE DOING—



## Cement Plant Communiques

In celebration of a no-accident month in July, a barbecue was held August 26 at Wildwood Park in Saratoga. Over 100 members of the supervisory staff and their guests were present. The dinner featured barbecued chicken, beans, steamed French bread, potato salad, pickles, and all the trimmings. The yeoman work was done by *Don Wright* of the warehouse, ably assisted by *Herb Wells*, *Kenneth Grimm*, and *L. R. Flicker*. ☆ What is the magnetic attraction that requires the presence of *Jean Kearney* and *Audrey Kilian* in Paso Robles these week ends? ☆ *Robert Briggs*, chief accountant at the Oakland office, has returned from vacation at Bass Lake. He reports rest, relaxation. ☆ The boys are all wondering the reason back of *Bill Knuth's* flaming ties. ☆ *Mary Law* is a new member of *John Ransome's* staff. Miss Law was formerly employed with Concrete Ships Constructors of San Diego. ☆ *Bob Abercrombie*, chief engineer, reports the observation tower above the plant is open for inspection. Bob will accept all requests for a personal tour. The tower commands the same view of the plant as appears in the current *Fortune* magazine.

## The Metals Family

The ferrosilicon plant reports more snakes. Two rattlers were snared and cooked on a hot cast of ferrosilicon by *Charles Garner*, *Ed Mosby*, *W. H. Gullick*, *A. Valenzuela*, and several others. ☆ *Mr. and Mrs. Jack Murray* became the parents of a 5-pound, 4-ounce girl, Caroline Jean, September 1. *Pat McGuirk*, *Bob Stanwood*, and *Bill Chapin* spent their vacations in Balboa, Los Angeles, Hollywood, and way points. They report the trip was a howling success—if you know what they mean. ☆ *Gene Amann*, machinist, and Mrs. Amann have been overjoyed by news that their son, Lieutenant William M. Amann, reported missing in North African action, was a prisoner in Italy and may soon be released. September 1 will be a special day in the *Bob Spedding* household. He became the father of a boy on that date this year, and September 1 was already the birthday of his little girl. Bob works at the paint shop. ☆ *Harry Alford* of the carpenter shop recently underwent an operation. No. 3 crew of the retort area tossed a big bar-becue at a San Jose brewery a couple of weeks ago. *Jim Parker*, *Thomas Flinn*, *Marshall Collette*, and *Bill Hobbs* were in on the arrangements. ☆ An other retort area party was held at Alum Rock Park recently, a family affair. ☆ *H. L. (Hersh) Bolan* has been appointed foreman on the 700' level. ☆ The Operators' Club bus is looking for steady riders. Contact *John Ritz* at the retort office on Crew 1; *Ray Kline*, retort pump room, on Crew 2; and *Pat Patterson*, No. 1 furnace, on Crew 3. ☆ *Harold Newton* of the retort loaders was visited recently by his cousin, *Don Barnes*, who is now stationed at Camp Haan, California. Don worked on the south retort tops. ☆ It is ru-



Presenting the smiling countenances of the Dunger brothers—Henry and Ray—garage mechanics who "keep 'em rolling" at Natividad. They care for four tractors and six enclosed trailers, two Tournapulls, and the pick-ups.

mored that *Harry Sadler* will stay home and finish his workshop during his vacation.

*Walt Schultz* and Chief *Baughman* attended the annual convention of the Pacific Coast Fire Chiefs Association in Reno, August 25 and 26, to demonstrate magnesium fire-extinguishing agents. ☆ Chief *Bendixsen* has received a complaint from the night cook at the cafeteria. The cook says he brought his own lunch but that one of the waitresses stole it and ate it.

*Don Fowler* announces the birth of a 7-pound boy, August 25. ☆ *Marge Glasson* left September 9 to take her oath of office in the WAVES. ☆ *Florence Vagts* has left Permanente for Greenfield, Mississippi, to be with her Army husband, and *Genevieve Raymond* has left to join her soldier husband in Pittsburg, California. ☆ *Laura Bacigalupi* reports she now has seven operators, five of them with husbands working at Permanente. *Jane George* and *Laura* being the only eligible two—the line forms to make plans for a blessed event. *Pauline Barbano* is taking over her duties. "Ginny" *Omella* is the blonde mail clerk taking *Marie Ramsey's* place and *Marie* is taking over *Pauline's* work. ☆ Guard *Melvin Highstreet* has been promoted from sergeant to lieutenant and *Jack Wheeler* from sergeant to master sergeant.

The process department claims the honor of having the first woman draftsman at Permanente Metals. She is *Jewel Fair*, and started work September 2. ☆ *Jack Purres*, *Leonard Clover*, and *Ed Hanna* cleaned all the eel out of Santa Cruz Bay on a recent fishing trip. They also fed them Clover's fishing tackle. ☆ *George Christensen* has been going golfing these days, substituting the baby carriage for a caddy. ☆ *Bill Giddings* is the proud father of a 6-pound, 4-ounce boy born August 21 and named *Robert Arthur*. ☆ *Dave Massingham*, cafeteria manager, is the father of a 7-pound, 15-ounce boy born August 12. Employees of the cafeteria presented Dave with a \$25 bond for the baby. ☆ *Walt Schuettel* and *Bill Higgins* are spending their evenings playing with Al Davina's band. ☆ *Colette Eldridge* gave a farewell barbecue party for *Glen Dohoney*, September 2. Those attending were *Babe Harlan*, *Kay Rice*, *Polly Hamman* and sister *Mildred*, *Dorothy Large*, and *Donna Kiperash*. The table was decorated in red, white, and blue, with a ship anchored in the middle of the table in honor of the WAVES. They presented Glen with a pen and pencil set.

Warehouse doings: *Alice Schmidt* is *Jack Massey's* new secretary. Alice came to us from the steno room. ☆ *Curly Todd* has shifted to the warehouse stock room. ☆ *Lee Wilson* is the new warehouse receiving clerk. *Johnny Lillo* is taking Lee's place on the truck. ☆ For lunch one day the "Warehouse Gang" had Persian melon grown in *Ed Bledsoe's* victory garden. ☆ A broken toe kept *Al Vieth* down for a day or so.



Thanks to his goggles, Joe Hamilton of the ferrosilicon plant still has two good eyes. Joe was breaking up oversize quartz with a sledge when the piece he holds flew up. The goggles lens will be easy to replace; his eye wouldn't have.

## Moss Landing News Letter

A pall of gloom (well, almost) has fallen over Moss Landing with the departure of *Virginia Huffman*, editor of the *Life-Saver*, first-aid, paymaster's helper. PERMANENTE News correspondent, and general cheer-upper. Ginny has taken a leave of absence to visit her amphibious engineer husband in Massachusetts. She must be expected back sooner or later, though, because Moss Landing employees presented her with a pen and pencil set that is guaranteed for 100 years. ☆ Mr. and Mrs. C. B. Shaw are to be congratulated on the birth of a baby girl the last week in August. *Doug Shaw* is relief operator. ☆ The Natividad and Moss Landing ball teams got together on a dinner. Natividad footing most of the bill, due to losing two games out of three to us. ☆ Recent promotions have been *Karl Sandholdt* from burner operator to supervisor, *Fred Curtis* from operator to burner operator. *Art Vettel* has been transferred to the Pilot Plant. ☆ The "Slaker House Gang" turns out a joint buffet lunch once or twice a week, with *E. O. Johnson*, *Ernie Vogt*, *Ralph Lapham*, *Bill Grotemeyer*, and *Emil Yapper* as cooks and bottlewashers. They now have a sign up, "Waitress Wanted."

## Notes from Natividad

*Dolomite*, machine shop mascot, had seven kittens on the evening of August 30. ☆ Among the August vacationists were *Mel Flickinger*, *Mark Latender*, *Bill Henry*, *Bob Wilson*, and *Haroldene Vaughan*. *Herb Swenson*, paymaster, spent his vacation the first week of September at a cabin in the Arroyo Seco. ☆ *Harold Hamon*, guard, and *Joe Bacdloff*, quarry foreman, had their tonsils excised recently. ☆ Word has been received that *Ensign Dick Thorup*, former Nativ-



# Fighting on two fronts

This month The News continues to honor Permanent families that are "Fighting on Two Fronts," the home front and the battle front.

## Henry E. Foster

Henry E. Foster, burner at the MgO plant at Permanente, has five stars on his service flag. His boys are James R., 26, fireman first class on a battleship in the Pacific (he hasn't touched home port for 13 months); Alvin, 24, radioman in the Naval Signal Corps, who recently shipped out to an unknown locality after training in Florida; Harold, 30, truck driver in the infantry, believed to have embarked (he plans to try for the Tank Corps); Walter, 32, cat skinner on the Alcan highway (a civilian but nonetheless in service); and Henry E., Jr., 19, who has just joined the Merchant Marines. Foster is a proud dad, with reason.

## DeWitt P. Gillam

Second Lieutenant Jackson P. Gillam, son of DeWitt P. Gillam, checker in the steel plate yard, transferred from the National Guard to the Air Corps and graduated from Mather Field, July 23, 1942. He has been in England since October as a bomber navigator. In raids over Germany his plane has been shot up six times but they always got back, once with two motors gone. On one raid, every man in the crew was injured except Gillam. Before the war he belonged to the San Jose Machine Gun Company of the National Guard.

## FOREMEN GET DIPLOMAS

The Foremen's Training Conference for office personnel, sponsored by the University of Santa Clara and conducted by the safety department, has been completed. Diplomas will be awarded to the following: Pete Allen, Henry Anet, M. J. Benenels, Jack Bernhard, Rodman Bingham, C. W. Bowman, Clyde Chace, George Christensen, George Devereaux, Howard Frantz, Thomas Foster, H. E. Gessler, Robert Hart, Frank Jenkinson, John Lawler, Walter Long, Don MacCormac, David Massingham, Carl Miller, William Obenour, John Ransome, Lisle Richards, Charles Schley, Milton Siemens, Wheeler Stanley, Andy Steed, Herbert Todd, Frank Nelson, Otto Metzger, Joe Dimock, Paul Boston, Charles LaBar, and Walter Penick.

# PERMANENTE ROLL OF HONOR

Nineteen new names are entered on the Permanent Roll of Honor this month, raising the number of our employees in the service to 687.

## United States Army

Aronsen, Herbert H., roddman..... 8/23/43  
Howard, William, stripping floor..... 9/2/43  
Johnson, Robert W., laborer..... 8/30/43  
Lugo, Mike, cement loader..... 8/4/43  
McCain, Betty J., payroll poster (WACS) 8/7/43  
McPherson, Allan, operator..... 1/30/43

## United States Navy

Avila, August J., loader..... 8/11/43  
Brown, Jack, fireman..... 8/15/43  
Fry, Alma Lee, cafeteria (WAVES).... 9/2/43

## With Permanente Men Under the Colors

Another gold star must be sewed on the Permanent service flag this month for Bob Evans, who was a mechanic's helper in the garage. A member of the submarine service of the U.S. Navy, Bob was in a craft which failed to return to its base. He has been listed as missing in action.

A report from the government that Jack Hughes, also formerly of the garage, was missing in action, has been canceled by a later report that he is a prisoner in Italy. This leaves the possibility



About to leave for overseas, Ensign Ollie Moore, former research chemist, stopped by Permanente to say good-bye to old friends, among them Vivian Campbell, pictured here. With the Navy engineers, Moore trained at the University of Arizona, and has been at Edgewood Arsenal, Maryland, and the Navy research laboratory at Washington, D.C.

Claser, Andrew F., mechanic's helper.. 9/7/43  
Glasson, Marjorie E., P.B.X. operator (WAVES)..... 9/9/43  
Gregory, Harvey B., shovel operator.... 9/4/43  
Munoz, Ralph, laborer..... 8/25/43  
Northon, Richard L., warehouse material checker..... 8/23/43  
Pieser, Betty L., lab assistant (WAVES) 8/9/43  
Silva, Cominice S., sample boy..... 8/17/43  
Wetzenberg, Joseph P., pig stacker.... 8/13/43

## Marine Corps

Swezy, David C., payroll poster..... 9/4/43

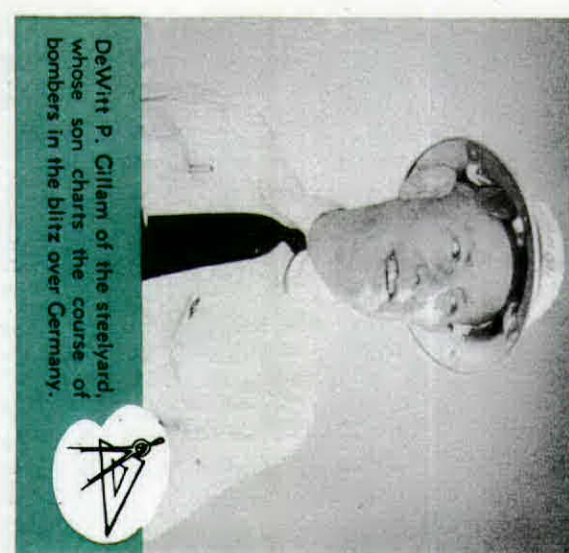
## Army Air Corps

Davis, Richard, maint. mach. welder... 8/7/43

that he will soon be released. Jack was on bomber duty in Africa. ☆ Word has been received that Richard L. Northon, former warehouse material checker, is now an ensign in the Navy. ☆ Ed Dyer, who was a supervisor at Moss Landing, can now be addressed at Camp Hill, Ships Co., U.S.N.T.S., Farragut, Idaho. He writes, "The Navy up here is a great life, no pipes to fall over or tanks to fall into. I have been assigned to ordnance and give one or two lectures a day on chemical warfare. The only magnesium I have seen was in the sick bay. They gave me a dose for a sore toe. But it's still a great life—54 bucks a month and all the air you can breathe." ☆ Bill French, ex-chief guard at Natividad, has been transferred from Sheppard Field in Texas to a guard school in Miami Beach, Florida, for six weeks. He arrived in Miami minus 50 pounds. ☆ Carl Simpson saw Private Pete Whalen in San Luis Obispo recently. The former Permanente personnel manager has been transferred back there from Idaho and is now a court reporter. ☆ Paul Orlopp, former garage cost office employee and now a first lieutenant in the Armored Corps, visited the plant recently. ☆ Al Winslow was another recent visitor. A former conveyor maintenance foreman, Al is now in Texas with the Army as an instructor. ☆ Dave Swezy of John Ransome's office left for Marine boot camp, September 6; Ed Frothingham, former garage clerk, did the same on September 2; and Harvey Gregory, PCC crane operator, left for the Seabees, September 3. ☆ Philip J. Enos was recently awarded his second lieutenant's commission at Craig Field, Alabama, and assigned as a fighter pilot to the South Pacific battle zone. He visited his wife and two sons in San Jose recently. ☆ Newly wedded Bob Krome, former electrician's helper, has continued for Kearns Field, Utah, to finish his training in the Air Corps.



Henry E. Foster, MgO plant burner, has five sons who have teamed up in the service of Uncle Sam.



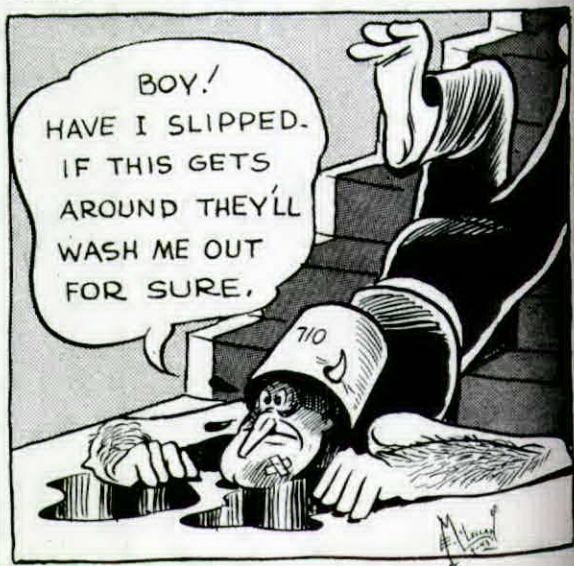
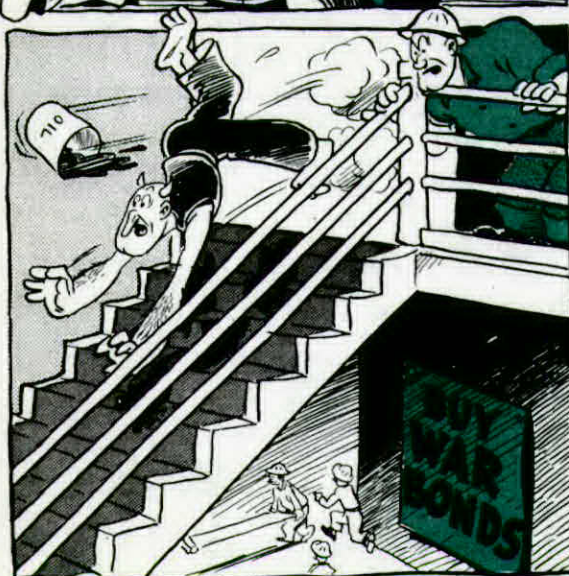
DeWitt P. Gillam of the steel yard, whose son charts the course of bombers in the blitz over Germany.

dad geologist, is somewhere in England. He states that the English are very hospitable and the girls are nothing to be sneezed at, but give him the "good ole U.S.A. gals" any day. ☆ Clarence Miller, chemist, spent a pleasant week's vacation. ☆ Wally Gardner of the Moss Landing lab replaced him. ☆ First came softball, which, of course, is still in progress, and now the idea of forming a bowling league. Nothing definite as yet. ☆ Natidad will certainly miss Virginia Huffman's weekly "Safe and Sane" bulletin. Better hurry back, Ginny, but have a good time. ☆ Our deepest sympathies go to "Mack" McNallan and wife on the loss of the latter's cousin, Lieutenant Stanley Secordo, Army Air Corps, when his plane fell 14,000 feet and crashed near Denver, Colorado. The Army conducted a military funeral for Lieutenant Secordo in Watsonville.



# THE PERMLINS:

# GOOD HOUSEKEEPING



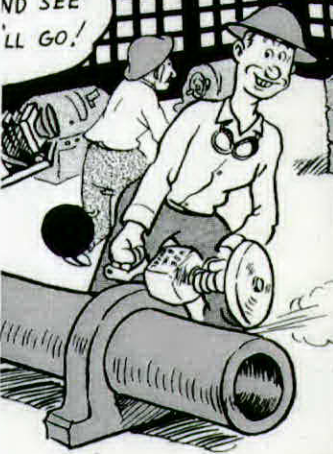


OF CHANCE!

YAH BUT-



THE  
ND SEE  
LL GO!



DERN YOU-GIMMIE  
THAT CAMERA!

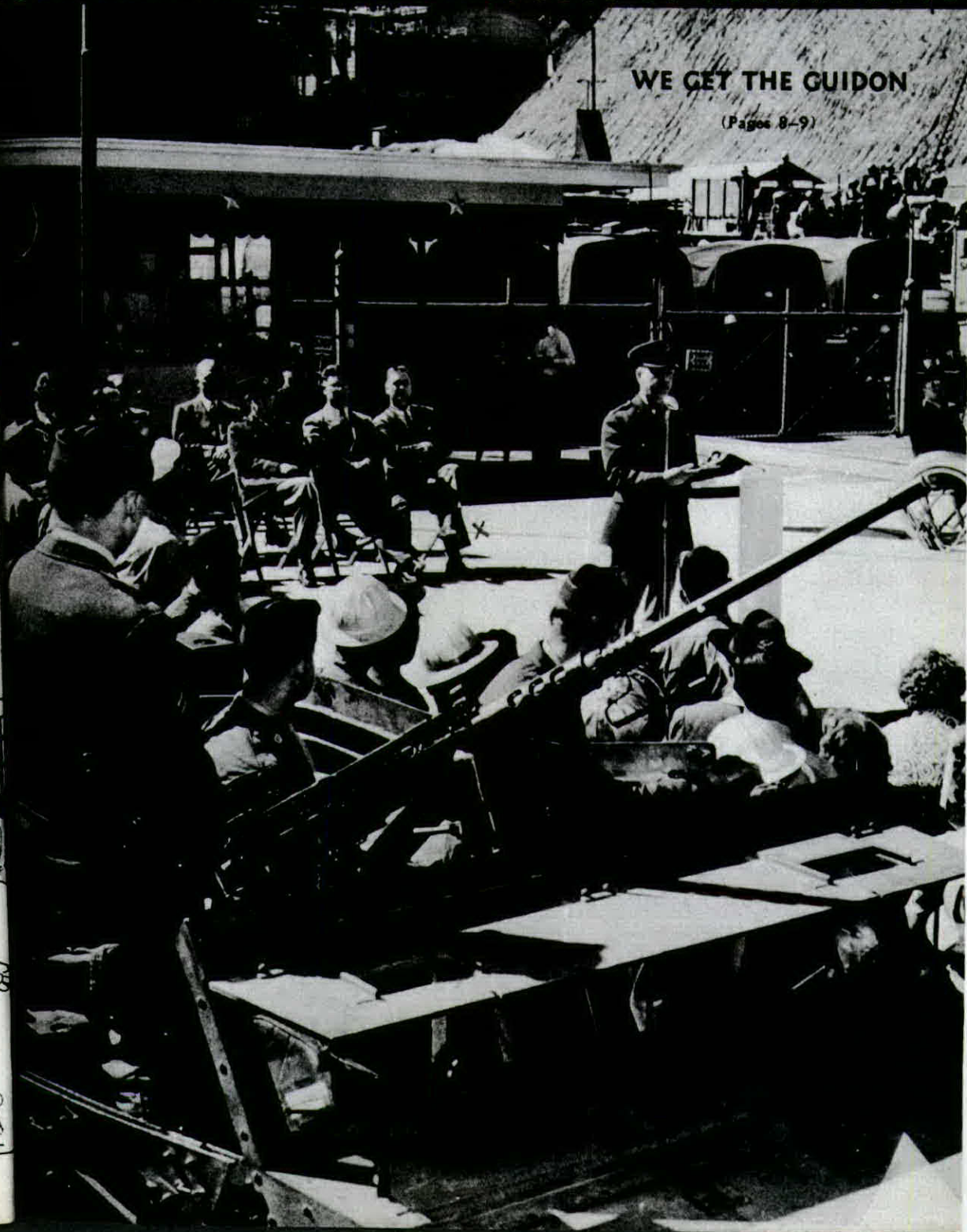


# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

WE GET THE GUIDON

(Pages 8-9)



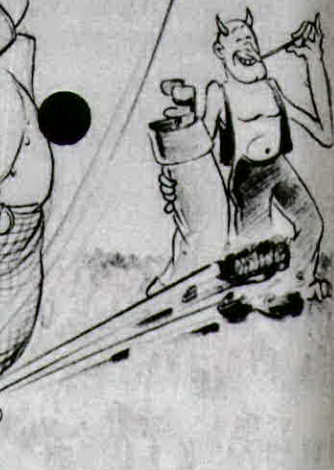


# LIVES

two days after Pearl Harbor seriously every day as those in Africa, over Europe, and of the war becomes come from the countries now

ere must first be a military in the air, and on land, and guns, and the materials for in the Battle of Production. home from work for trivial, big night, wanted to see a rather just right for a round

at the front? Don't they VES?



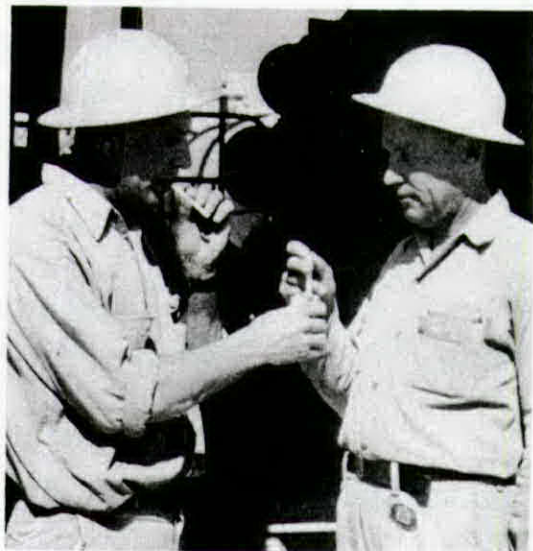
G  
I willingly rendered, should to those who are blessed s and limbs. Tell Charley at War Production Drive e might be privileged to y using it appropriately on ojo." aring his new limb in the and he may yet be able to Mr. Bellamy speaks of.



**Permanente firemen**, working while they stand by their equipment, are fixing up old and broken toys to be distributed at a big Christmas party in San Jose for the children of service men. If you have any old toys in the closet or attic, follow the lead of Mrs. Norma Gossett of Expediting, shown here with Chief Baughman, and donate them to this worthy cause. Toys may be left at the firehouse.



**Although he's past 65**, J. R. Decoto (left) is still in there pitching for the war effort. A filter operator at Moss Landing, he is shown here with his apprentice, Roy Dotson. Decoto has spent most of his life in sugar refining, much of it in the Islands.



**Outside the Natividad burner building** for a noontime smoke are Marion Rumph (right), kiln foreman, and L. H. Bartelbaugh, burner. Rumph was formerly a burner at the Permanente cement plant, transferring to Natividad in June of last year.



December 1943

Volume 2, No. 12

# *The Permanente News*

PUBLISHED FOR THE EMPLOYEES OF PERMANENT



One ton of wreath  
spells Axis grief





Behind the thunder of war and the whirling wheels of its industrial supply line is the thought uppermost in man's mind—what does the future hold “for me”?

With the pattern of victory taking shape, it is a restless thought for both soldier and civilian fighter. It is not a selfish thought, for it is America's future—our future—that we are fighting for.

Permanente's future is not a mystery. Permanente is not a “war baby.” It stood before the war. Mr. Kaiser and his associates proved that in June, 1939, when they broke ground for the world's greatest cement-producing plant. Late the following year Permanente's destiny was even more solidified when plans were first conceived for the magnesium plant.

All of this before Pearl Harbor and the siege of Bataan.

Thanks to the sweat and toil of Kaiser employees, Permanente was ready when called upon to aid the war effort. We are equally eager to win the peace. How?

The future of the cement industry is already emblazoned across the land in skyscrapers, streets, and dams. It is present in thousands of structures and forms for all to see. But the future of magnesium, relatively unknown except to those who probe its potential possibilities, is yet a vision to the layman who thinks of it in terms of incendiary bombs, flares, or something out of a storybook.

While the world is still at war, the primary concern of magnesium companies is to satisfy the seemingly insatiable demands for their product from military authorities for incendiary purposes and from the airplane industry for airplane parts.

The result has been that since the start of hostilities magnesium output in the United States has increased many fold, with some estimates of this year's production running to 500,000,000 pounds. Thoughts of the magnesium producers thus are naturally dwelling on the assimilation of this vast production following the armistice.

In harmony with virtually all industries, they

## “Peace On Earth...”

are working now on plans for applying their war-impelled advances to the constructive task of improving life in the postwar world.

Factors in favor of magnesium for postwar use include its light weight and inherent strength. Magnesium has a decided edge over aluminum and steel in castings and its low density compared to other metals makes it the ideal metal for machining.

On the competitive market, where speed to produce is essential, magnesium will have two big advantages. First, manufacturing output will be greater owing to its simplicity to work with, thus saving considerable time on the production line. Secondly, the finished product, whether it be a hand tool or a structural girder, will by its unusual lightness save many man hours in labor or construction.

The obvious place where magnesium can be useful is in the transportation industries. This outlet will probably be very large after the war owing to the upsurge in aerial freight transport. Commercial airlines are aware that a pound saved in dead weight in an airplane results in greater income by increased pay load or decreased fuel consumption or less maintenance. This same reasoning can be applied to the railroad, trucking, and automobile industries.

Portable hand tools offer another field for magnesium. Permanente workers who use hand tools all day realize that a slight decrease in weight is a great asset. Likewise, magnesium will find its way into the home. Lighter housekeeping tools and furnishings will reduce the work and resultant fatigue of the housewife.

If you sit down a few minutes and consider the places where a little weight-saving would be useful, so many ideas will come to mind that the question will arise as to why magnesium has not been used more widely.

The answer, of course, is found in the very newness of magnesium production on a large scale and the fact that all of its recent development has been directed toward winning the war.

With a mountain of research behind magnesium, and evidence of its growing value on land, sea, and in the air, Permanente's future looms like a rising star in the lengthening shadow of “Peace on Earth . . .”

The picture in the upper left-hand corner shows a natural star formation taken from the bottom of a retort condenser.



Permanente pr  
quarries. Note  
metals plant. 1

## P. C. C.

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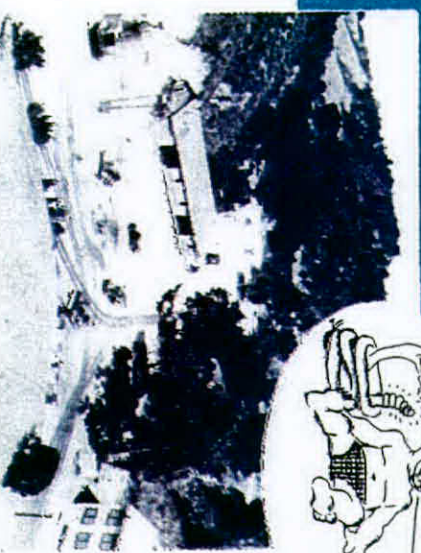


# 5<sup>th</sup> ANNIVERSARY

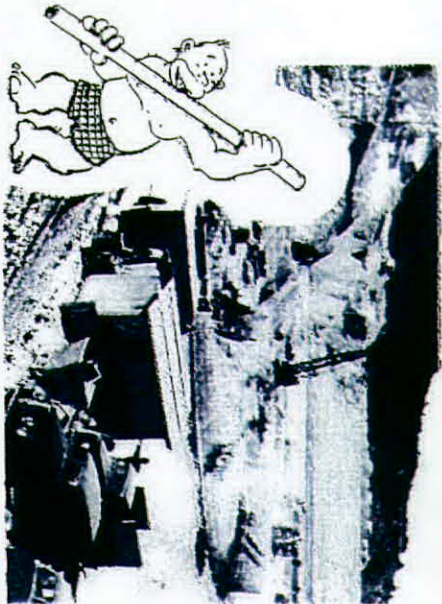


## PERMANENTE

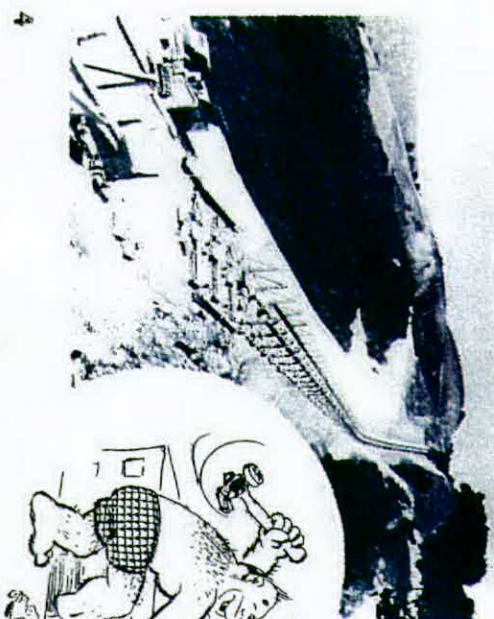
An Industrial Glassworks Up on Black Mountain



June 30, 1939, 11 days after ground-breaking, Permanente looked like this. Silos now stand in left foreground. Below, first thickener tank in skeleton stage.



August 12, conveyor starts its six-mile stretch.



Five years ago this month (June 19, 1939), the world's largest cement plant started taking shape in the canyon now known as Permanente. It was followed, two years later, by the world's largest Carbothermic magnesium plant. Those early days are etched in the memories of but a few present-day Permanente employees, but the fruit of their labor stands for all to see.

The construction of the Shasta Dam at Redding converted quiet Permanente Creek into a belch of industrial activity. Winning the bid on mighty Shasta, PCC's job was to build a mill and start fulfilling a contract that called for 6,000,000 barrels of cement eight months after ground-breaking. It is history now that this was achieved on Christmas Day, 1939, two months ahead of schedule.

The accomplishment represented a period of feverish construction, with men and machines gnawing at the very foundations of Black Mountain to build roads, flatten hillslopes, and erect the giant of the cement industry. By the time the early summer's green on the surrounding hills had turned to a drier brown, a huge industrial unit appeared like magic. Mighty rotary kilns were

August 15, forms are ripped off first kiln block.



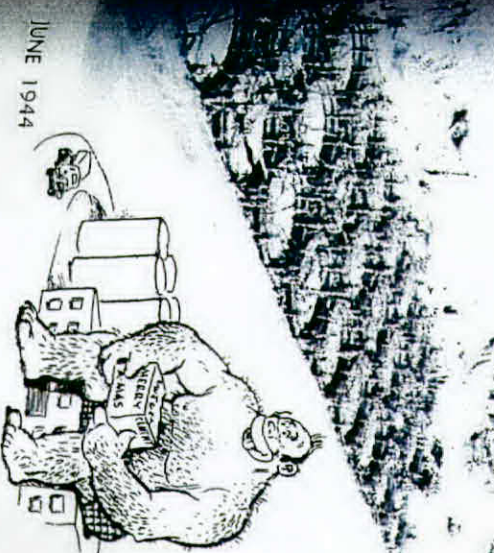
THE PERMANENTE NEWS

hauled in sections up precipitous roads, in some of the most spectacular feats of modern engineering.

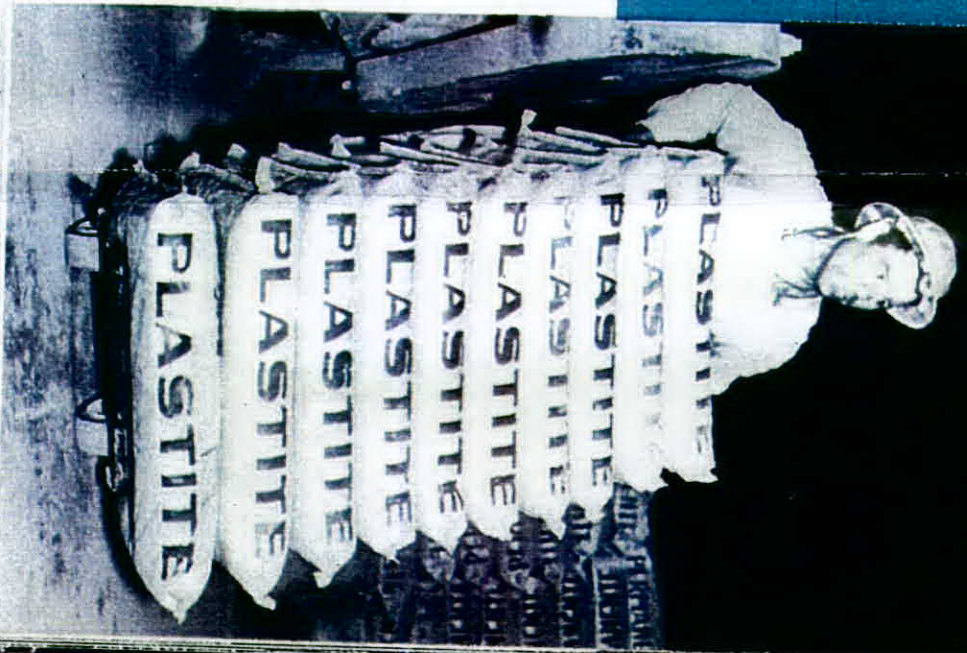
A whole railroad flatcar was taken up to the kiln level by motor trucks and trailers to use in placing kiln sections into position for assembly. All of this was done quickly and without fuss by Henry J. Kaiser's ace engineer, the late Harry Davis, who was on the job day and night and drove himself relentlessly. One of the major operations was excavation, the removal of hundreds of thousands of yards of earth. Countless equipment of a specialized nature was used in the dirt moving—shovel dippers, dragline buckets, bulldozers, etc.

Permanente received its name from the creek flowing down from the Santa Cruz mountains. It was named, according to legend, by the Spaniards because it did not dry up in the summer. The site was selected for the cement plant, but in January 1941 the magnesium plant was conceived and Permanente's industrial significance grew twofold. Now scattered throughout the world, our products are defenders of democracy—in peace, they will be aggressors.

August 26, ninety-foot cement silos start skyward.



JUNE 1944



### PCC SCORES KNOCKOUT WITH DEVELOPMENT OF PLASTITE

Permanente Cement Company has struck a knockout blow at another war problem. This time on the home front, where the development of Plastite by PCC has reduced building difficulties due to the shortage of construction materials.

Plastite, the brain child of Dick Grant, is now being manufactured and shipped out of Permanente at the rate of 500 tons a month. It is an asbestos cement, used in plaster or stucco wall construction. It is unique because it can be applied directly to gyp board or paper, thus eliminating the need for lath or wire.

Plastite, packaged in 100-pound sacks like those being hand-trucked by Anthony Machado (above), is weather resistant, fireproof, vermin-proof, can be applied faster, and has greater strength than common plasters. It is composed of 90 per cent cement, 6 per cent asbestos fiber, and adhesive, plastering, and water-repellent agents. PCC has produced 11,000 barrels since January, and federal agencies have specified large quantities of Plastite for war housing.

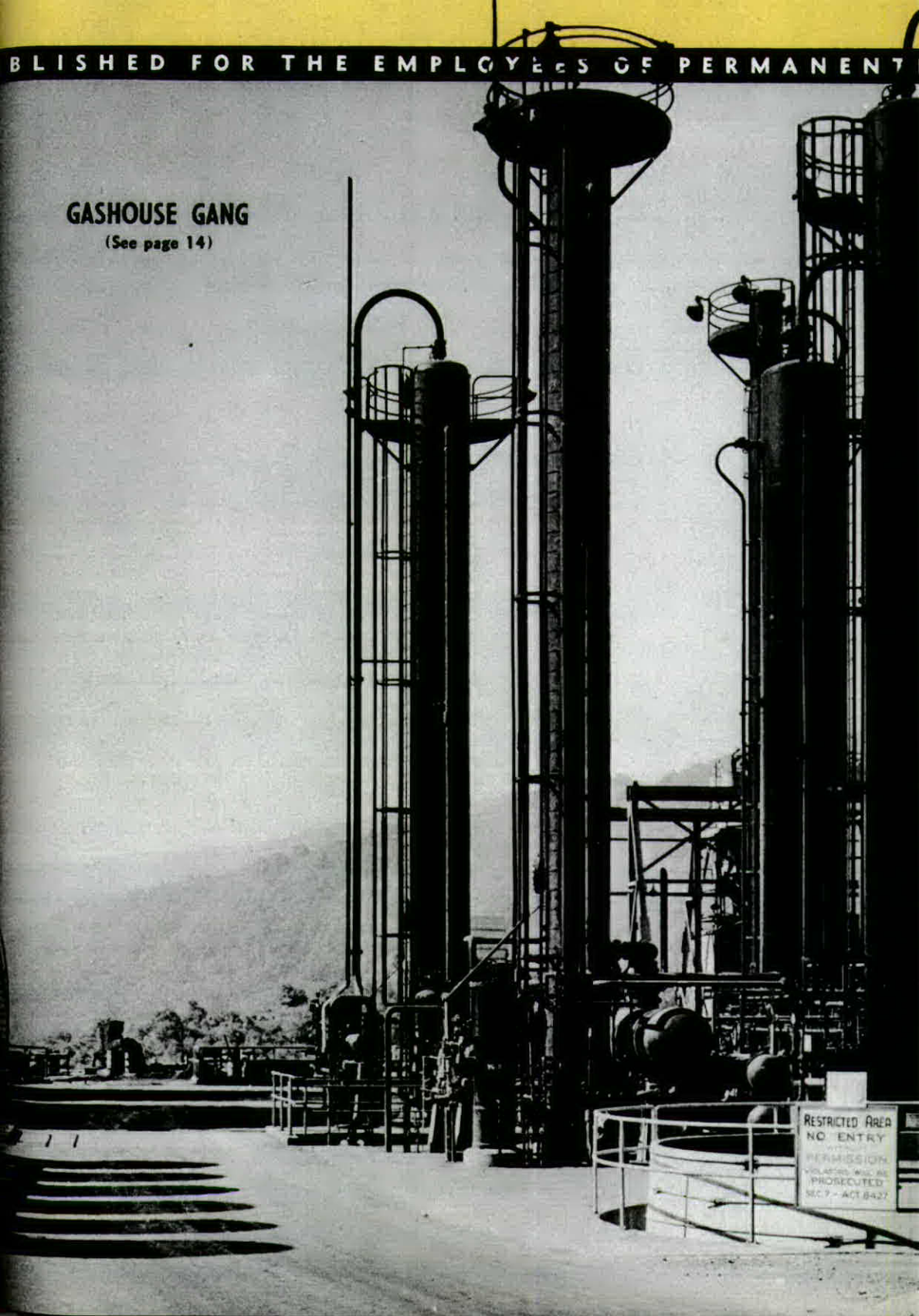


# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

## GASHOUSE GANG

(See page 14)



AND JILL  
ONCE HAD A SPILL  
ASTE THE  
WO WERE BLINDED  
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MERRIHEW  
INDING PLANT

"SAFETY"  
PIE  
DOORS CLOSED  
KENED EYE

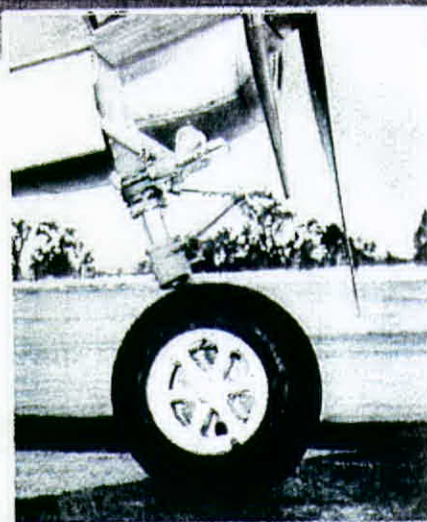






modern principles of aerodynamics, and its unconventional design is chiefly visible in the twin booms which take the place of the customary fuselage. The pilot-gunner in this twin-engined, single-place plane rides in a bullet-like nacelle which is an integral part of the wing. All the cannon and machine guns are carried in the nose of this nacelle, directly in front of the pilot-gunner.

The Lightning's two 12-cylinder, 1,150-horsepower Allison engines are capable of speeds in "excess of 400 miles per hour." The Lightning virtually stands on its tail to climb to altitudes of 35,000 feet and greater. It is a large plane for a single-place job, having a wing span of 52 feet and weight of approximately 13,000 pounds. Engineers who describe it as the fastest thing in flight also state that no airplane built could withstand its full ferocious firepower. Magnesium flies forward with another champion!



Lightnings land on magnesium wheels.

## News in Review

Near completion of Shasta Dam marks a milestone in Permanente history. Original contract calling for 5,800,000 barrels of cement has been exceeded by nearly 1,000,000 barrels. . . . Boeing Airplane Company sends letter of appreciation to employees for part in producing magnesium for new B-29 Super-Fortresses. . . . Army announces that U.S. is producing planes at rate of one every five minutes. . . . Henry J. Kaiser takes over lease and operation of the Standard Gypsum Company. Kaiser reveals plans for vast postwar building project, including manufacture of prefabricated

homes. . . . Company purchases ten-story office building in downtown Oakland. . . . Reduction furnace crews break four production records in three weeks. New high of 329,070 pounds of furnace feed set for all units over 24-hour period. New 1A furnace cracks own mark by charging 90,800 pounds of pellets in 24 hours. . . . PCC makes another convoy by sacking and shipping 400,000 sacks of cement in record time. . . . All-Stars lose first game in ten starts in San Jose Softball Association. . . . Cementers hold foes to fifty-one scoreless innings.



# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

## GASHOUSE GANG

(See page 14)



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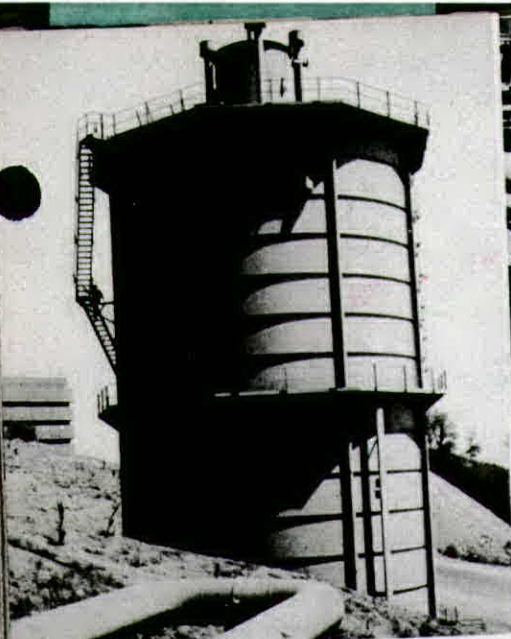


MERRIHEW  
INDING PLANT

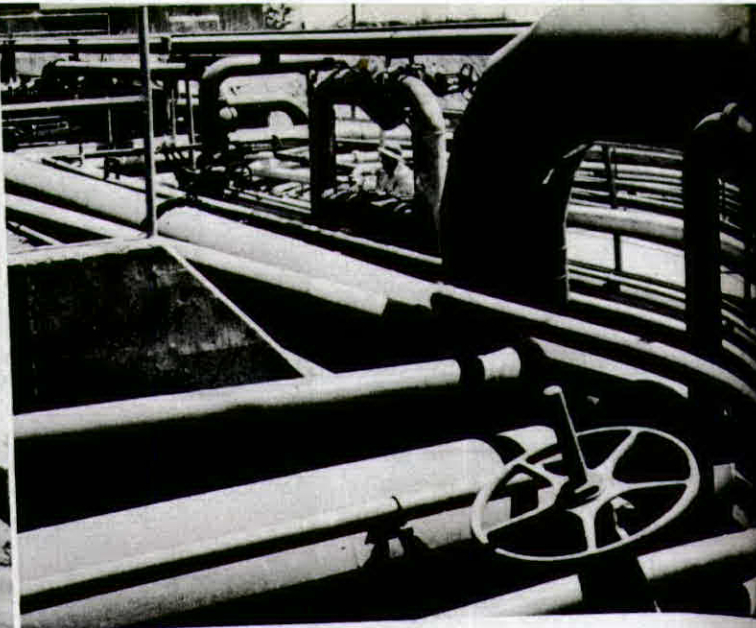
"SAFETY"  
PIE  
DOORS CLOSED  
KENED EYE







**Shy on gas?** Permanente has 100,000 cubic feet of it in this big natural-gas holder.

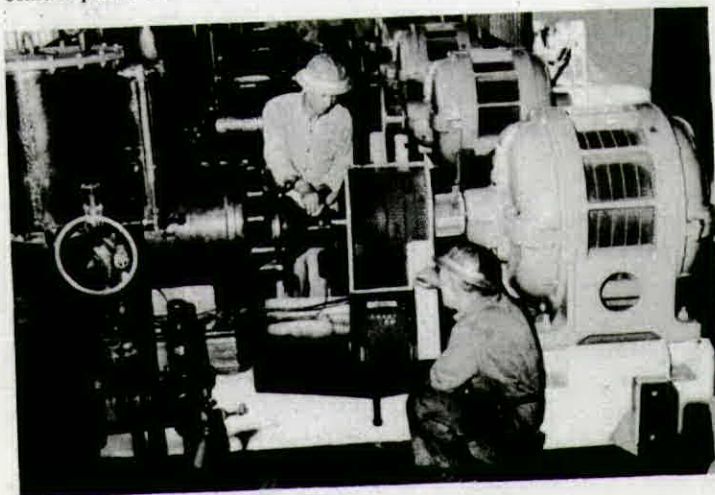


**Pipe the pipes!** H. Walker, hydrogen operator, works in pipe trench which carries and recycles gas from Girbotol to mag plant.

## GASHOUSE GANG

The Gashouse Gang, not to be confused with the St. Louis Cardinals, really belongs in Permanente's upper class (the 775' level to be exact). It is there that the natural gas from the P. G. and E. is scrubbed and processed for use in the mag plant—hundreds of thousands of cubic feet per month. The Gashouse Gang also supplies the cement plant with vast quantities of fuel to fire the cement kilns, but the gas travels through miles of pipe before it ends its journey in a jet of flame. Oddly enough, it serves as a cooling agent in the magnesium operation, whereas its use in the cement plant is the extreme opposite. The chilling cone gas for the reduction furnaces is continually recycled, bled off, and rejected to the cement plant. We also make our own hydrogen or water gas for the furnace glands, and nitrogen for purging dust conveyors.

**Fuller Kinyon pumps** reject gas at rate of 80,000 cubic feet per hour to cement plant. Pete Estrada and Sid Genack are operators.



**Gashouse Gang . . .** Foreman Harley Conley, C. T. Medders, Marge Wright, George Pomeroy and Byrrel Condon, top to bottom, don't look so tough for guys from the gashouse.

# 5 Years

Starting with this issue who have been with the be duly recognized as "5-Year Club." Since Jers have been initiated zation, with written tes none other than Henry Kaiser's letter to emp is printed in the adjoin itself. Accompanying ice pin, which you ha lapel of charter mem the plant. The list of bers will be printed eac following employees ha past two months:

**JUNE**—Emil Block, Comito, Vince De Mari, Helstrom, Erwin B. Jo, F. Kopplin, Joseph W. Clair Martin, Herman Charles D. Newnan, Osborne, J. N. Peabody, some, John Regallo, J. Tait, Alfred N. Warbu.

**JULY**—Joseph C. Talman Christensen, V. Ferrin, Mike M. Fierro Hall, Edward C. Han Olney, Lyle A. Shank, ner.

## PAINTERS

Permanente's softballing climax August 9, the plant pennant by 5 to 4, in an extra-inn

Hank "Hamburger" breeze and precision o own game in the eig clinching run. Ruiz to four hits, while "I opponent, held the Pa Pervan of the losers blow of the day, a tri

The Paint Shop rea the Steelyard in a hec off. After the first g dered replayed, the b two straight, 14 to 3 a ents won the five o'cl defending champions! The Painters will re their winning efforts.



# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE



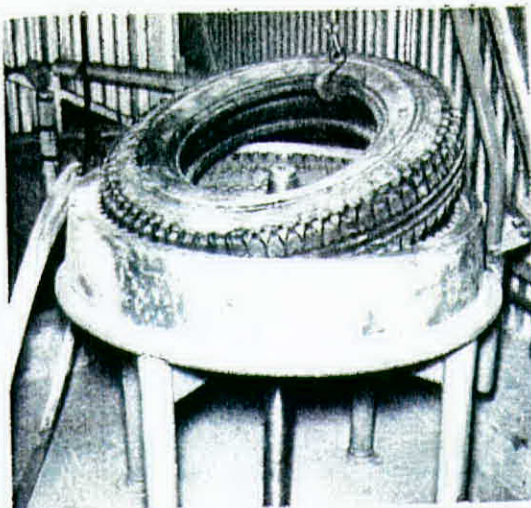
**SUPERFORTRESS**

(See pages 4-5)

SEN = BOOM!







### TIRES RECAPPED IN MAG MOLD

Another practical use for magnesium has been put into effect by the Garage, where the tire shop is now turning out 600x16 recaps from an all-magnesium matrix mold. Magnesium's light weight and superior heat conductivity pays off in portability, decreased operating time, and quality of work. And don't think the Garage isn't proud of the new gadget—it's practically a pet.

### Permanente Roll of Honor

(Total employees in Service—816)

NAVY—Fred DeMaestri, sales department;  
Dick Morgan, auto machinist's helper.

ARMY—E. Jensen, machinist.

### THE PERMANENTE NEWS

PERMANENTE, CALIFORNIA

Published monthly for all employees of Permanente. Copies will be sent free to former employees now in the service. The News welcomes suggestions and material.

#### STAFF

Editor.....Stub Stollery  
Photographer.....Charley Taddo  
Artist.....Ed McLellan

#### Contributors

Marian Maloney, Leonard Flicker, Terry McGovern, Barbara Ferrin, Jewell Dinsmore, Dan Rhodes, Marge Schultz, Marge Oliver, Bill Sherman, Bob Stanwood, Marie McCandless, Wally Long, Doug Wilkins, Steve Zaro, Walter Anderson, Bill Henry, John Farmer.

## PCC Develops Dealers

With an eye on postwar business, Permanente Cement Company is expanding development of sales through dealers, Bill O'Brien, northern California district sales manager, announced this month. O'Brien said two new salesmen have been added to the sales force, and dealer business is definitely on the increase. Dealers like the Diamond Match Company, who have 63 retail lumber yards in northern California, represent an excellent outlet for Permanente products. As war demands for cement decrease, PCC will depend more and more on the dealer market, and the present development of this field is a part of our postwar program. Jim Wadsworth, formerly with Kaiser Steel, and John McCracken, honorably discharged war veteran, are the new salesmen.

# 5

## YEAR CLUB

(Total membership—64)



Seven employees joined the ranks of the "5-Year Club" in September, and received letters of congratulation and gold service pins from Henry J. Kaiser. Following are new members: Laura Baciagalupi, Robert H. Burns, Lester W. Branch, Donald Coughlin, James Gillette, L. C. Helmer, and Lawrence E. Keeley.



**GI Guy** . . . Ray Bradfield, former machine shop superintendent, looked fit to kill (a few Japs) on recent return to plant. Foreman Ray Magee, left, was out to meet him with rest of gang.

OCTOBER 1944

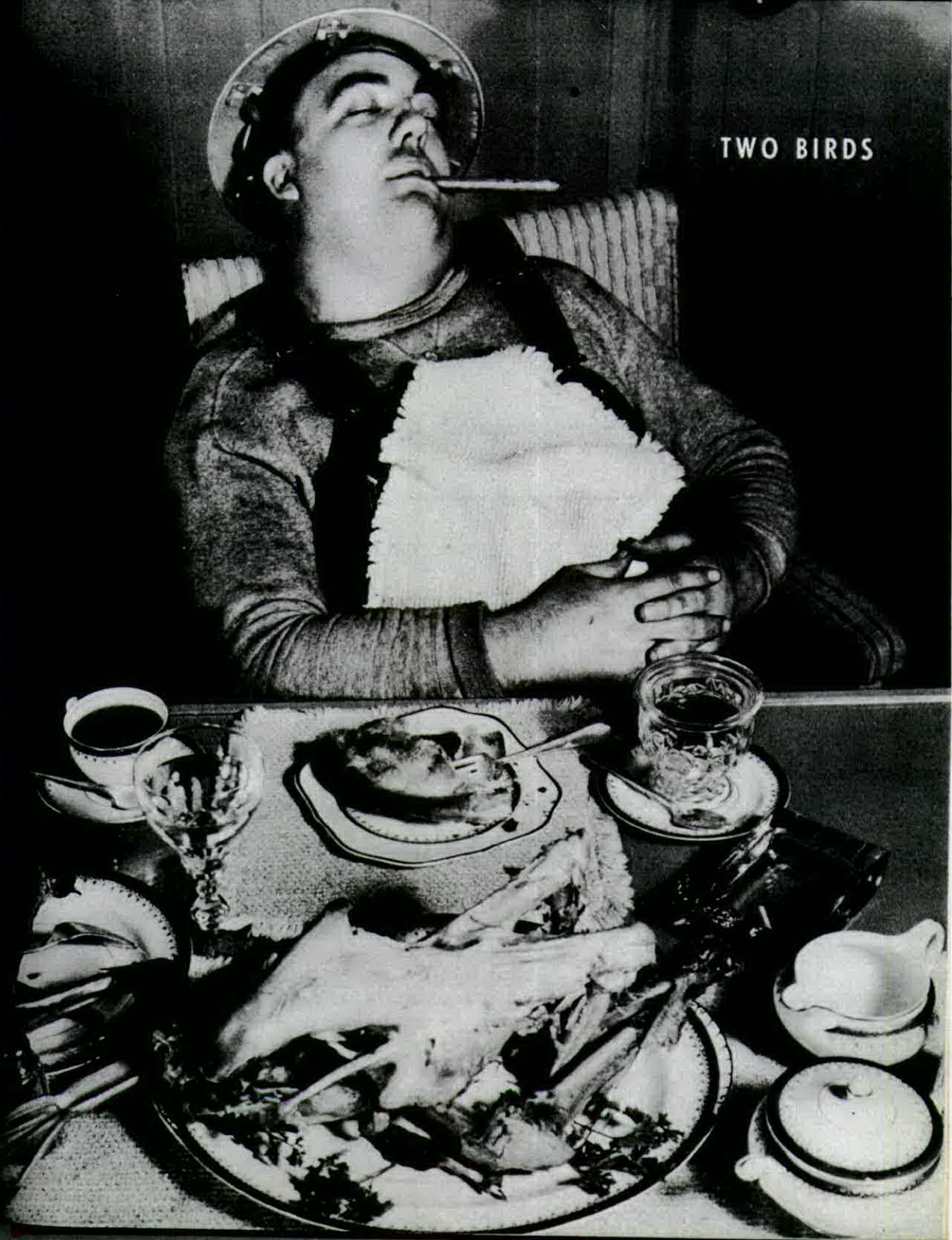
VENTE NEWS



# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENTE

TWO BIRDS



of you...



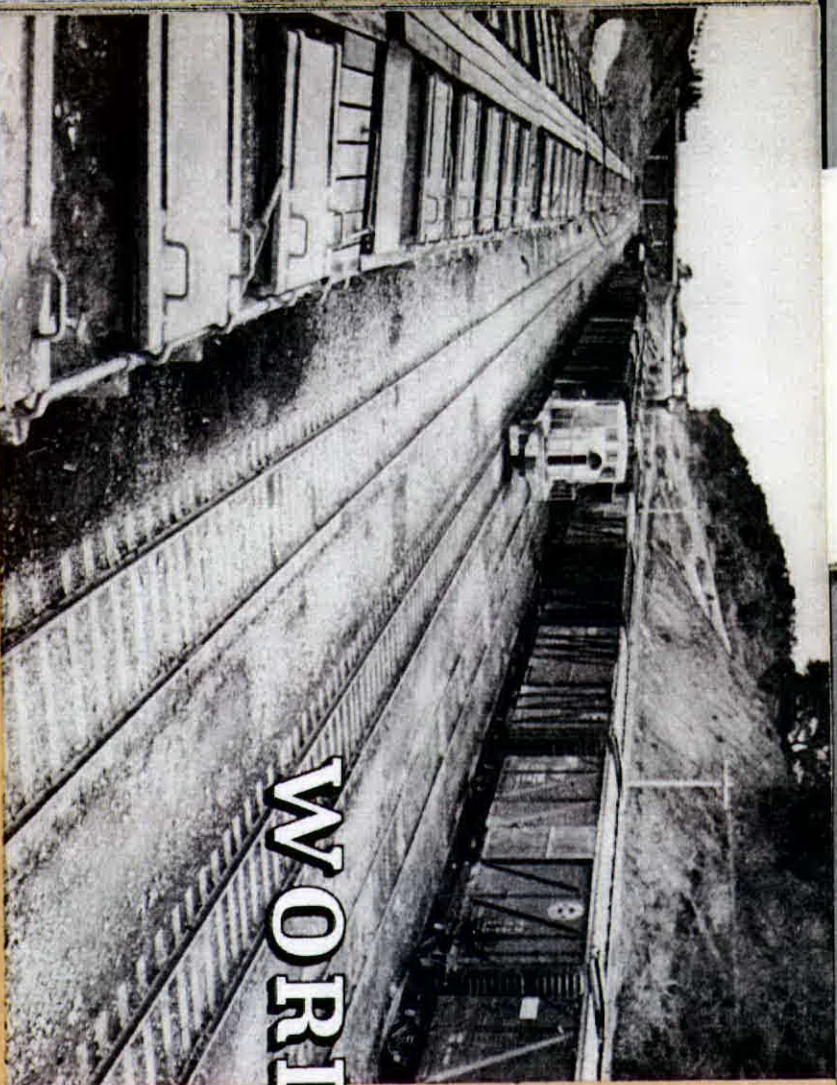
LIQUOR



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k and dig down real deep the  
Red Cross comes around (you  
I wish "Mac" could have  
the former German headquar-  
oday and seen the thousands  
es. I can see the tears run-  
face.  
all the boys for me—sorry  
rationing but we need it over

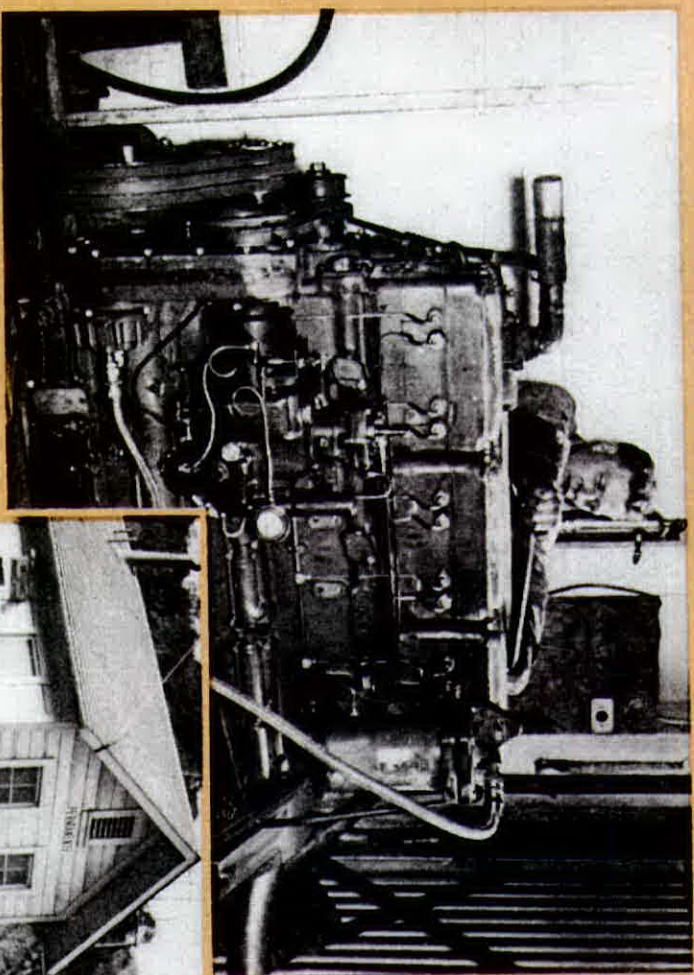
win the war. It is not  
e—Sergeant W. How-  
If Miller can keep a  
e no g to cry about.





# WORKING ON THE RAILROAD

Permanente's Diesel electric locomotive chugs into Southern Pacific yards, south of viaduct, with string of loaded freight cars destined to carry our products to all parts of nation.

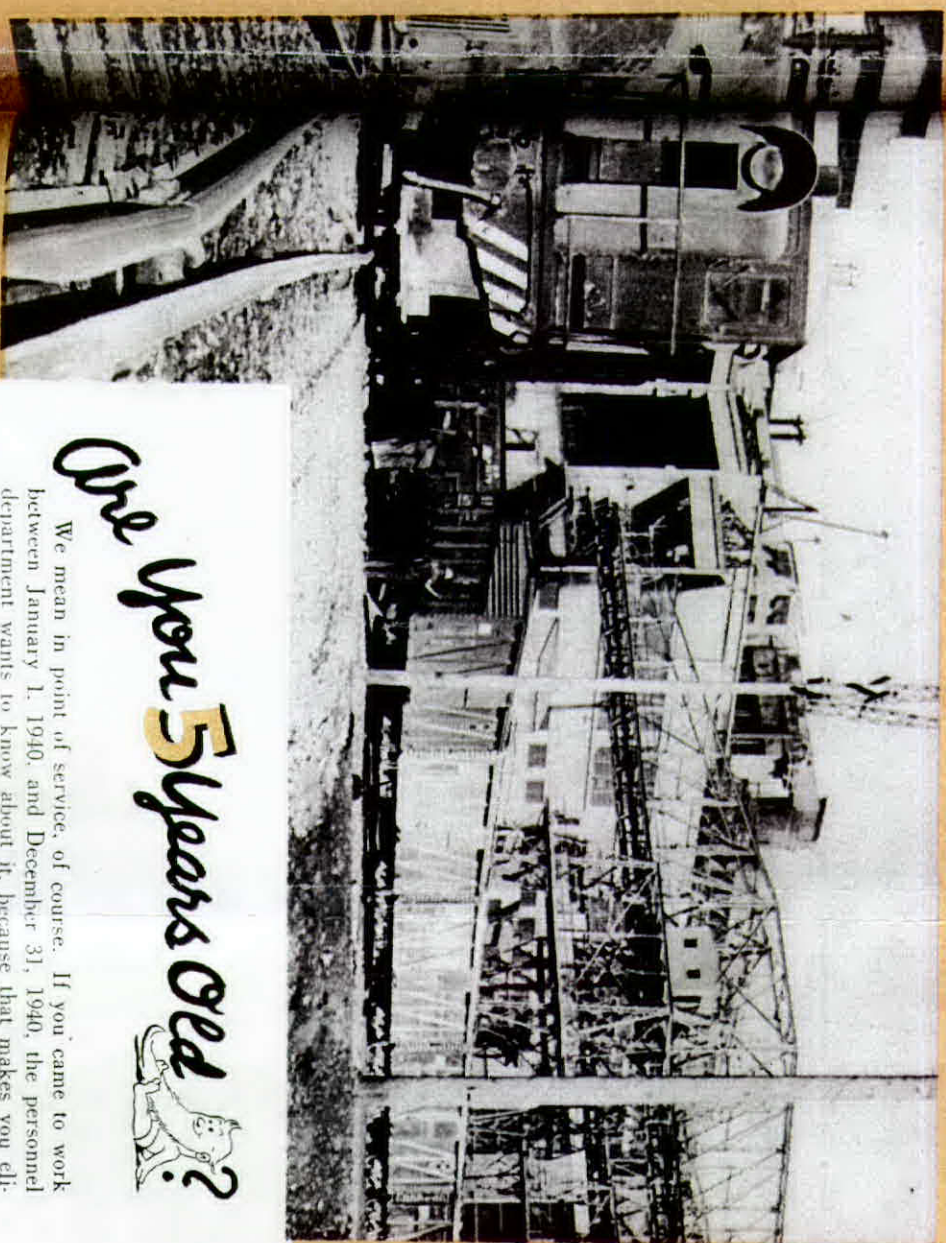


**200 horses!** Louis Krantz, garage mechanic, completes overhaul job on six-cylinder, super-charged Diesel engine for locomotive, which is powered by two of these units. Proof that Permanente has an honest-to-goodness railroad station is pictured at right. This building is part of Southern Pacific property.



Little part as vital as any part of the organization, is Permanente's largest plant with our output of magnesium and ferro-silicon products. Since Permanente's concept of an average of 1,200 cars per month have rolled out yards. Multiply this by an equal number of empty approximately 200 loaded incoming cars, and you get the idea of the railroad traffic that flows through here every thirty days. Although the Southern Pacific has the three transfer tracks east of the Burma Road, Permanente owns a network of ten tracks inside the plant. Our two Diesel electric locomotives, we

shuttle the cars back and forth on the property until they are ready for delivery to the S.P. Each day, two S.P. locals stream into the yards to pick up the trains of freight cars, and a standing crew of four men checks them in and out. E. D. Henderson, who has been here since 1939, is the Southern Pacific agent in charge of the station just north of the ferro-silicon plant. Helping him are John Juarez, car clerk, E. W. Zetterberg, cashier, and W. B. Anderson, clerk and weigh-master, who operates the scales at the new weigh station at Simla. Permanente also has its own railroaders, some of whom are pictured on these pages, and even boasts an engineer named Casey Jones. Maybe some day we'll have a passenger train, with service to San Jose and way points!



Permanente's largest plant with our output of magnesium and ferro-silicon products. Since Permanente's concept of an average of 1,200 cars per month have rolled out yards. Multiply this by an equal number of empty approximately 200 loaded incoming cars, and you get the idea of the railroad traffic that flows through here every thirty days. Although the Southern Pacific has the three transfer tracks east of the Burma Road, Permanente owns a network of ten tracks inside the plant. Our two Diesel electric locomotives, we

*Are You 5 Years Old?*

We mean in point of service, of course. If you came to work between January 1, 1940, and December 31, 1940, the personnel department wants to know about it, because that makes you eligible for a gold service pin and membership to the 5-Year Club starting the first of the year. Send or bring in your name and date of employment. William F. Crews, PCC worker, was the only employee to join the ranks of the 5-Year Club in October, bringing the total membership to 65.



29-30, was Permanente's display. The Army estimated that more than 65,000 people witnessed the show, and the magnesium samples of plane parts attracted unusual interest. PCC hauled 480 sacks of cement to the grounds.



## MAN'S BEST FRIEND IS HIS PAYMASTER

With apologies to the dog. We have come to the point in hand we have watched windows to pay homage to these individuals hold over then, but those are prob money involved, because state unemployment tax, left to pay the butcher for some attraction to prompt back issues of the PERM. that the Cement and Me brief but benevolent exist has ever suffered writer's



Nice people to know . . . row: Al Chase, Nadine Smith, Bill Christie, Helen Botelho

DECEMBER 1944

## WARBURTON IS TRANSFERRED

A. N. "Newe" Warburton, office manager for both the Permanente Cement Company and Permanente Metals Corporation, has been transferred to Fontana to take a similar position in the shell division of Kaiser Industries. Warburton, whose natty attire and "free-wheeling" gait were a legendary part of Permanente, was one of the oldest employees—in point of service—on the grounds. He came here in June 1939. The decision to move him to Fontana, scene of Henry J. Kaiser's great steel enterprise, was not made until early this month. The name of Warburton's successor had not been announced at the time the PERMANENTE NEWS went to press.

NO SPOOLING, 18 MI. OF THREAD!



There's no denying that Bert Spray, laundry manager, is "wrapped up" in his work. So much so, that he sometimes has difficulty untangling himself from the 18 miles of thread used every month by the laundry to mend the wool bag filters, coveralls, asbestos suits, and other paraphernalia darned (and how) daily.

## BLOOD DONOR LIST GROWS

Answering the urgent appeal to give blood to the armed forces, patriotic Permanenteans rallied to the cause this month and organized a Christmas caravan for another visit to the Palo Alto Red Cross blood bank. Inez Laughlin and Jane Loney, who head the plant Blood Donor Committee, are appealing to employees to join the plasma parade. The need for blood is greater now than ever before. You may pledge a pint by calling Ext. 245 or 229. Transportation will be arranged. The committee also announced the names of employees who have given five times or more. They are: Eric Stuart, 7; Les Titus, 6; Dr. F. D. Fowler, Jim Hicks, Jane Loney, Marge Oliver, Wheeler Stanley, Inez Laughlin, and Bob Stanwood, 5. Others who have donated during the past month follow: Bill Giddings, Jean Clifford, Jack Gilby, Alma Belesari, Buck Murdock, Dr. B. E. Foster, Gladys Cardwell, Gus Engelke, Hazel Callahan, Jim Gillette, Ed Hassan, Joe Knight, Orville Jack, Pete Olive, Harold Brown, Matt Burns, Mary Law, Lois Johnson, Dr. J. L. Porter, and O. C. Peterson.

## 5 YEAR CLUB

(Total membership—77)



NOVEMBER CANDIDATES—Ken Ballard, Ernest L. Foster, James Craib, William Dowell, Charles W. Gibson, Dan Hanes, Lloyd L. Minnick, Otto B. Metzger, James W. Sharp, Frank M. Ehler, C. A. Jewett, M. P. Fitzgerald.

THE PERMANENTE NEWS

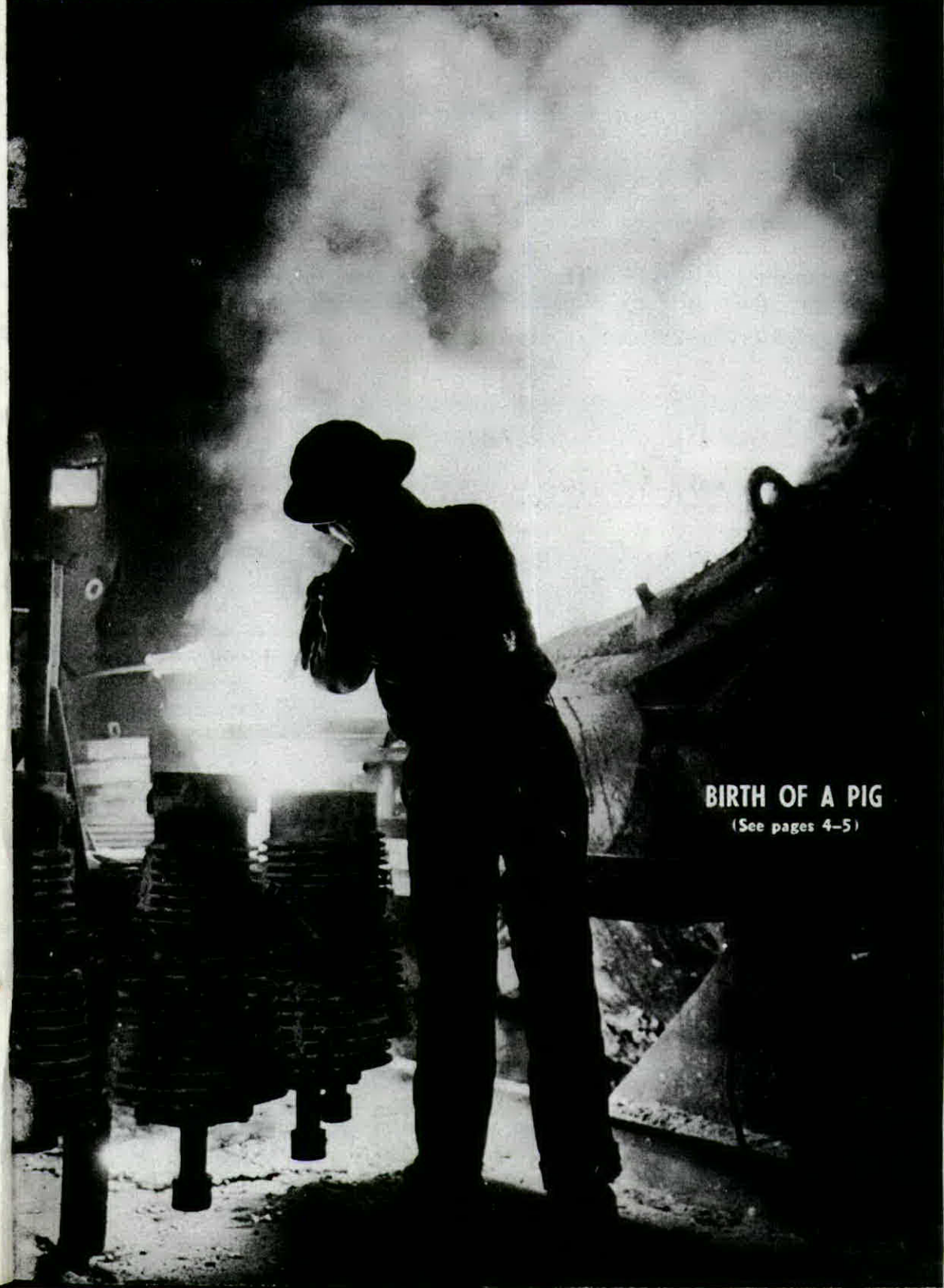


January 1945

Volume 4, No. 1

# *The Permanente News*

PUBLISHED FOR THE EMPLOYEES OF PERMANENT



**BIRTH OF A PIG**

(See pages 4-5)



# FIGHTING PIGS

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magnesium pigs (like those being poured by Art Lawson and Joe Solorio, see cover) weigh approximately 17 pounds. The metal is poured at a temperature between 1,300° and 1,350° F. from the 2,000-pound foundry pots in heating cycles of about three hours each.

Magnesium's value in incendiary bombs has often been written in bold headlines telling about large-scale raids over Berlin and Tokyo, but its force is equally potent in the form of flares and tracer bullets. Next time you read about a Jap Zero going down in flames or a German oil dump being blasted, nine chances out of ten it was a well-placed tracer that turned the trick. In many night raids launched on Axis strongholds, magnesium flares go into action to shed thousands of candlepower on the targets below.

Pure magnesium also has its uses in the post-war market. Large quantities will be used as an alloy for aluminum. DuPont alone anticipates using 300,000 pounds a month in one of its chemical processes. But right now, the objective is incendiary weapons, and Cec Dodson and his foundry gang are seeing that Uncle Sam gets them.

Pass the ammunition . . . Tony Coronado, Jim Couch, John Mendoza, and R. F. Reddell, left to right below, stack pure magnesium ingots in foundry.



JANUARY 1945



BILL  
KNUTH

In little more than five years, Bill Knuth has graduated from laborer to the "highest" position in the Permanente Cement Company—he's quarry superintendent (elevation 1,700 feet). Next to Tom Davis of conveyor maintenance, Knuth covers more territory than any man in the plant, and since his arrival here in August 1939, he has seen over 8,000,000 tons of limestone blasted and burrowed out of the "hill" to feed the world's largest cement mill. From laborer, Bill transferred to crusher operator, then foreman, and was made superintendent of the big quarry operation three years ago. Bill is a likable guy, and was born in a Wisconsin lumber camp. He traveled the Great Lakes in an iron ore freighter for seven years as a radio operator before coming West. He has two children. His hobby? Medical electronics.



CLAIR  
MARTIN

Clair Martin was around the day they started excavation at Permanente, June 19, 1939. The big jovial, pipe-smoking Canadian started out behind the wheel of a dump truck, and he's been jockeying some piece of equipment ever since. Clair switched to a line truck for a while, but for the past three years he's operated the boom truck for the Metals steelyard. In the early days, Martin did a heroic bit of driving while backing up a mixer for a concrete pour. His brakes broke loose and he ran the heavy load into a bank to avoid hitting 20 workmen. The truck tipped over, but Martin emerged unscratched. Clair was in the garage business before coming here. He has five children, three girls and two boys. Martin likes pork chops—he has 150 head of hogs on his ranch south of San Jose. Hobby? Hunting and fishing.



May 1945

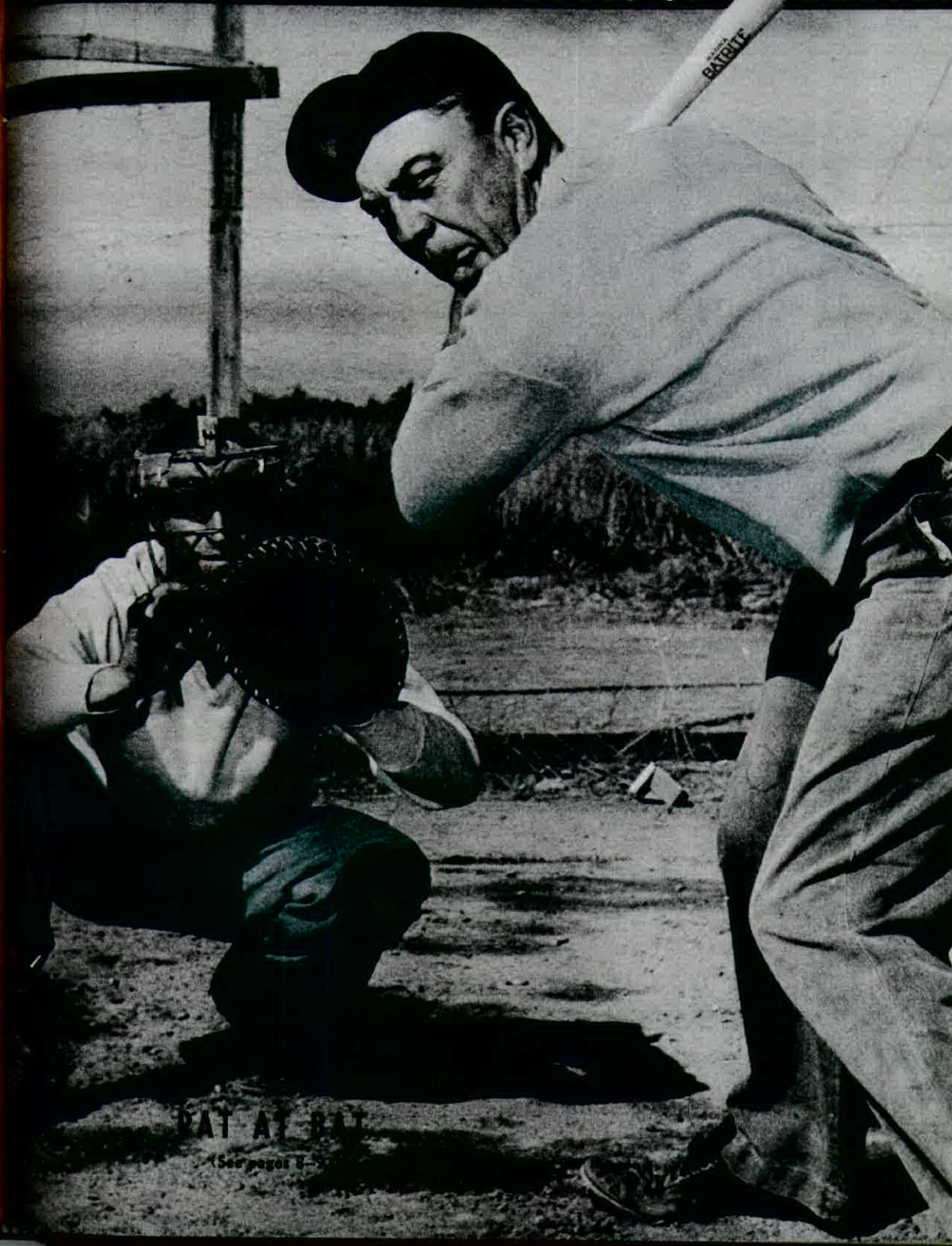
Volume 4, No. 5

NIGHTMARE!



# The Permanente News

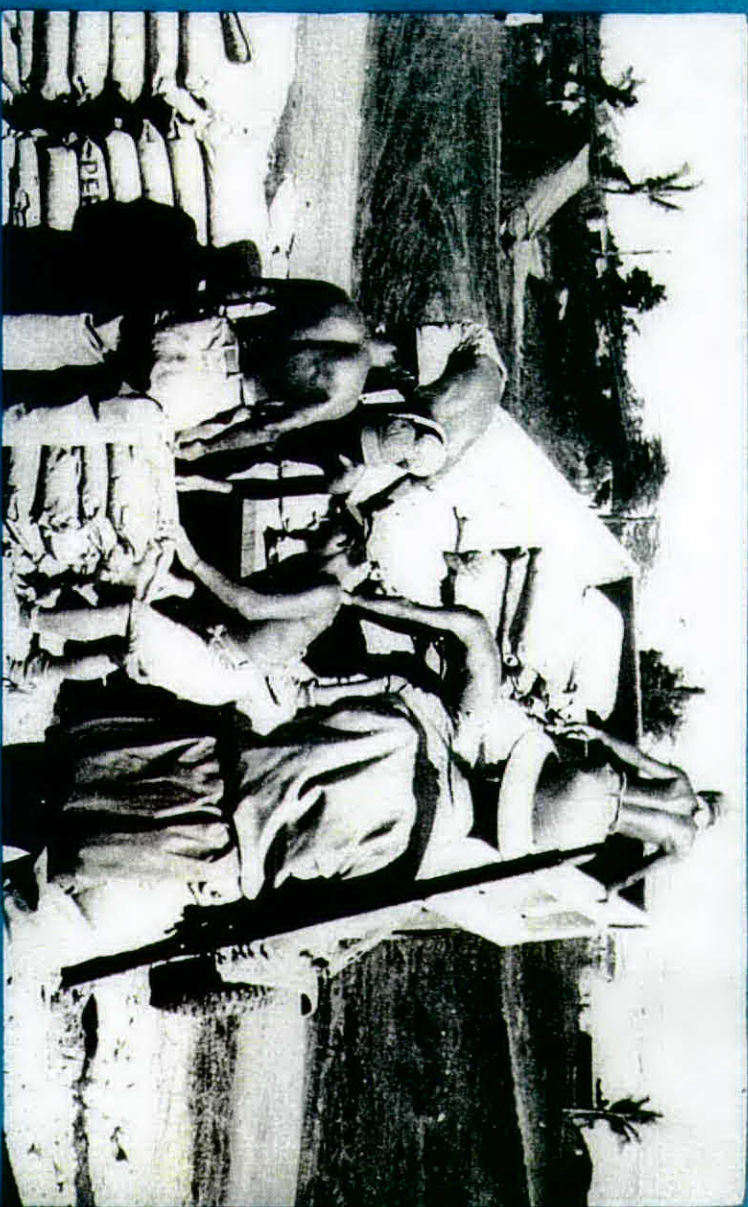
PUBLISHED FOR THE EMPLOYEES OF PERMANENTE



BAT AT BAT

(See pages 8-9)





Sack holders . . . Jap prisoners feel the weight (94 pounds per sack) of Allied might while loading cement under guard on Pacific island. Need we call your attention to the bright red letters on one of the sacks?

Now that the sands of war have shifted entirely to the shores of the broad Pacific, the full force of Permanente Cement Company's production during the past five years is being hurled at the Japanese, and the enemy will find it a silent, unrelenting foe in the form of pillboxes, dams, drydocks, landing strips, and countless other installations that shape our military backbone. Up until March 1, 1944, we supplied all the cement for U. S. Navy works in the Pacific islands and large quantities for use in many Army and Navy projects within the continental boundaries of this country. As of that date, we had filled major government contracts totaling \$22,406,000. Since then, our production has kept pace with the demands for cement used in new developments both overseas and here at home. Our principal objective, to supply the armed forces with the material when it was most needed, has been accomplished and now stands as an insurmountable fortress in the face of the Japs.

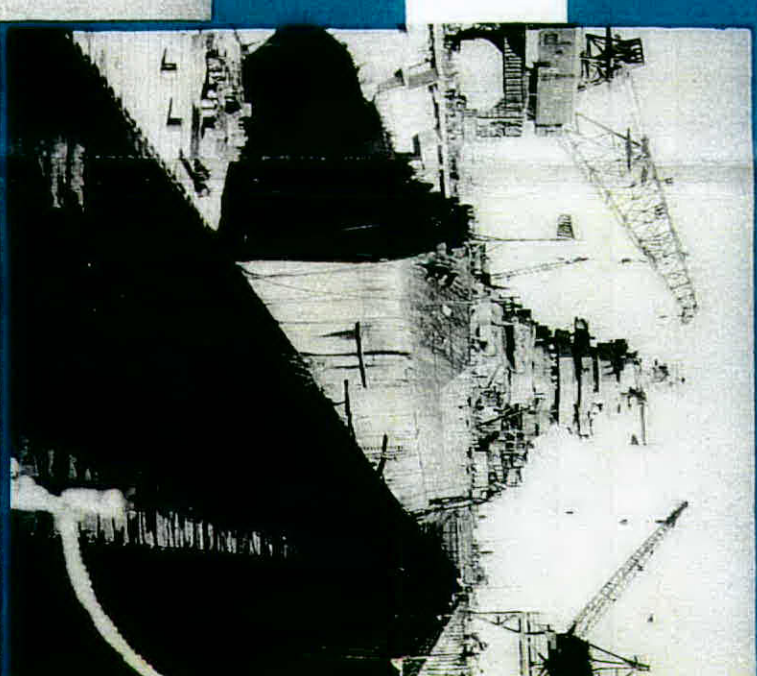
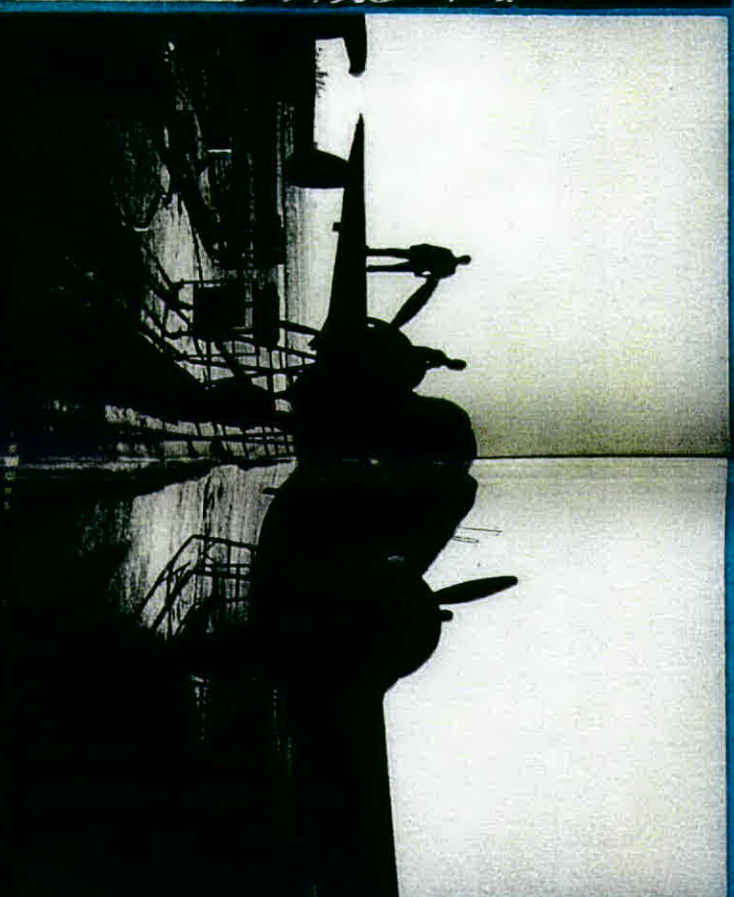
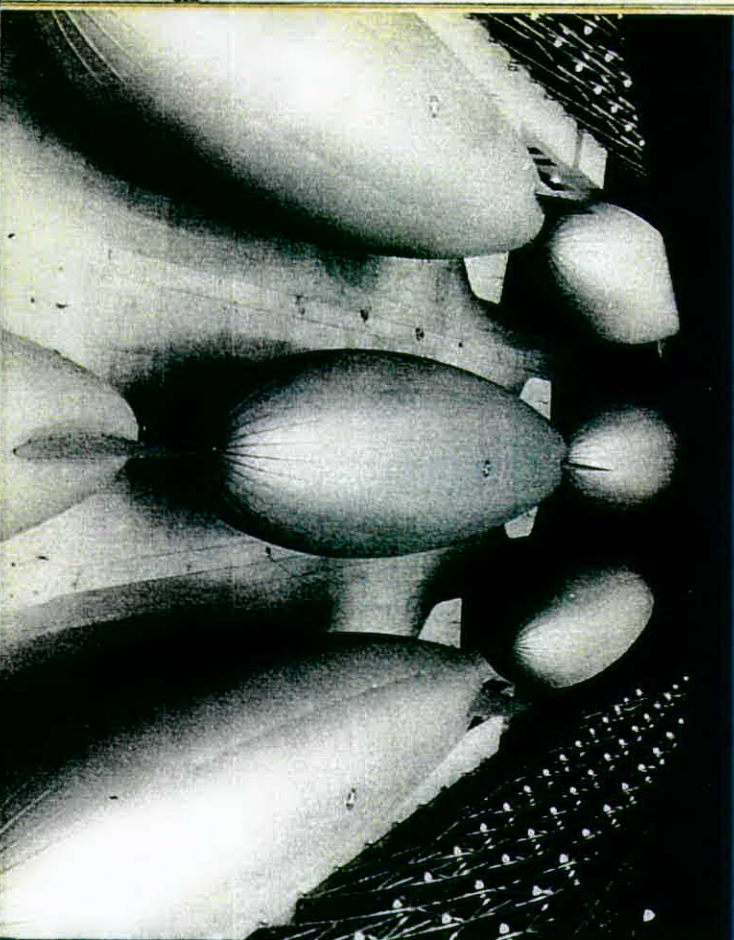
Major contracts made for government war projects as of March 1, 1944:	
U.S. Navy (direct) . . . . .	\$ 416,000.00
Contractors, Pacific Naval Air Bases . . . . .	7,455,000.00
Pacific Bridge Company . . . . .	2,200,000.00
Shasta Dam . . . . .	8,466,000.00
(U.S. Bureau of Reclamation)	
Ready-mix Concrete Company, Ltd. . . . .	1,220,000.00
(U.S. Army—U.S. Navy)	
Sigfried Ocean Shipping Company . . . . .	646,000.00
(Panama Canal Zone)	
Federick Ship Corporation . . . . .	250,000.00
(Panama Canal Zone)	
United States Engineers . . . . .	480,000.00
(War Department)	
United States Army . . . . .	793,000.00
Defense Plant Corporation . . . . .	480,000.00
(Provo, Utah)	
<b>Grand total . . . . .</b>	<b>\$22,406,000.00</b>

## FROM PERMANENTE TO PILLBOX

Blimps slumber in hangars built on concrete, below. Permanente has contributed great quantities of cement to such military installations. Near-by Moffett Field is a familiar example.

Bombers roost on concrete runways, center, made of Permanente cement. From Guam to Hamilton Field our product leaves its trail. We have also furnished much aggregate for fields like these.

Bathubs for battleships, like those at right and below, are only part of huge Navy works we have helped build. These are drydocks at Hunter's Point. Honolulu plant supplies Pacific bases.





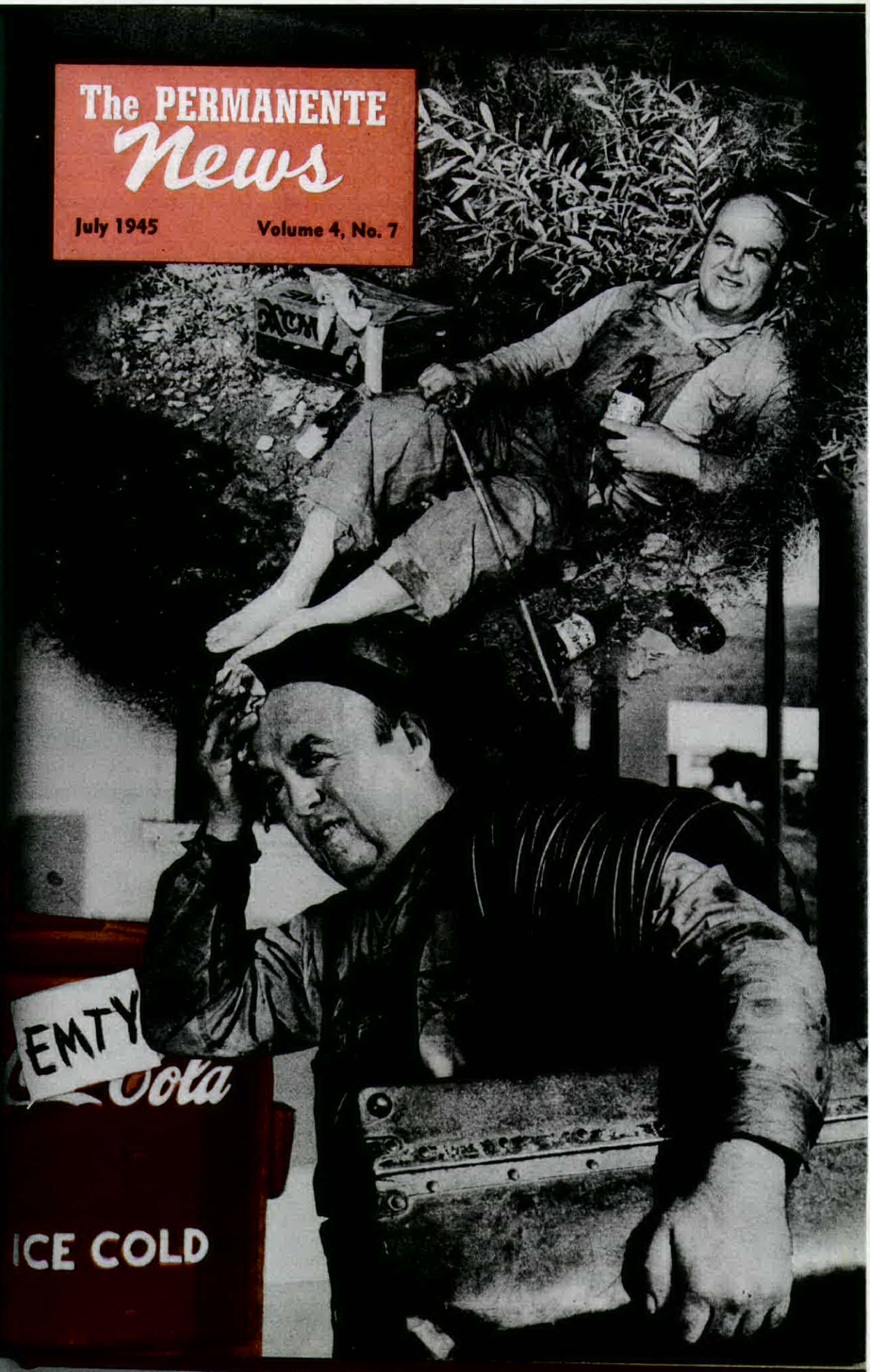
# The PERMANENTE *News*

July 1945

Volume 4, No. 7

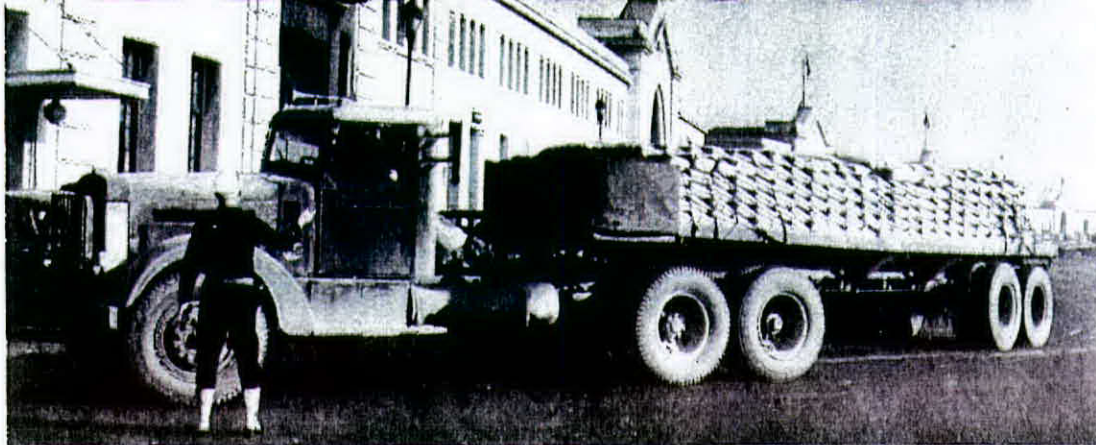


EMPTY  
Cola  
ICE COLD





# BIG PUSH



## Record War Orders Plunge Cement Plant into Capacity Production for Long Period

New Army and Navy contracts calling for capacity production have plunged the Permanente Cement Company into a prolonged period of vital war activity, company officials disclosed this month. The government's wide-open Pacific offensive calls for all the cement we can deliver for military installations, General Superintendent Bill Sharp announced.

Sharp was posed with a knotty mathematical problem early this month—his plant was producing 16,000 barrels of cement daily, and shipments were running approximately 18,000. "We can't keep that up forever," Bill deducted, "but we'll give 'em hell as long as it lasts!" The difference between the production and delivery figures is made up in the silo inventory, in case you didn't surmise. The Pack House was turning out an average of 30,000 to 40,000 sacks of cement per day when THE NEWS went to press, and the employment office was screaming for help. Sharp expected to hit a new high by the middle of the month, with daily sack delivery reaching 12,500 barrels, and bulk shipments totaling 6,000 barrels per day.

Permanente products are going into both new and expanded government facilities, including projects at Moffett Field (100,000 tons of base rock and 25,000 barrels of cement), Fairfield (275,000 barrels), Merced (90,000 barrels), and Mills Field (50,000 barrels). These orders are in addition to regular shipments to South America and islands in the Pacific. California cement production is exceeding 1944 levels, and stocks are lower than at any time since 1942.

## CLUB REVAMPS WELFARE

Adding a death benefit of \$100 for members, the Permanente Employees Club revamped its welfare program at a board of directors meeting June 22. Other changes, effective July 1, include: Injury to members, \$5.00 per week per dependent up to \$25.00 for maximum of four weeks; injured or sick members, gifts during entire period of disability in the amount of \$2.00; injured or sick non-members, gift in the amount of \$2.00 per week for one week. The directors urged members and non-members alike to notify club officers or representatives in the event of injury or illness to employees so everyone may enjoy the benefits of the welfare plan.

## THE PERMANENTE NEWS

Permanente, California

Published monthly for all employees of The Permanente Cement Company and The Permanente Metals Corporation. Copies will be sent free to former employees now in the service. The News welcomes suggestions and material.

### STAFF

Editor .....Stub Stollery  
Photographer .....Charlie Taddio  
Artist .....Ed McLellan

### Correspondents

Joyce Chew (Field Editor), Leonard Flicker, Marge Schultz, Wally Long, Walter Anderson, Bill Henry, John Farmer, Dan Rhodes, Jewell Brady, Don Tretzel, Barbara Sharp.



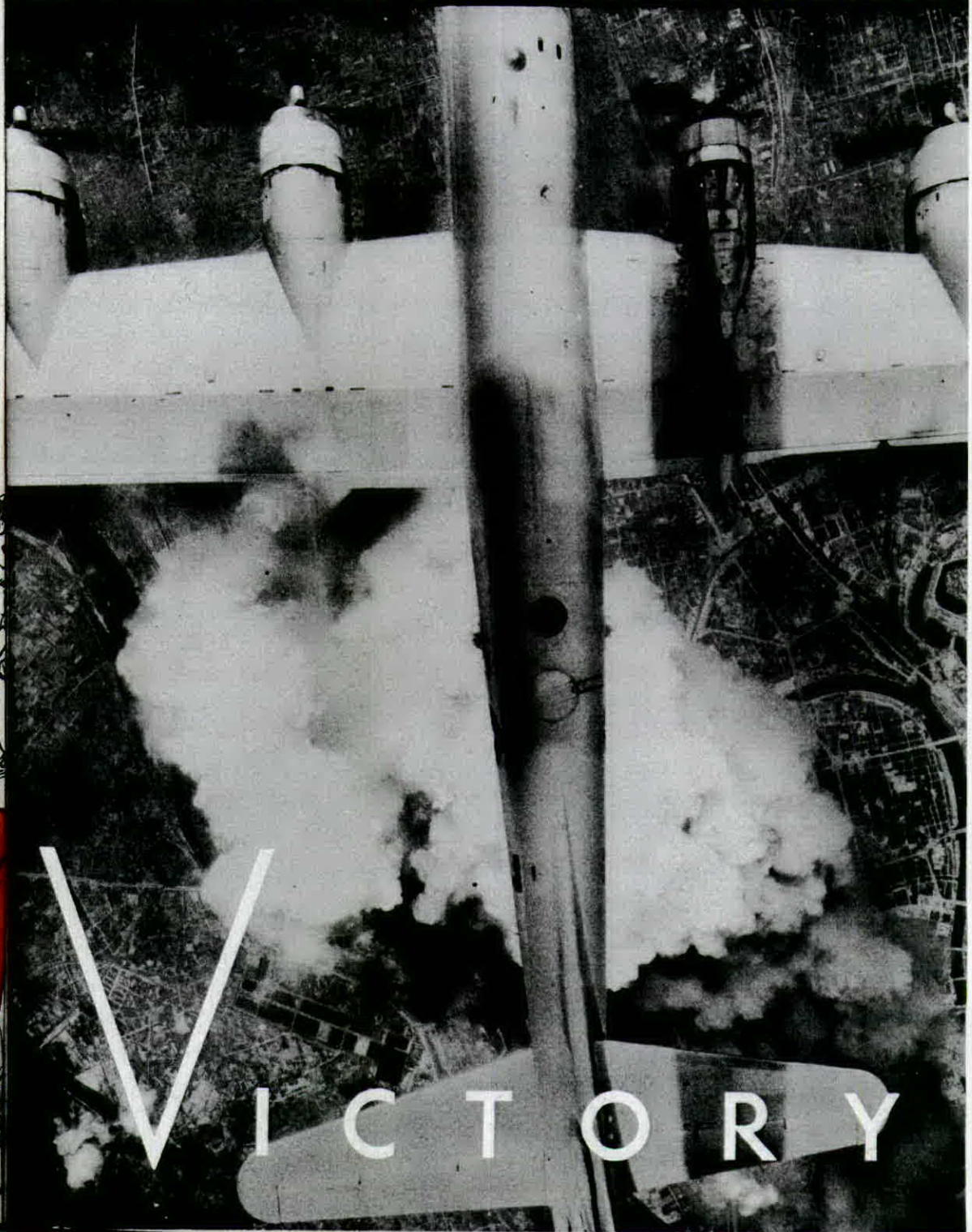


August 1945

Volume 4, No. 8

# The Permanente News

PUBLISHED FOR THE EMPLOYEES OF PERMANENT



that Permanente's group insur-  
everything "from soup to nuts."  
s, involving employees or their  
om the Insurance Office files.  
coverage afforded by the plan,  
\$912.70 to a shovel operator  
ccident. Such protection costs  
s a week. The policy now in-  
doctor calls. For further in-  
the Insurance Office next to

## ...AND DID!

### Superintendent *Case E*

While jitterbugging, the carpet  
slipped from under him,  
causing injury to his knee.

Surgeon: \$17.50

X-ray: \$ 7.50

Total: \$25.00



### Case *You're* *interested*

Employee failed to sign up  
under group plan.

Not covered.

Bills: \$

Bills: \$ \$

Bills: \$ \$ \$





**444,210 Barrels in One Month!**

## PCC HITS ALL-TIME HIGH

Back on the capacity production line for the first time since December 1943, Permanente Cement Company employees shifted into high gear without a rumble to establish a new plant record of 444,210 barrels of cement during the month of July. Urgent new Army and Navy contracts were responsible for the return to full-speed operations, and sack shipments reached as high as 62,859 for a single day.

Railroad cars, bulk carriers, and trucks maintained a steady pace around the clock as workers from the quarry on down to the packhouse scrambled to keep up with the desperate demand. The four kilns burned with a greater fury than ever, and the mill building hummed as loud as the power control would let it. Some shifts were running as high as twelve hours, but no one department or individual can be singled out as the spearhead for this tremendous effort. It was just another case of PCC pulling together to accomplish what appeared to be an impossible feat.

Meanwhile, Permanente scored another "first" when the "Memphis City" sailed out of San Francisco for Manila, laden with 44,000 bags of our product. The vessel was the first to carry a commercial cargo to the Philippines since the outbreak of war. Operated by the American President Lines, the "Memphis City" will be a welcome sight to the Pacific islanders who wish to repair their war-torn cities.

Likewise, in connection with export shipments, Dick Little, Norm Eccles, and Rocky Ryan were able to "smuggle" aboard the colorful "Tahoe" some 12,000 sacks destined for Acapulco, Mexico. This was no easy task for the Little-Eccles-Ryan combine, for the "Tahoe" was merely paying a

routine call to the Bay area for repairs. Anyway, the Lloyd Shipping Company weakened, and 12,000 of PCC's bright red calling cards were sent to our good neighbors in the south. Before being converted to general cargo, the "Tahoe" was a familiar sight on San Francisco Bay, where it was once used by Greater Oakland to convey offal.

Speaking of shipping, Bill Gleason (of the Greater Oakland office) informs us that the sister ships, the "Permanente" and "San Philippa," are the only way civilians can get back to Honolulu. Chartered to the War Shipping Administration under Navy direction, the Matson-operated vessels are now forty-three years old and have gone through two wars. Formerly used by the Permanente Steamship Company as bulk carriers, the "Permanente" and "San Philippa" were refitted as cargo vessels of 10,000 short tons. The ships are equipped with passenger quarters, and the ballrooms have been used as barracks.

### MORE BLOOD DONORS

Permanente's parade of employees supplying vital blood for wounded servicemen continued to grow during the past few weeks with additional donors. You, too, can join the "lifeline" by signing up at the guardhouse gate. Here's the list of recent donors:

Leonard Flicker, Ken Grimm, Harold Noonkester, Dr. I. Cornet, A. Babienco, Fern Miller, Pete Olive, Gene McMasters, Matt Burns, George Nothwang, Ted Hoffman, Herb Wells, George Sekanec, Bill Burns, Jim Badame, Al Zimmers, Bob Stanwood, Jim Hicks, Les Titus, Horace Huckabee, and S. F. Erba.

## Nips Nabbed By Bugle Blowing

Buddies of a former Permanente Cement Company oiler, Pfc. Sam S. Licata, are calling him the "Pied Piper of Okinawa" following his capture of eight Nips by merely blowing a Jap bugle he picked up near his foxhole one day. According to a 7th Infantry dispatch, Licata was startled to see eight Japs coming out of a near-by cave with their hands up to surrender after he had blown the bugle in a private "jam session." The Japs thought the bugle was the signal for an American attack and they wanted to save their necks, rather than die, the dispatch indicated.

"We were so astonished that we didn't know what to make of it," Licata said. "The fellows in my outfit thought there might be more Nips around and told me to keep bugling the same tune, but these were the only Japs we could lure out of their holes." Licata was wounded during the Okinawa battle, but is back on duty after a brief period of medical treatment. He has been awarded the Purple Heart. Licata went to work for PCC in August 1941, and left to join the Army in June 1943. His wife, Vicky, resides in Los Gatos.





PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES

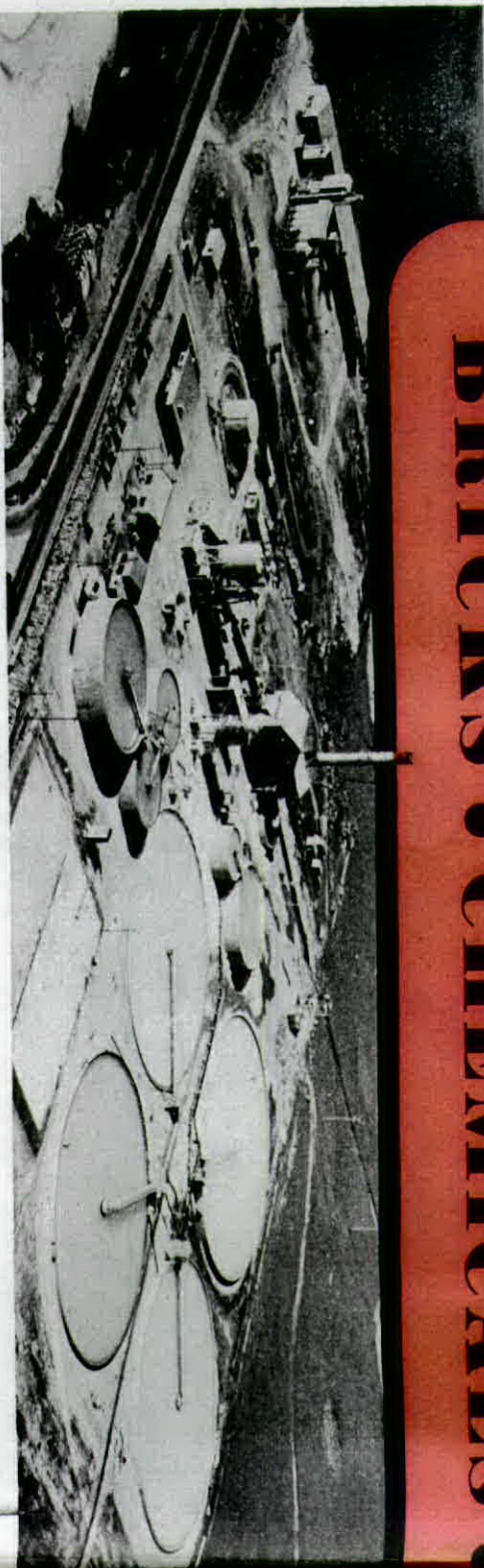
# The PERMANENTE News

JANUARY • NINETEEN FORTY SEVEN





# BRICKS • CHEMICALS •



SEAWATER CHEMICALS ARE MANUFACTURED at Permanente's Moss Landing plant, above, situated on the shores of historic Monterey Bay in California. Also located here is the new brick plant, seen at extreme left.

A picturesque adobe hacienda is the setting for this story—thousands of miles from the jungles of Bougainville and New Guinea where some of us were sweating it out in 1943. We were carrying the ball and making some pretty nice gains here and there.

But we still needed more steel for ships and guns, more cement for pill boxes and runways, more production to keep the enemy reeling. And this is where the little hacienda in Milpitas, California, comes in, for it was there a few specialists gathered to study the not-so-glamorous subject of bricks.

The Kaiser organization needed bricks—for its open hearth steel furnaces at Fontana, California, and in kilns that helped produce magnesium and cement. Increasing refractory trouble in the kilns represented a serious threat to full production. One of the Permanente Cement Company's four kilns, for instance, requires 30,000 kiln blocks in the hot zone alone. Multiply this by four and the picture of Permanente's basic refractory problem is clear.

So the hacienda became a modern laboratory for research work in high-temperature chemistry. Experimentation soon brought improvements in brick textures

and resulted in the development of refractories with longer life. Kiln shutdown time was cut and production increased.

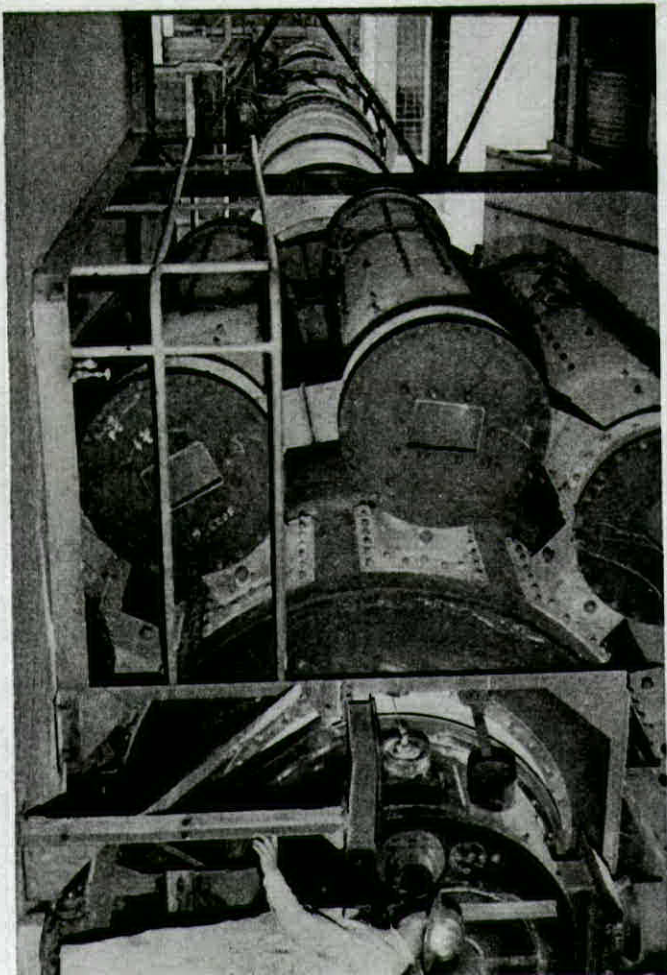
By the end of 1944 Permanente was able to offer a limited amount of high-quality brick to other Western industries and shipments were later expanded to serve all parts of the nation, Canada and Mexico. Encouraged by successes where inadequate facilities still limited production, Permanente built a modern refractories plant last year at Moss Landing, California, adjacent to its source of raw materials.

Thus, the Pacific coast now has a basic brick plant, the only one west of Pennsylvania and one of four in the nation. Born of the need of Kaiser industries, it is serving Kaiser enterprises as well as a varied list of Western industries.

Also located at Moss Landing is a seawater chemical plant which furnishes raw material, magnesium oxide, for the Permanente magnesium plant. When magnesium demands were at the peak during the war, nine million gallons of sea water were processed each day by the colorful plant located on the shores of Monterey Bay.

Water is pumped into tanks and treated in two separate processes with dolomite, the resulting substance being known as magnesium hydrate or milk of magnesia. This sludge is piped into four 250-foot thickener tanks where it is washed and filtered. The filter cake is fed to a 203-foot kiln where water is driven off by calcining and emerges pure magnesium oxide analyzing better than 97 per cent MgO.

Since the war the chemical plant has developed a dozen other products now in demand by the manufacturers of chemicals, steel, building materials, rubber, paint, paper and oil, and is operating at full capacity.



PERMANENTE BRICKS GO INTO KILNS like this one at Moss Landing, above, where high temperatures require refractories capable of withstanding heat from 2000 to 3000 degrees Fahrenheit.

# DOLOMITE



DOLOMITE AND LIME PRODUCTS come from Permanente's Natividad operation, above, located at the foot of Fremont's Peak near Salinas, California. Rock from the quarry, right, is processed by calcining plant at left.

WEARLY all traces of Rancho La Natividad are gone and it is impossible to point out the location of Ysaac Graham's distillery which many years ago turned out "aguardiente," a brandy-like Spanish grog. But if the former owners of the ranch and distillery could visit Natividad today, they would find that it has lived up to its name, which in Spanish means "coming of life."

For it was the site of the old ranch that, in 1942, became the birthplace of Permanente magnesium. A great dolomite deposit, located in the foothills of the California Coast Range near Salinas, yields the pure white rock which is used in the manufacture of Permanente magnesium and which, since the war, has been the raw material for a host of new products.

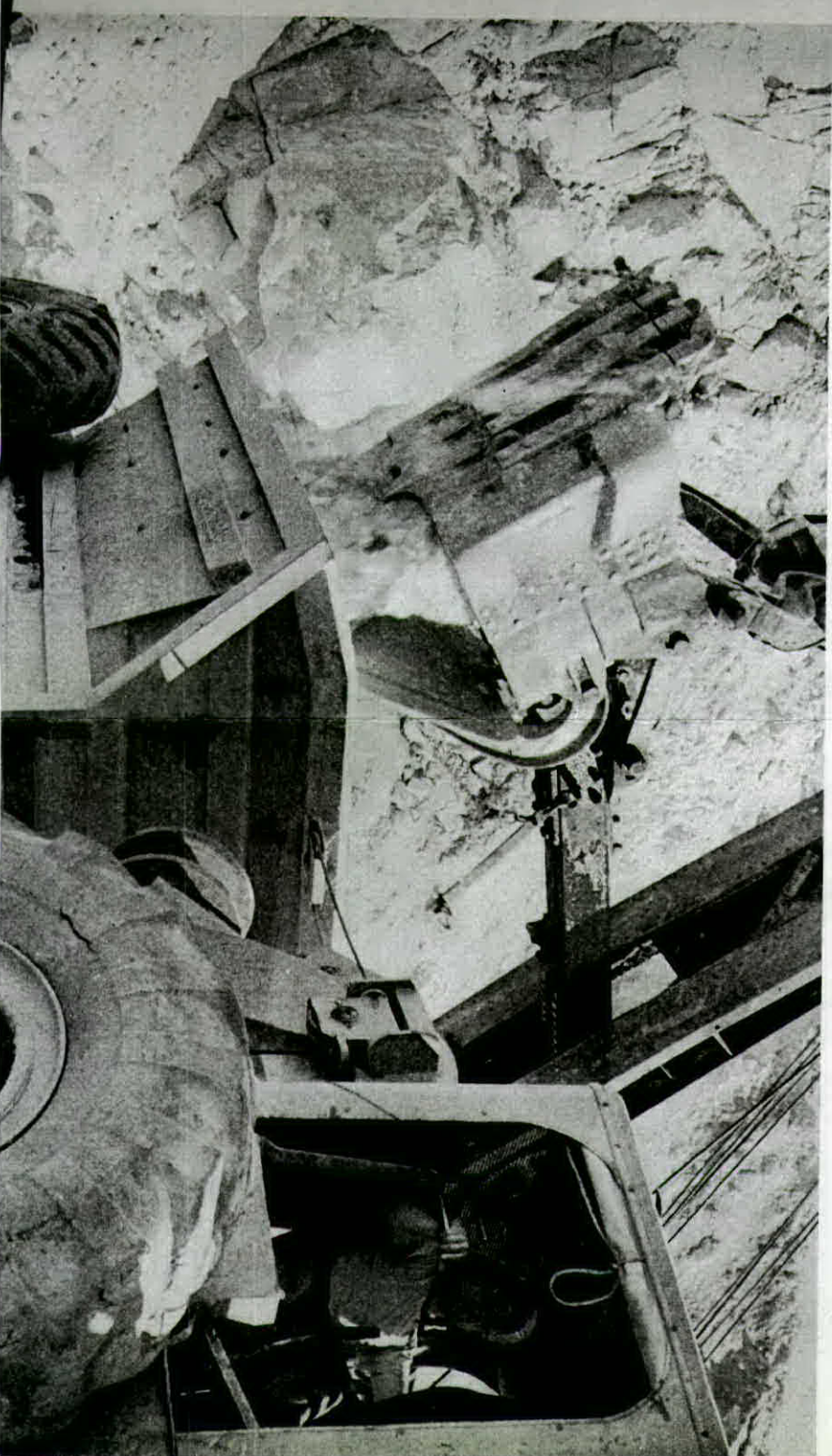
The late Dr. C. F. Tolman, one of the nation's leading authorities on geology, located the dolomite deposits at the foot of Fremont's Peak. An RFC loan for construction of the two-kiln plant was approved March 4, 1942, and by August 18 both kilns were turning.

The 323-acre calcining plant is located on a plot of flat foothill land approxi-

mately half a mile below its quarry. After the dolomite rock is blasted loose, it is crushed, screened and loaded on a conveyor belt which runs from quarry to stockpiles near the kilns. Within these kilns—308 feet long and 8 feet, 2 inches in diameter—the dolomite is calcined under temperatures reaching 2400° F., emerging as a pinkish-white, gray granular product.

Some of the dolomite from Natividad is trucked to Moss Landing, where it is processed with sea water. Large quantities are cooked to "deadburn," which is used (Continued on Page 12)

SPARKLING WHITE DOLOMITE ROCK is loaded into a 13-ton tounepull buggy at the Natividad quarry, below. Those big tires cost more than \$600 each.





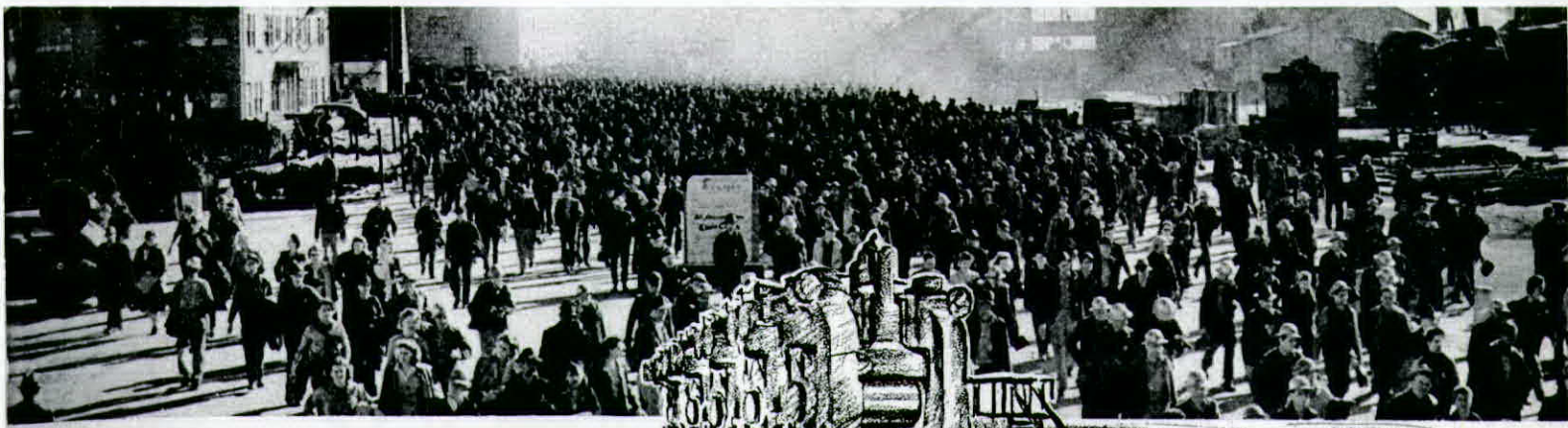
PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES

# The PERMANENTE *News*

JANUARY • NINETEEN FORTY SEVEN







# PERMANENTE ON PARADE

One December day, just a little more than six years ago, a *small* group of western builders with *big* ideas—they already had the construction of Boulder and Bonneville dams behind them—got their heads together. This time the subject was ships: How to build them quickly and in quantity.

They knew where they could get a customer. Those were the days when Hitler's blitzkrieg tactics were rocking all Europe and Great Britain was bowing under unrelenting aerial bombardment. The British Purchasing Commission had received authority to place an order for 30 cargo vessels to haul sorely needed supplies.

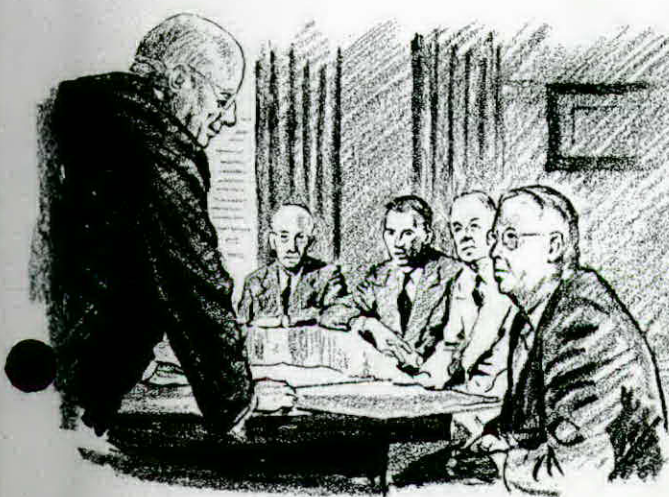
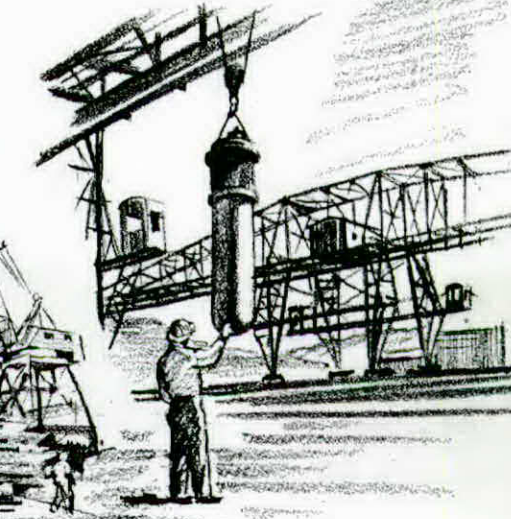
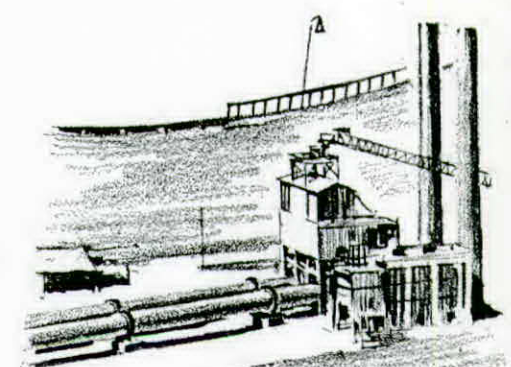
Faced by challenge in a new field, the men who had formerly guided famous Six Companies tackled the problem and were among the first industrialists in the United States to declare war on Axis powers. With Henry J. Kaiser at the helm, Todd-California Shipbuilding Corporation was organized in December, 1940.

Thus, The Permanente Metals Corporation was born, for it was less than a year later, and only a matter of weeks before

the Japanese attack on Pearl Harbor, that the shipbuilding corporation changed its name to the one it bears today. The company is now backed by some of the most respected names in Western business. Included among these are General Construction Company, J. A. McEachern, president; J. F. Shea Company, Inc., Gil J. Shea, president; Pacific Bridge Company, W. G. Swigert, president; The Henry J. Kaiser Company, Henry J. Kaiser, president; The Kaiser Company and Kaiser Engineers, Inc.

Today Permanente's enterprises run down an alphabetical list including aluminum, bricks, chemicals, dolomite, ferrosilicon and magnesium.

As 1947 bowed in, Permanente was operating nine plants scattered across the United States from Baton Rouge on the Mississippi to Spokane, Washington. These plants manufacture more than 50 different products ranging from lime and fertilizer to an aluminum-magnesium highway luxury liner now being tested in California. Permanente passes on parade in the pages that follow.







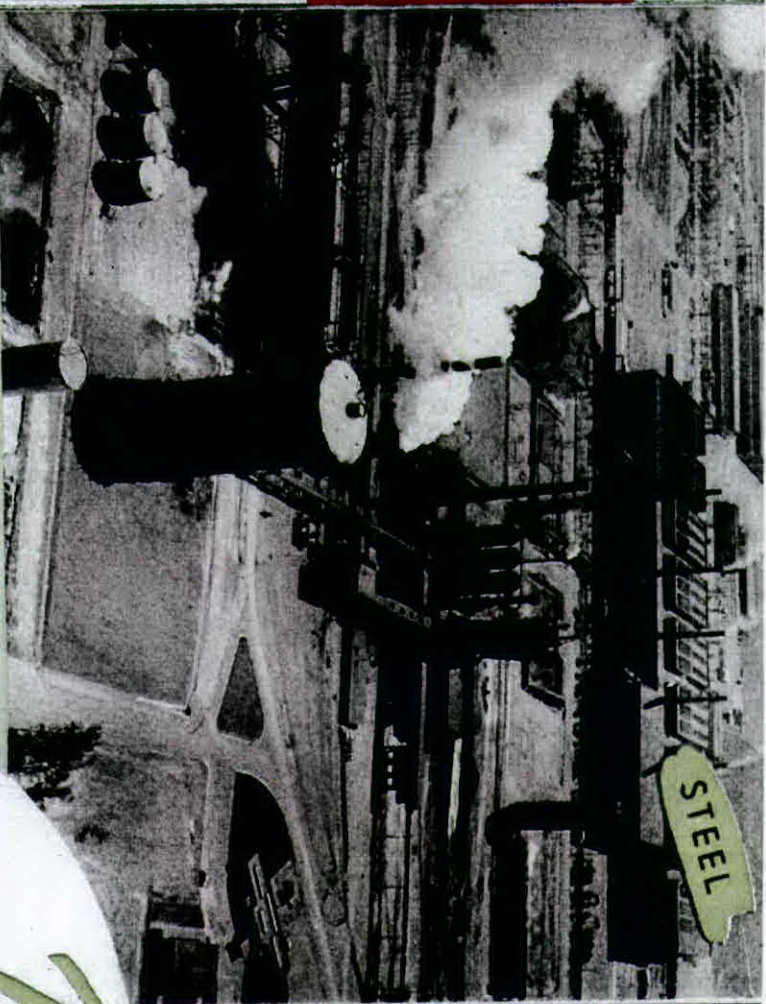
BATON ROUGE

**The PERMANENTE**  
*News*  
FEBRUARY • NINETEEN FORTY SEVEN

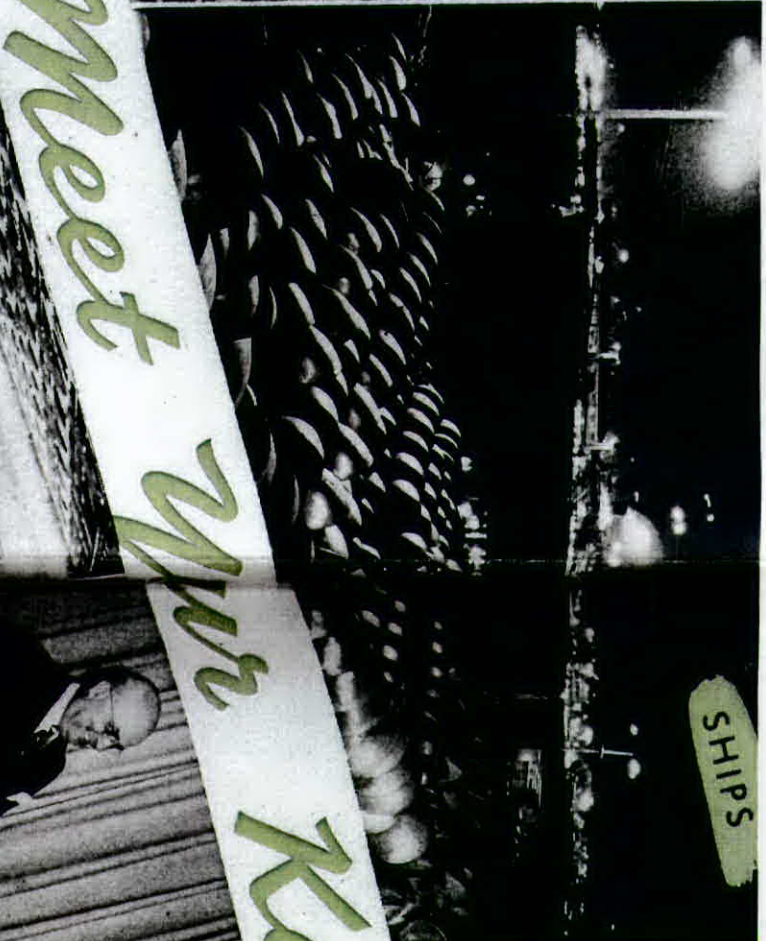
PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES



SWAN ISLAND shipyard in Oregon, left, has swung from war to peacetime production like many Kaiser enterprises. It is now doing repair and conversion work.



STEEL



SHIPS

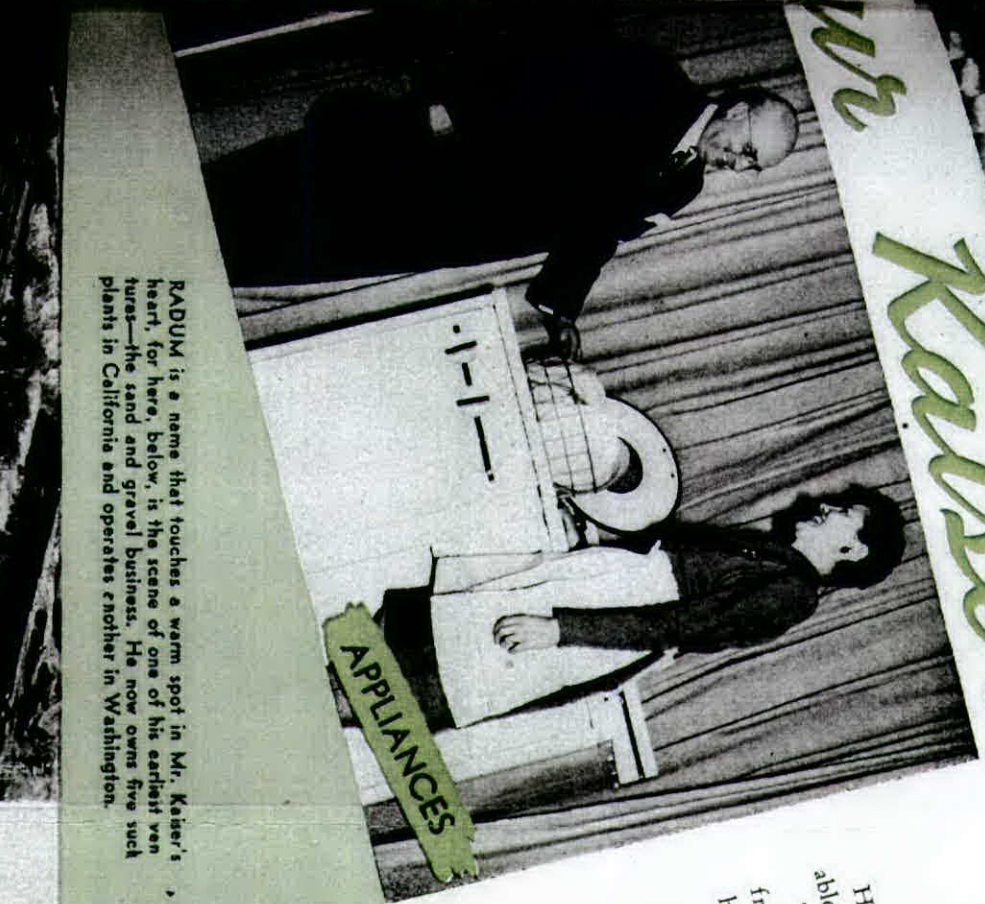
# Cousins

What is Henry J. Kaiser doing today? He owns or operates some 28 established enterprises—ranging from producing more than 140 different commodities. These are peacetime enterprises—all of them—ranging from autos to aluminum, cement to chemicals, ships to steel, hospitals to housing. They embrace approximately 50 plants employing nearly 20,000 men and women. They are you—

part of American industry—like the jet-propelled hydraulic dishwasher Mr. Kaiser is demonstrating to a happy housewife at left. Located in Bristol, Pennsylvania, the Fleetwings division also manufactures airplanes and aircraft parts.



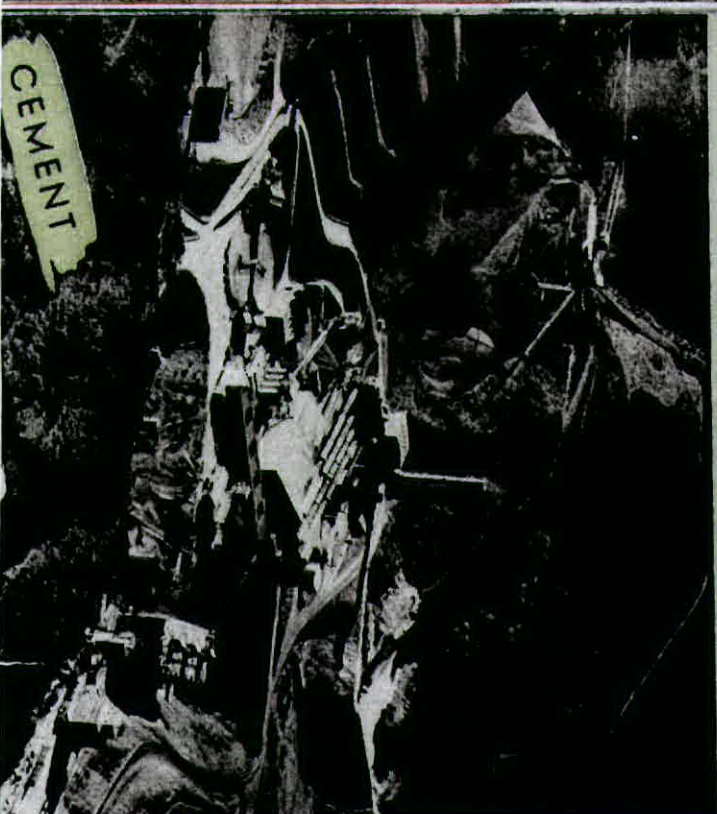
CARS



APPLIANCES

RADUM is a name that touches a warm spot in Mr. Kaiser's heart, for here, below, is the scene of one of his earliest ventures—the sand and gravel business. He now owns five such plants in California and operates another in Washington.

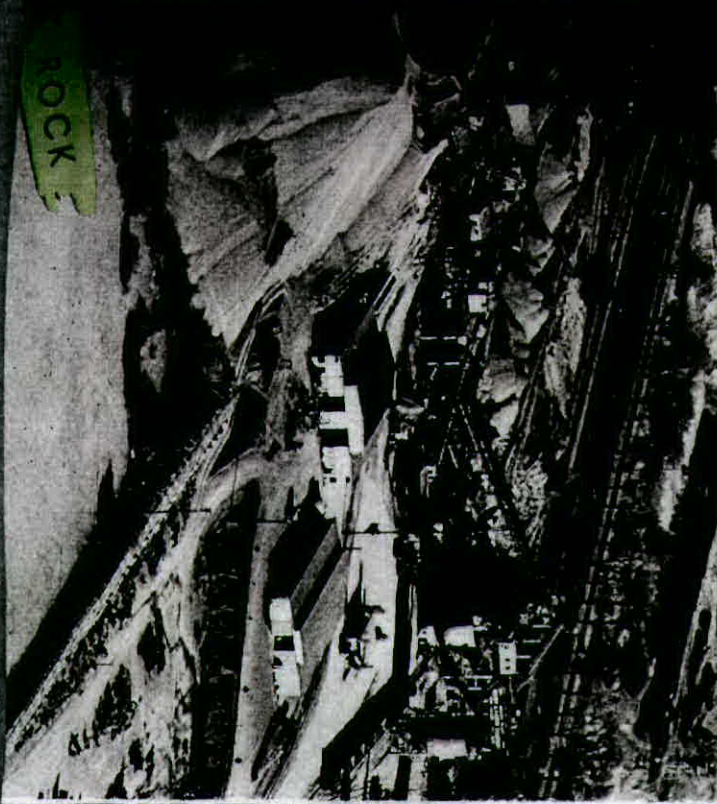
OAKLAND and other San Francisco Bay area cities are served by Kaiser Concrete trucks like those below. Kaiser operates five major batching and ready-mix distributing plants in northern California. This picture shows part of the Oakland Fifth Avenue plant truck fleet.



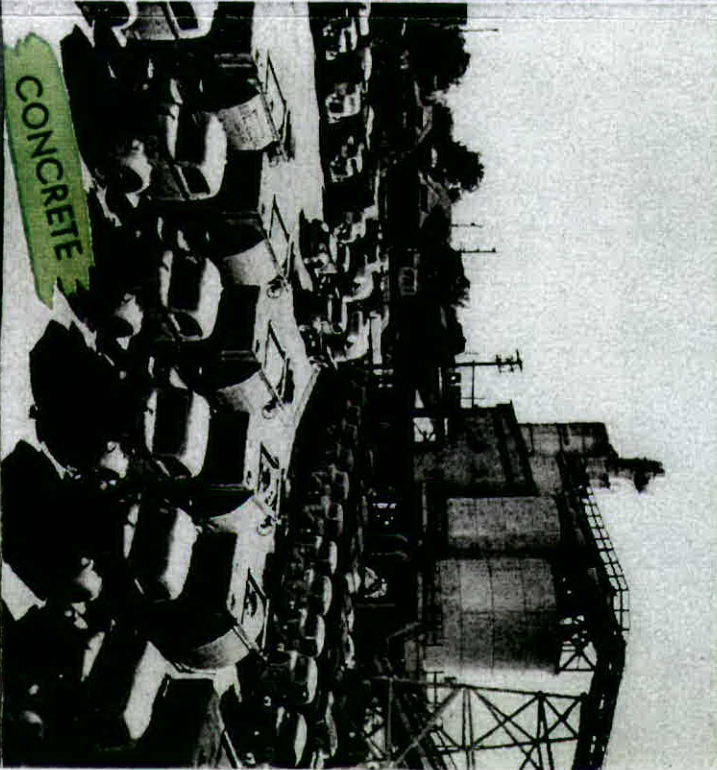
CEMENT



HOMES

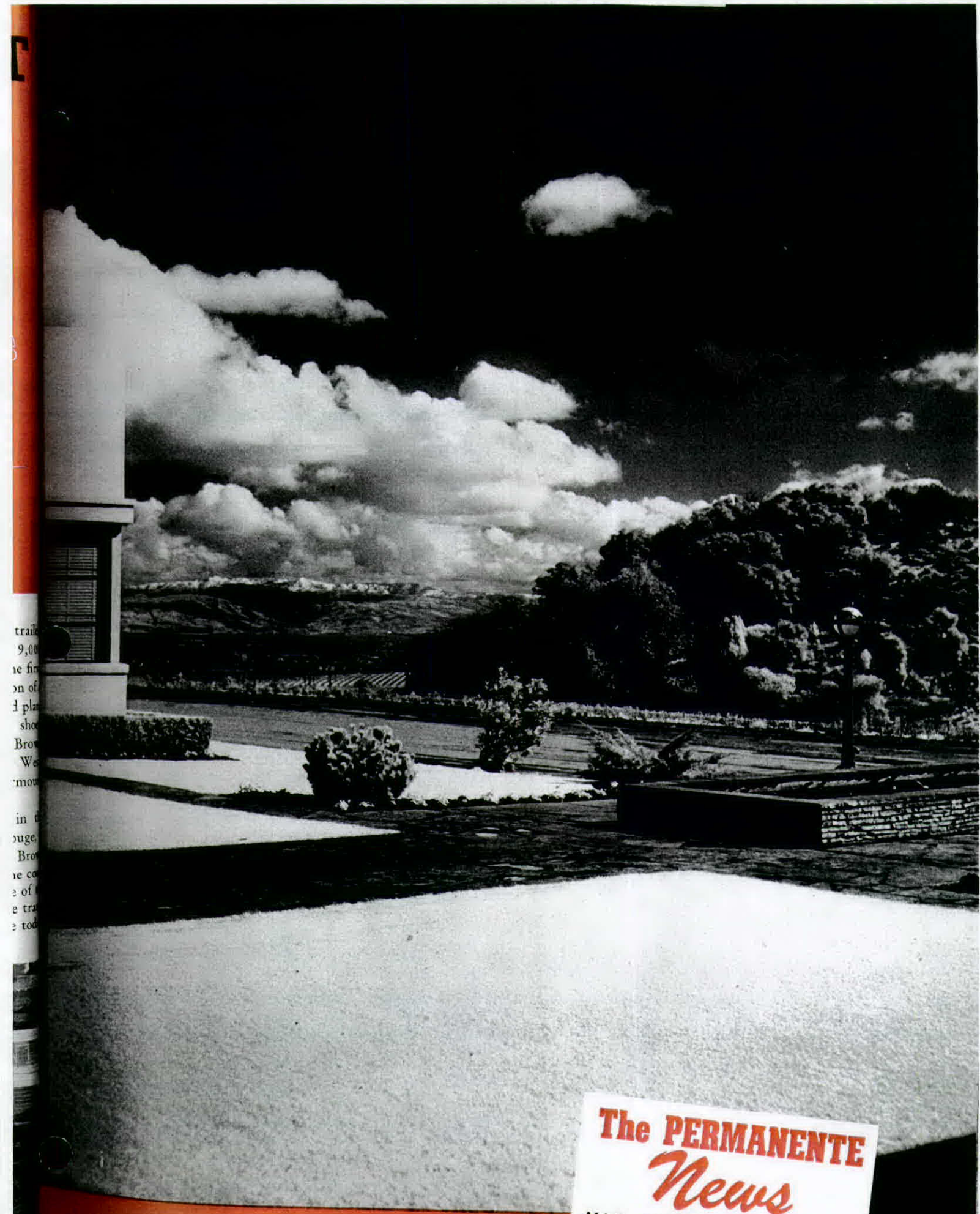


ROCK



CONCRETE





**The PERMANENTE**  
*News*

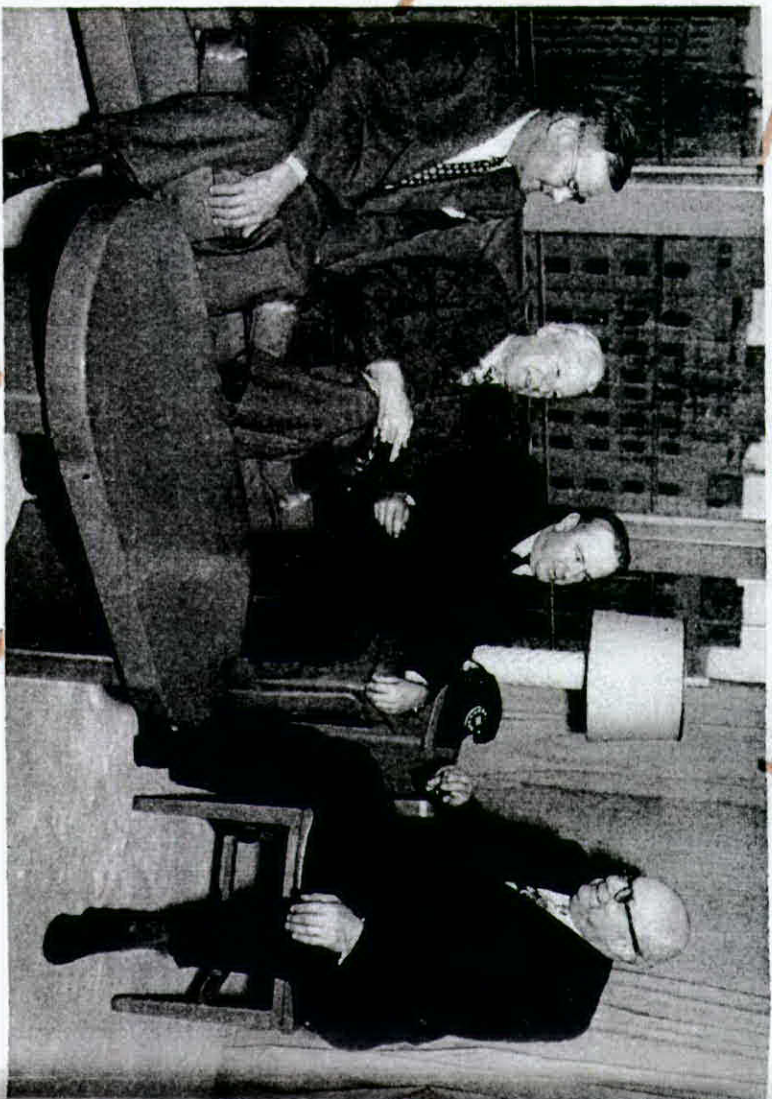
MAY • NINETEEN FORTY SEVEN

PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES

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**EARTH MOVERS . . .** The men who control Permanente's far-flung holdings map new strategy at one of frequent stockholders' meetings. Left to right: Gilbert J. Shea, J. A. McEachern, W. G. Swigert and Henry J. Kaiser.



# The MEN Behind the Men of Permanente

**WHO ARE THE MEN** directing the destiny of the ten Permanente plants and the 5,000 families which they support?

At the risk of a termination slip, and with the words "be careful what you say" ringing in our ears, the PERMANENTE NEWS will attempt a brief sketch of the men behind the men of Permanente. In all sincerity, their story is a red-blooded Western thriller pitting cool courage against constant challenge, for these are the men who built Boulder and Bonneville, raised the ships at Pearl Harbor, spanned the Golden Gate, erected the world's largest cement plant, and are now accepting new challenges with the same restless courage.

It all dates back to 1931, when eight West Coast contractors banded together to form the famous Six Companies—named after the respected Chinese tribunal to which the powerful San Francisco tongs submitted their differences. During the next ten years they completed Boulder, Bonneville and Grand Coulee Dams, sank the great piers for the San Francisco-Oakland Bay Bridge, launched ships, made magnesium, and stretched a ten-mile conveyor belt over mountains to haul the aggregates for Shasta Dam. By 1943, their fame and

ability to accomplish the "impossible" prompted Fortune to call them the "Earth Movers." Today, four of the original members of the Six Companies have reiterated their faith in the West by rearing another industrial giant—aluminum.

So it is not without precedent that these four men—J. A. McEachern, W. G. Swigert, Gilbert J. Shea and Henry J. Kaiser—have enabled Permanente to attain the position of third-ranking aluminum producer in the United States in ten short months. As president of the corporation, Kaiser manages the enterprise, but his associates show more than a lukewarm interest. This is another challenge, another chance to achieve, another joint venture. They are all in it to win it.

Jack McEachern is president of the General Construction Company of Seattle, founded in 1931 as a consolidation of paving and bridge-building companies. Born in North Carolina, McEachern's determination and sound business judgment is reflected in his company's solid reputation in the Northwest.

Gorill Swigert is an Oregonian and heads the Pacific Bridge Company of San Francisco and Portland, founded in 1869. Descendant of a long line of bridge builders, Swigert is a quiet, modest man. His

actions, however, speak loudly in terms of bold undertakings for all to see.

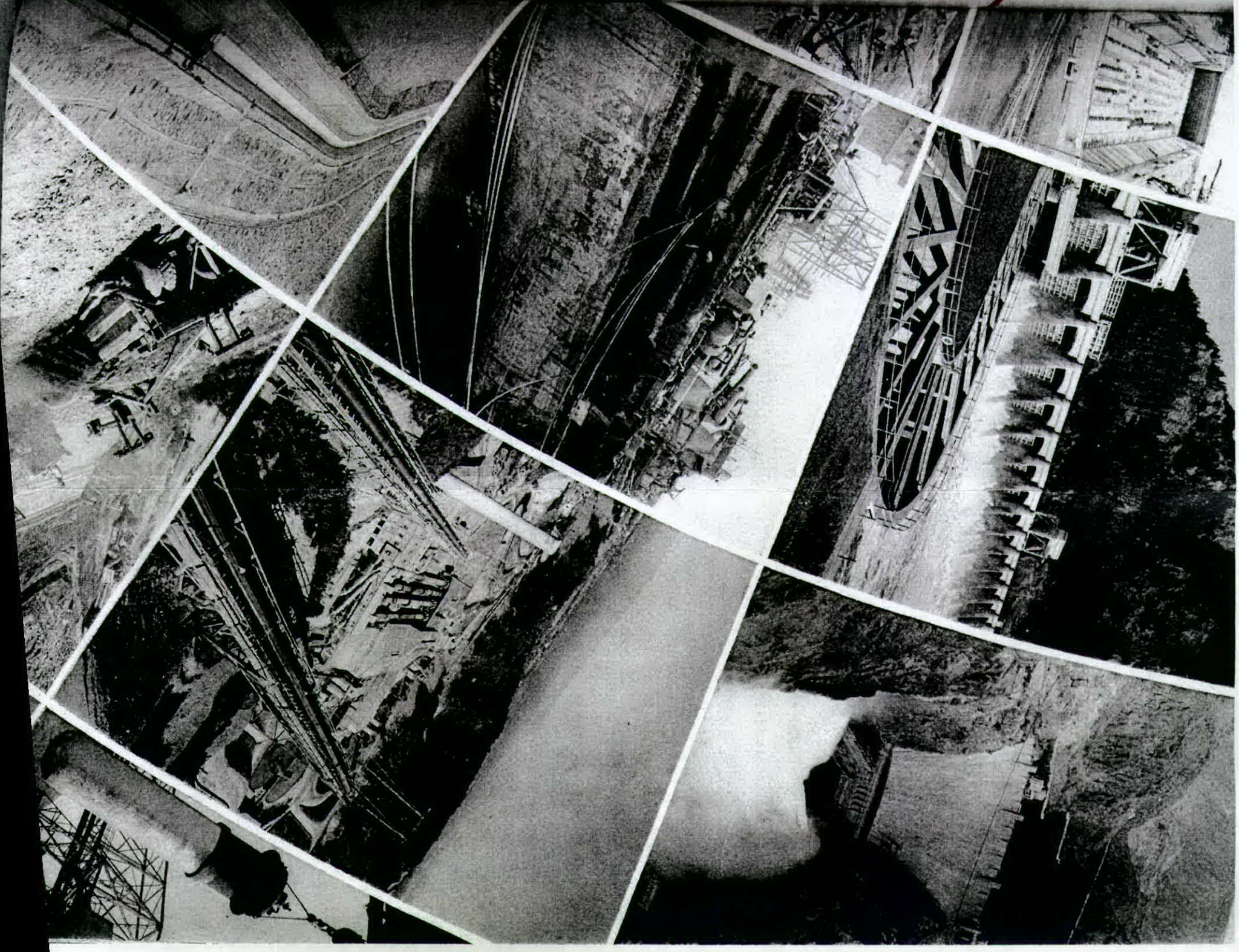
Gil Shea is president of the J. E. Shea Company of Los Angeles, formed in 1911 by his father and brother. Born on the West Coast, Shea is a friendly, affable man. Like his partners, he is a natural leader and likes to spend as much time as possible "on the job."

Although their companies go separate ways—building bigger bridges, larger highways, longer canals, greater plants—the men who run them are still as close together as ever. In little more than 15 years they have contributed more physical wealth to the West than perhaps any group you can name.

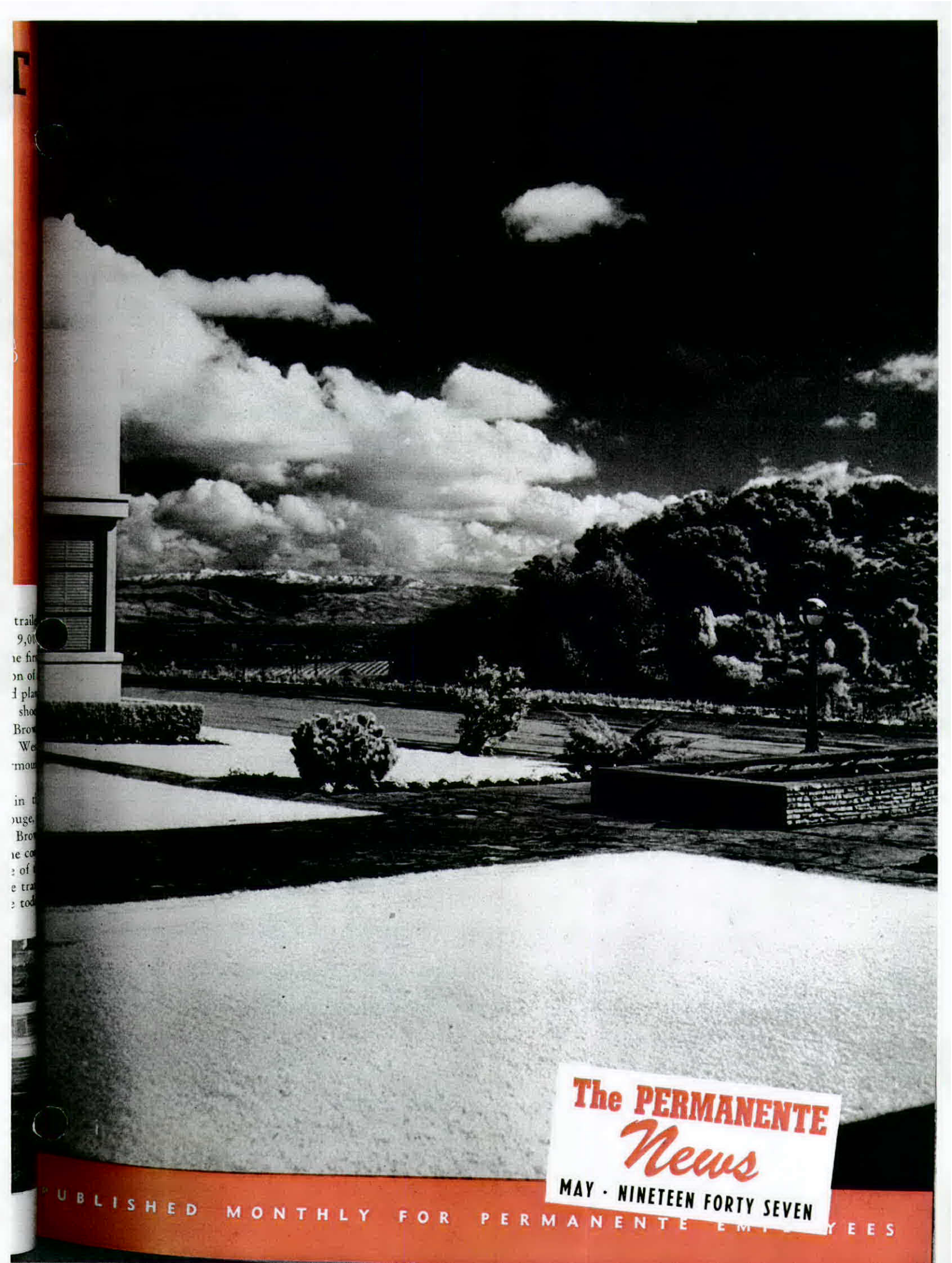
These are the men behind the men of Permanente. The men who have again combined their construction and production wizardry to establish Permanente as a major force in the aluminum industry. These are the Earth Movers.

**BY THEIR WORK** you shall know them. Here are some of the projects, right, accomplished by the men behind the men of Permanente. Top, Ningbo Drydock at Humber's Point, Grand Coulee and Boulder Dams; center, battleship Oklahoma raised at Pearl Harbor, world's largest cement plant, magnesium production; bottom, Coachella Canal in Imperial Valley.

THE PERMANENTE NEWS







**The PERMANENTE**  
*News*

MAY • NINETEEN FORTY SEVEN

PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES



# VALLEY of HEART'S DELIGHT

(This is the third of a series of articles describing the various Permanente plants and the area in which they are located).

IF CALIFORNIA is all that the chamber of commerce folders say it is, then Permanente is paradise. Nestled in the western foothills of Santa Clara County, the original Permanente plant is situated in a modest portion of the state known as "The Valley of Heart's Delight". This name, no doubt, was conceived by early Spanish settlers who first discovered the region's natural conveniences, i.e., unusual climate and usual sunshine, long summer and short winter, fertile soil and sterile air, large fruit and small taxes, friendly Indians and unfriendly rattlesnakes.

The Spanish themselves named Permanente, according to legend, after an ever-flowing stream located on the plant property, but natives of the area are solidly firm in their belief that Mother Nature herself christened the spot as her "permanent" resting place—with an extra "e" for excellence. Although the Indians have since disappeared (contrary to Eastern belief), and the rattlers reserve their appearances for jubilees and centennials, the Santa Clara Valley has not lost any of its old charm. Reminiscent of the padre trail are Missions Santa Clara and San Jose, standing nearby. And in the Santa Cruz Mountains, which range between Permanente and the Pacific, the world's oldest sentinels—towering redwood trees—lend further testimony that this is God's country. Within a 50-mile radius of San Jose, which is the largest city in the vicinity (80,000), Permanente employees enjoy the wonders of seashore, mountains, valleys and bayside all rolled into one.

San Jose is the world's largest canning center and one of the fastest growing industrial areas on the Pacific Coast. Its fame as an agricultural and residential mecca is now being augmented by an influx of heavy industry. The city is situated at the foot of San Francisco Bay, 50 miles south of the Golden Gate metropolis and its two famous bridges, and within telescope-view of "Dusty" Rhoades' Oakland office.

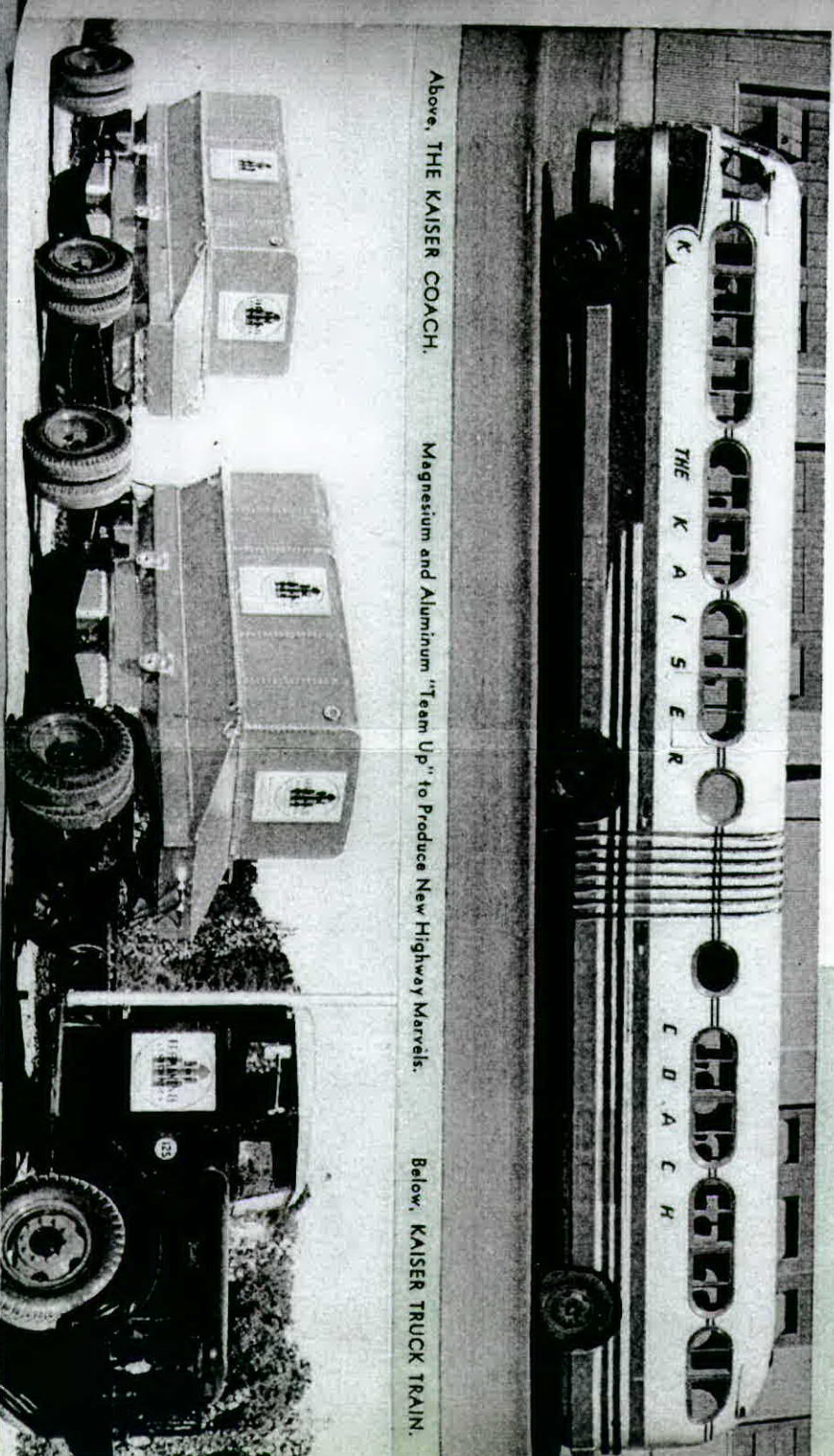
Permanente is the home of three plants, two of them owned by The Permanente Metals Corporation. The third, the Permanente Cement Company plant, was built in 1939 and led to the construction of the magnesium plant two years later. The cement plant requires approximately 20,000,000 cubic feet of natural gas per day to fire its kilns, so with typical Kaiser knack, engineers selected Permanente as the site of the magnesium plant and utilized natural gas instead of hydrogen as the shock chilling agent required to recover magnesium dust in the Carbothermic process. At the same time, by rejecting the spent gas to the cement plant, the need for a costly purification system was eliminated and the fuel value of the kiln gas was increased by the addition of carbon monoxide picked up in the magnesium process.

Commented early in the war by the Truman Investigating Committee for its production of magnesium at a time when it was most critically needed, Permanente went on to produce more than 20,000,000 pounds of the vital metal and 82,000,000 pounds of "goop" incendiary material by V-J Day. At that time, operations were curtailed to permit process changes now nearing completion. In brief, the former batch method of making magnesium is being replaced by a continuous method which will enable Permanente to compete with Dow Chemical, only other private producer. The determination of Kaiser and his associates to remain in the magnesium field was indicated in November, 1945, when the stockholders paid off in full—six years before maturity—an RFC loan of \$28,475,000 covering the magnesium operation and allied plants at Moss Landing and Natividad, California.

Meanwhile, Permanente has been active in light metals development with construction of the Kaiser Coach and Truck Train, and expansion of its Ferro Alloys plant, which has added sorely needed fertilizer phosphate to its list of products.

TAPPING one of the Ferro Alloys furnaces at Permanente is a spectacular operation, above. Molten ferrosilicon or phosphate flows into sand pit where it is allowed to cool into slab.

SLABS are then stockpiled, before crushing. Ferroilicon is broken into coal-size chunks for bulk shipment, while phosphate is finely pulverized and sacked.



Above, THE KAISER COACH.

Magnesium and Aluminum "Team Up" to Produce New Highway Marvels.

Below, KAISER TRUCK TRAIN.

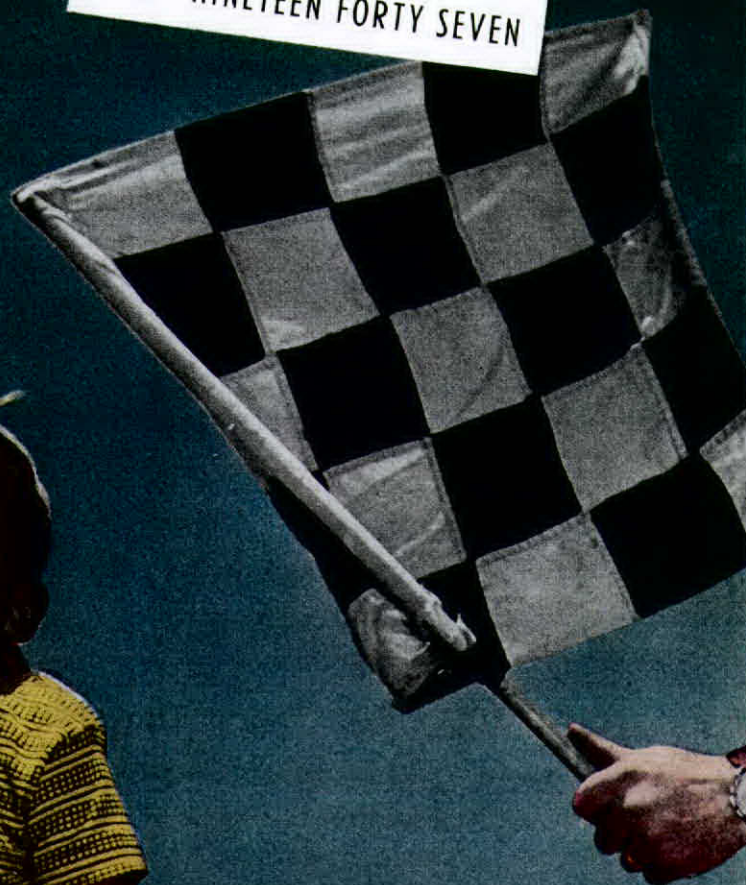


PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES

**The PERMANENTE**  
*News*

JULY • NINETEEN FORTY SEVEN

**KAISER**  
**ALUMINUM**  
**SPECIAL**



**ONE YEAR OLD and going like sixty . . . . .**

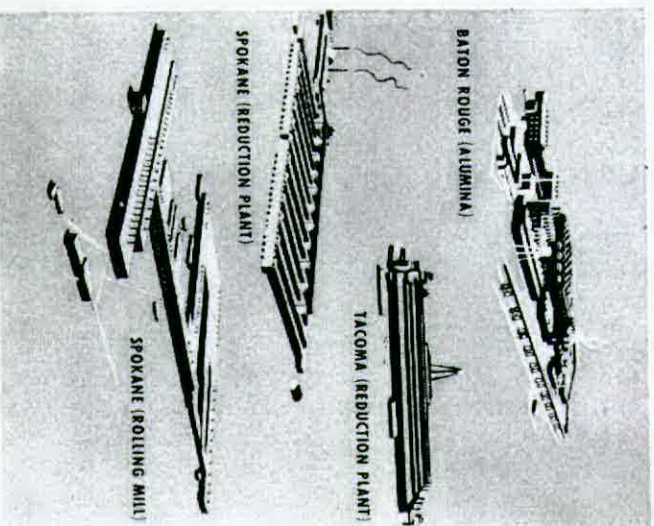


# KAISER ALUMINUM

HOW PERMANENTE METALS—IN A SINGLE YEAR—HAS BECOME A KEY FACTOR IN AMERICAN INDUSTRY—PRODUCING 175 MILLION POUNDS OF KAISER ALUMINUM!

One year ago, for the second time in over half a century, a new force stirred the aluminum industry. After careful planning and organization, The Permanente Metals Corporation—led by Henry J. Kaiser and associates—started to carve out a permanent place in the aluminum world. The first objective: To produce aluminum in tremendous volume and thus offset the shortage which was then crippling the production of finished products. That this objective was achieved... and surpassed is revealed by one statistic—175 million pounds of plate, sheet, and strip aluminum in the

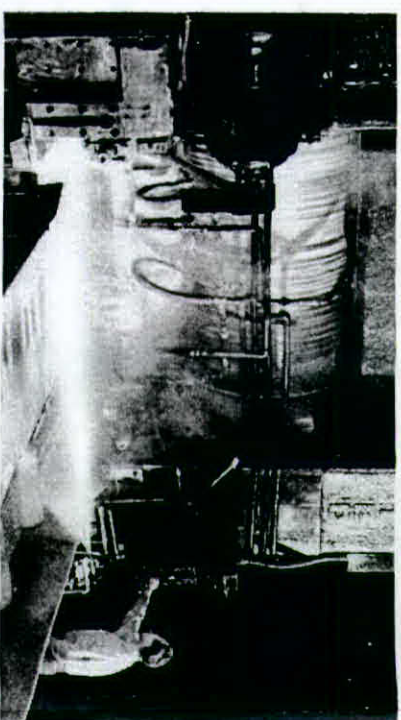
first year. Almost as much as the entire industry produced in the most productive year before the war! The pictures and text on these pages *partially* reveal how this was done. What they cannot hope to portray is how administrative vision, technical skill, and a completely coordinated operation combined to make such production possible. This same combination is now achieving Permanente Metals' second objective—to make Kaiser Aluminum, already second to none, the finest in the land!



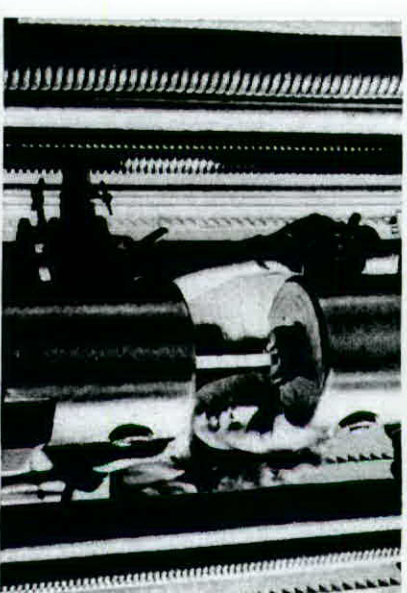
1. From bauxite processing to finished product—This chart gives a step-by-step picture of Permanente Metals' aluminum operation... which controls the production of quality aluminum from its huge bauxite processing plant at Baton Rouge, Louisiana... through its mammoth reduction and finishing plants at Spokane and Tacoma, Washington. Such integration assures fast, reliable service.



2. Preparing the "pig"—Operating eight modern pot lines, Permanente's reduction plants at Spokane and Tacoma, Washington, can turn out over 700,000 pounds of pure pig aluminum daily. This pig aluminum is then sent to the rolling mill, also in Spokane, where it is converted into alloyed ingots and then rolled into plate, sheet and strip.



3. Down the "hot line"—Permanente Metals' 53-acre Spokane rolling mill is one of the largest, most modern plants of its kind in the world. An example of its up-to-the-minute equipment is the "hot line," the giant rolls which convert alloyed aluminum ingots into sheet. This rolling mill is capable of producing 288 million pounds of Kaiser Aluminum a year.



4. Quality first—With production reaching new peaks, Permanente Metals is now concentrating on producing the highest quality aluminum ever offered to manufacturers. Constant chemical and physical tests plus infinite care in handling assure that customer requirements are not only met, but exceeded.



5. Ready to go—Here is the result of just one day's rolling mill production of Kaiser Aluminum. Ready to ship, it will go into aircraft, buses, building materials, house trailers, appliances, garage doors,

kitchen utensils... will be welcomed by scores of America's leading manufacturers who rely on Permanente Metals for quality aluminum, fast, dependable deliveries, and an eagerness to be of service!

Ready to serve you—today...

## Kaiser Aluminum

a Permanente Metals product

DISTRIBUTED BY PERMANENTE PRODUCTS COMPANY, KAISER BLDG., OAKLAND, CALIFORNIA... WITH OFFICES IN: Seattle, Wash.; Oakland, Calif.; Los Angeles, Calif.; Dallas, Texas; Wichita, Kan.; Kansas City, Mo.; St. Louis, Mo.; Atlanta, Ga.; Minneapolis, Minn.; Milwaukee, Wis.; Chicago, Ill.; Cincinnati, Ohio; Cleveland, Ohio; Detroit, Mich.; Boston, Mass.; Hartford, Conn.; Buffalo, N.Y.; New York City, N.Y.; Philadelphia, Pa.; Washington, D.C.

Week, Modern Industry, Wall Street Journal, and twenty-three industrial trade magazines.

This advertisement will appear in July, 1947, issues of Fortune, Nation's Business, Business Week,

THE PERMANENTE NEWS

JULY 1947



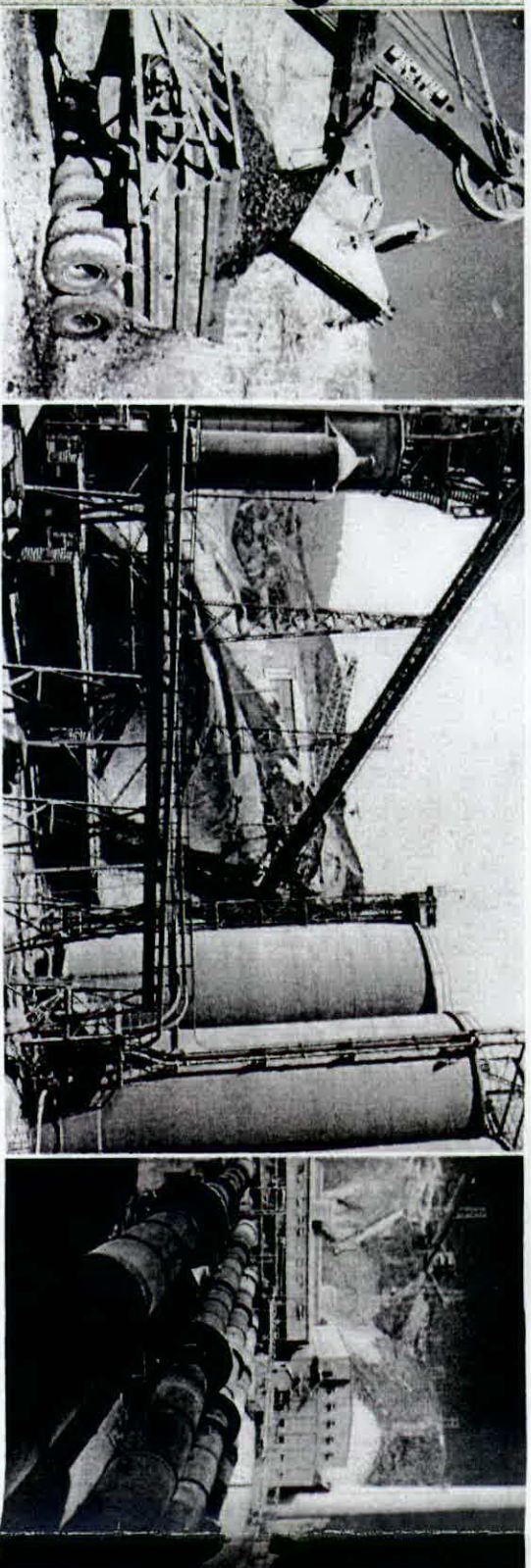
PUBLISHED MONTHLY FOR PERMANENTE EMPLOYEES

**The PERMANENTE**  
*News*

AUGUST • NINETEEN FORTY SEVEN







SCOOP... Five-yard shovel loads 40-ton buggy with limestone rock in quarry at Permanente, left. Photo courtesy Life.

CONVEYORS like these, above, cover five miles at world's largest cement plant. Picture shows two of the 27 90-foot-high storage silos.

KILNS cook the cement slurry into clinker, above. Plant has four of these 463-foot-long "ovens." Life photo.

WHEN the war was raging overseas, there was also a pretty good feud going on in the western foothills of California's Santa Clara Valley. The principals were Kid Magnessum, lightweight champion, and Killer Cement, heavyweight contender. Although there was no bloodshed, a lot of honest sweat flowed down Permanente Creek as the two participants engaged in a production slugfest to see who could get Uncle Sam the mostest the fastest.

It was a typical family brawl, with no hard feelings but plenty of rivalry, and by the time Tokyo said "uncle" the Permanente Metals Corporation boys were willing to concede that Permanente Cement Company had done a whale of a job out in the Pacific. As a matter of fact, they bragged about PCC's record of having supplied every speck of bulk cement for military fortifications in the Pacific. They took pride that they knew the gang that "never missed a convoy," even to the extent of delivering more than half a million sacks of cement to the San Francisco docks in 15 days to uphold the tradition in January, 1945.

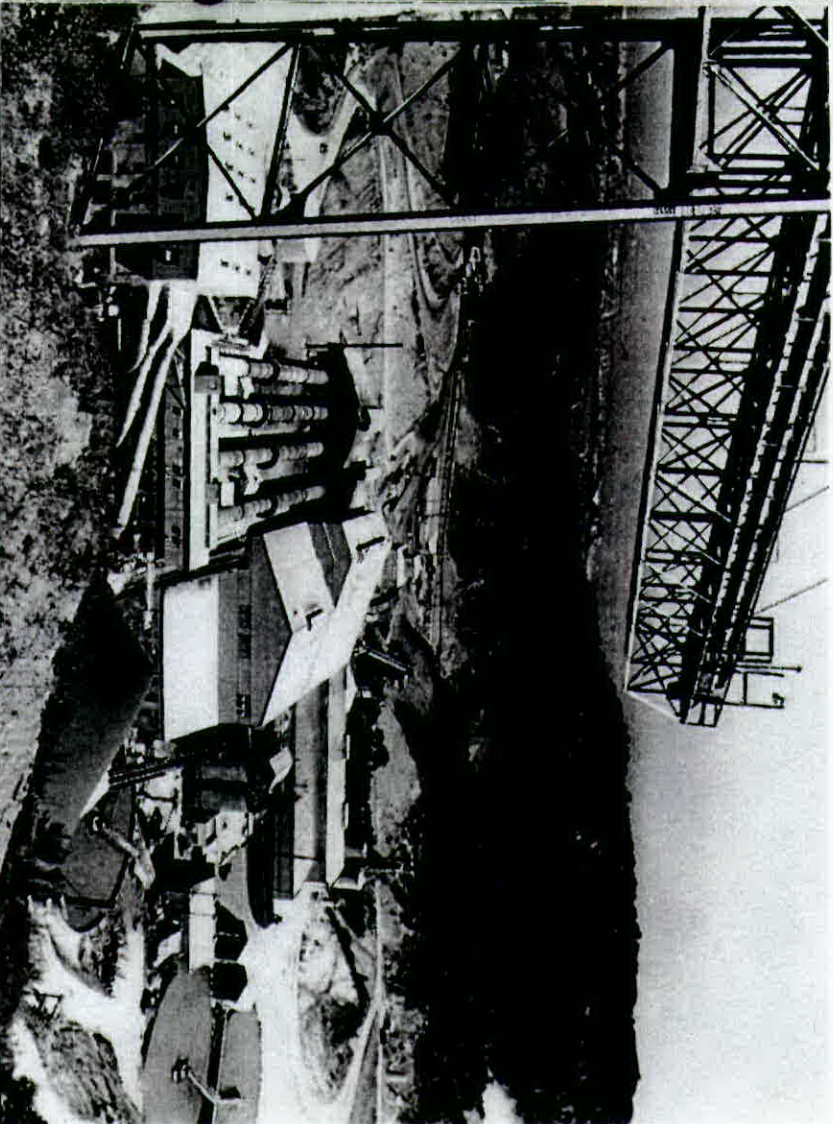
Those were the days when Superintendent Bill Sharp's pack house was shipping as high as 18,000 barrels of cement daily and the plant capacity was only 16,000! Bill will confess that the difference was made up in silo inventory, but in his immortal words of the time "we'll give 'em hell while it lasts!" And in those words echoes the spirit that pervades the entire plant force, from shovel operator to packer.

Permanente is the world's largest cement plant with an annual capacity of 5,500,000 barrels, which is the equivalent of 22,000,000 sacks of cement or more than enough to build a sidewalk around the globe. The same companies and men who own Permanente Metals are stockholders in the Permanente Cement Company—General Construction Company, J. F. Shea Company, Pacific Bridge Company, Henry J. Kaiser Company, and The Kaiser Company. Other associates in the venture include Clarald Company, Morrison-Knudson Company, Inc., and Utah Construction Company. The story behind the cement plant's construction is a fascinating one and one significant of the confidence and daring of the men who built it.

Early in 1939 the U. S. Bureau of Reclamation requested bids for more than 5,000,000 barrels of cement with which to build Shasta Dam. Although Kaiser and his associates had explored local limestone deposits, they had no existing plant facilities and were awarded the bid at a saving of more than \$1,500,000 to the government and on the merit of such previous accomplishments as Boulder Dam. Construction started in June, 1939, and on Christmas Day—less than seven months later—the first barrel of cement was produced. The Shasta Dam contract ultimately reached approximately 6,800,000 barrels and was fulfilled in the face of heavy war commitments.

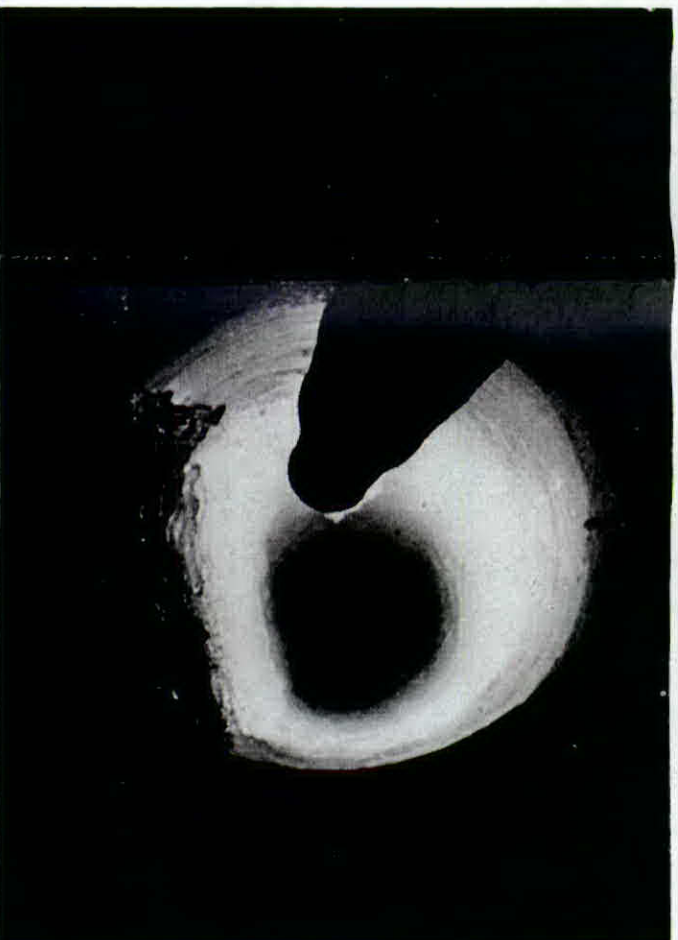
Today, Permanente Cement Company is truly building the West with a basic material that stands as everlasting tribute to its men and machines. Only recently it took over operation of the Diamond plant in Seattle, and other facilities are located at Merced and Redwood City, California, and in Honolulu, Hawaii. Retting of the Permanente Steamship Company's S. S. Silverbow, a converted Victory ship, has just been completed and the vessel is now plying the Pacific as a bulk carrier. Heavily entrenched in northern California, the Pacific Northwest, and Hawaiian Islands, the cement plant is now going full blast to supply the unceasing appetite of the postwar building boom.

## Brothers Under the Skin

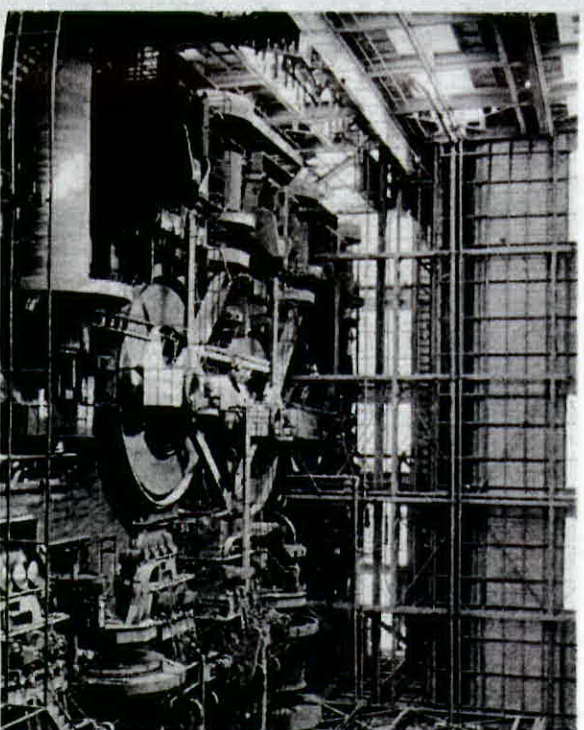


VIEW of Permanente cement plant, left, from stockpile conveyor booms. Plant utilizes gravity flow from quarry. Dust collecting system, left foreground.

THE PERMANENTE NEWS



CLINKER CANYON... Here is a rare photograph of the inside of a cement kiln, above, which is fired by natural gas at temperature of 2700 degrees Fahrenheit.



GRINDING MILLS pulverize clinker to fine cement powder in Permanente's huge mill building, above. Raw material is also reduced here in primary ball mills, and put through series of classifiers.



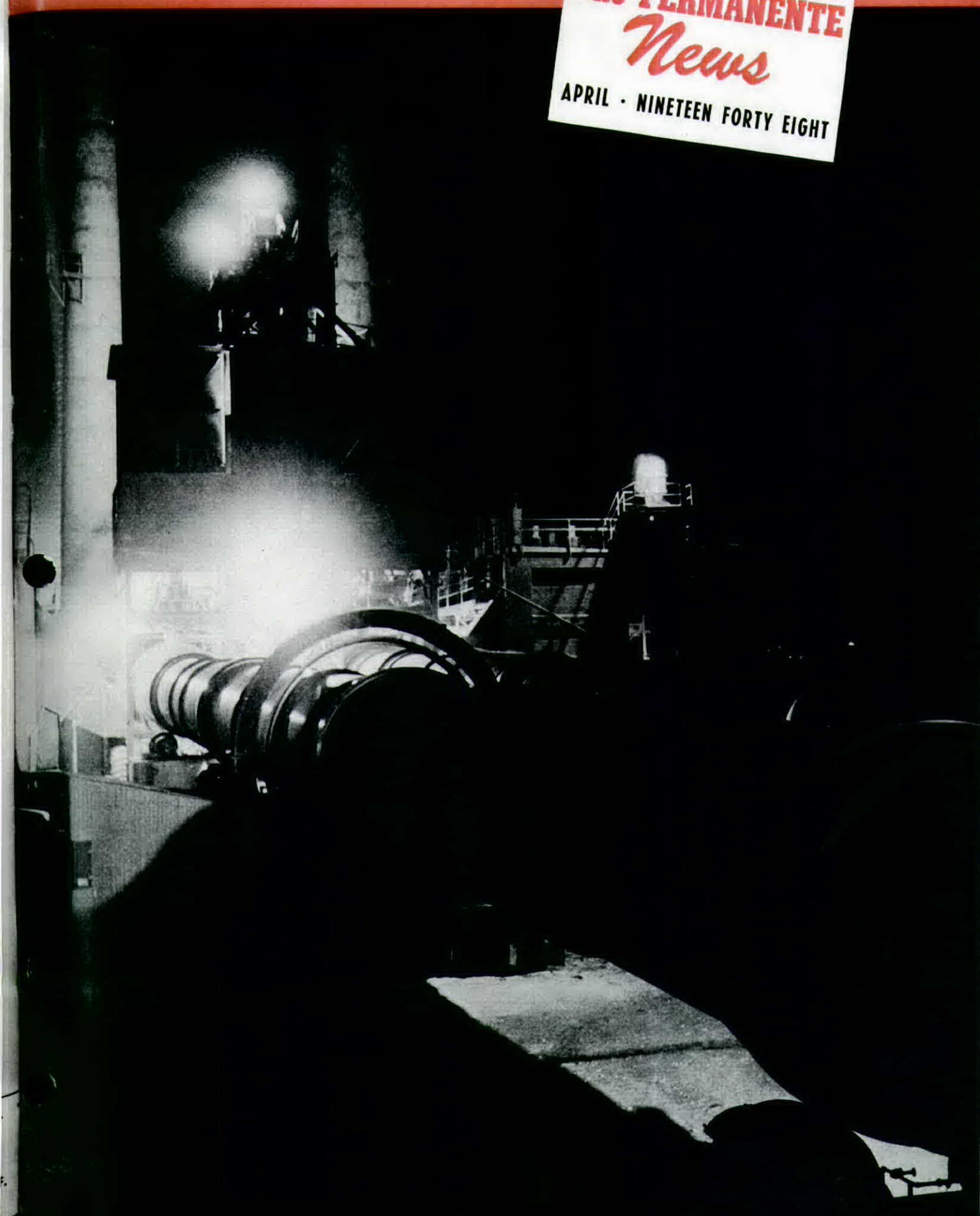
YOU COUNT 'EM!... Scenes like this are frequent on San Francisco waterfront when Permanente starts shipping to ocean-going vessels. During war, plant delivered 532,000 sacks in 15 days.

AUGUST 1947



PUBLISHED MONTHLY FOR MEN WHO MAKE INDUSTRY

**The PERMANENTE**  
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APRIL • NINETEEN FORTY EIGHT





## The PERMANENTE

# News

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THE PERMANENTE METALS CORPORATION  
KAISER BUILDING, OAKLAND, CALIFORNIA

### ON THE COVER

Patterns in the night are formed by Natividad's big kilns and buildings under glowing lights, and are dramatically captured by Photographer Jack Wilkes. From a huge deposit running into millions of tons, the exceptionally pure crystalline dolomite is moved by conveyor belts to stockpiles, and then fed to the kilns.

## TO THE PAST . . .

Tom Moodie pecked out A-L-U-M-I-N-U-M . . . the magic word for the northwest, the nation, and a new world of motion and light metal.

The word poured from his typewriter like the feeling in his soul . . . it was his job, the northwest, the nation . . . perhaps even the physical future of the world—it wasn't too long ago that they talked the same way about steel.

Aluminum . . . Tom Moodie had seen it in the skies in the shape of deadly bombers during the war . . . then he had seen the shape of peaceful things to come . . . baby buggies, garden tools, homes, and pots and pans—all made of aluminum.

Tom Moodie was no ordinary man . . . in his seventy years he had seen many things . . . as a tramp printer, when he set the headlines that screamed



MR. ALUMINUM and TOM MOODIE

"Maine Sunk in Manila Bay" . . . and again later when he wrote the lines that told of agony in the Argonne, misery on the Marne, and Pershing's push . . . and as governor of North Dakota, a job he lost because he wasn't content to sit in one place long enough to establish residence.

Fifty of those seventy years were spent as a working newspaperman . . . a half-century span which crossed Wadina, Minneapolis, New Orleans, San Francisco, Wahpeton, Williston, and Spokane . . . fifty years of writing, breathing, believing.

And for all his years, Tom Moodie's mind moved as fast as the times . . . when he came to Spokane as a reporter for the *Chronicle*, he was one of the first to grasp the meaning of aluminum. He wrote about it, breathed it, believed it . . . and helped bring it to the northwest.

His copy reflected his vision and sincerity . . . his words set men to thinking . . . thinking of aluminum . . . for the northwest, the nation, the world . . . and led them to believe in aluminum.

His words caught fire . . . the man on the street fanned the flames . . . "We need aluminum!" he said . . . "We can work there!" another added . . . "We can use it!" said a manufacturer . . . "We like it!" added the public.

The blaze swept across the northwest, the nation, the world.

Today, Tom Moodie is dead . . . but he had the faith, and means, to express himself . . . a faith that today is very much alive.

Some of us do not have the means to express ourselves, but now we can all see what Tom Moodie saw . . . a bright, new age of light metal . . . and one which has outgrown its wartime shoes to stand on its own feet . . . in production, in peacetime usefulness, in popularity.

And Tom Moodie died dreaming . . . he wanted to "go out" like the last stanza of *Thanatopsis* . . . looking to the future:

"So live, that when thy summons comes to join  
The innumerable caravan which moves  
To that mysterious realm where each shall take  
His chamber in the silent halls of death  
Thou go not, like a quarry-slave at night,  
Scourged to his dungeon; but, sustained and soothed  
By an unfaltering trust, approach thy grave  
Like one who wraps the drapery of his couch  
About him, and lies down to pleasant dreams."

THE PERMANENTE NEWS

## TO THE FUTURE

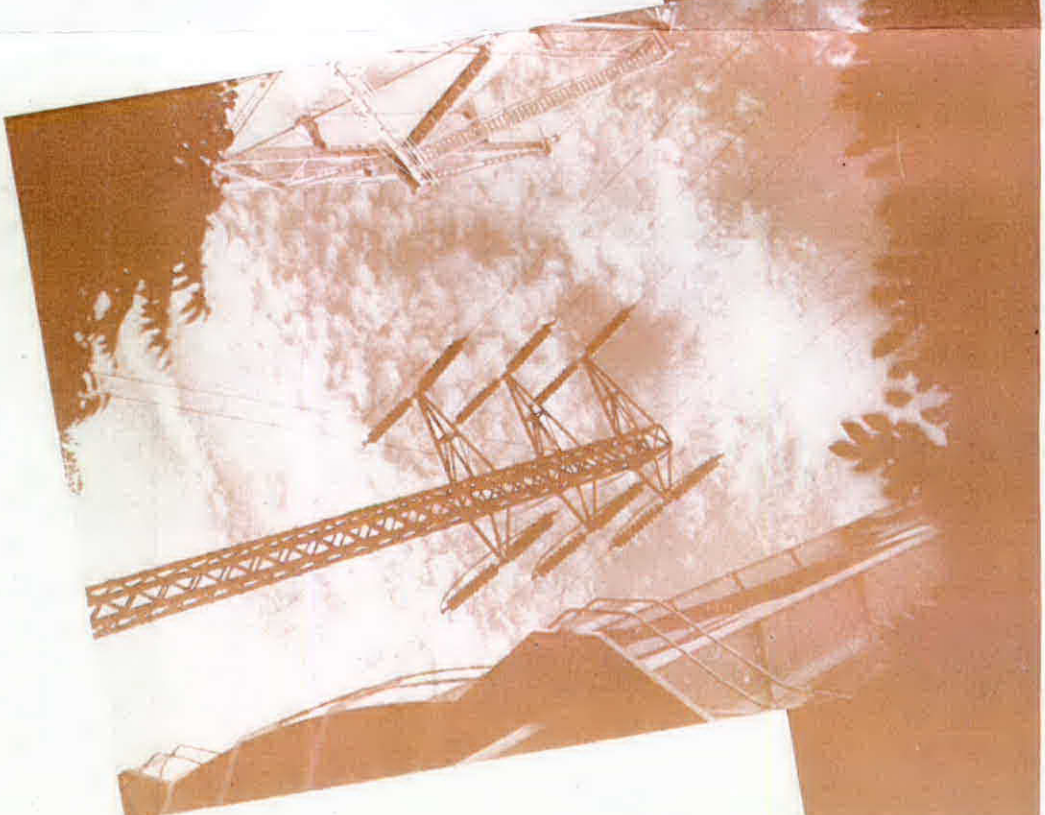
**new spokane rod and bar  
mill will help ease  
wire and cable shortage . . .  
permanente to be site  
of foil plant . . . sixth pot  
line at mead started**

**H**IGH power transmission wires, stretching for countless miles throughout the land, are in more ways than one indicative of the expansion recently announced by The Permanente Metals Corporation—the awarding of contracts for the world's most modern aluminum rod and bar mill, to be located at Spokane, Washington; the establishment of an aluminum foil plant at Permanente, California; and the activation of the sixth potline at Kaiser Aluminum's Mead reduction plant.

Not only will the largest volume of rod and bar production be used in electrical conductor wire and cable, now in great national demand, but that same cable will be used to carry a toast to the future across the nation. For the expansions represent another phase in Permanente's determination to fully integrate its aluminum enterprise and to make available to U. S. manufacturers all types of lightweight metal products.

The contracts awarded to the United Engineering and Foundry Company of Pittsburgh for construction of rod and bar machinery represent the ultimate in the aluminum industry and bring to the northwest its second major aluminum fabricating facility.

The new unit, which will require the eventual employment of several hundred men, will be capable of processing over 120 million pounds of metal annually—more than the entire industry produced in the United States in 1946. With a finishing speed of 2,200 feet per minute, the machinery will be able to roll a single



ingot into a  $\frac{3}{8}$ -inch rod more than 2,000 feet long. The mill, scheduled for completion next March, will produce rectangular, square and hexagon bar up to two-inch maximum, and rod in all sizes from  $\frac{3}{8}$  to  $\frac{7}{8}$ -inch diameter. Permanente is also planning the fabrication of wire, cable, screw machine stock, flattened wire, welding and brazing rod, and rivet stock.

With existing buildings available at the magnesium plant near San Jose, and the proximity of the site to major west coast foil markets in San Francisco and Los Angeles, the company has chosen Permanente for the location of its German aluminum foil plant purchased under the reparations agreement. First of its kind west of the Mississippi, the mill will fill the foil requirements of the Pacific Coast's electronic, radio, refrigeration, air conditioning and packaging industries, and add a new source of supply for manufacturers throughout the Nation. The operation will mean employment for 150 to 200 men.

Now cooking on the "sixth burner," the Mead reduction plant at Spokane is turning out an additional 3,000,000 pounds of pig per month. The final potline, completely rehabilitated, went into operation March 15 when more power was made available. In turn, Baton Rouge will be required to step up its production schedule of alumina by nearly 6,000,000 pounds per month.

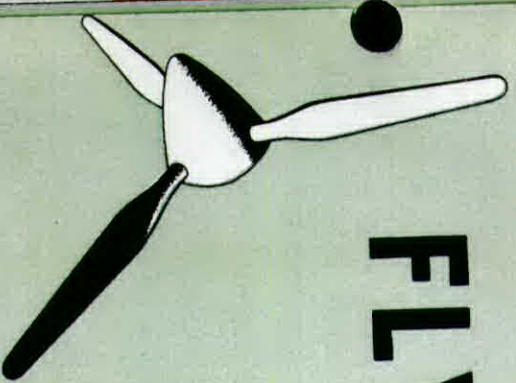
And so the trend is ever upward and onward for Kaiser Aluminum . . . a toast to tomorrow for yesterday's achievements!

APRIL 1948

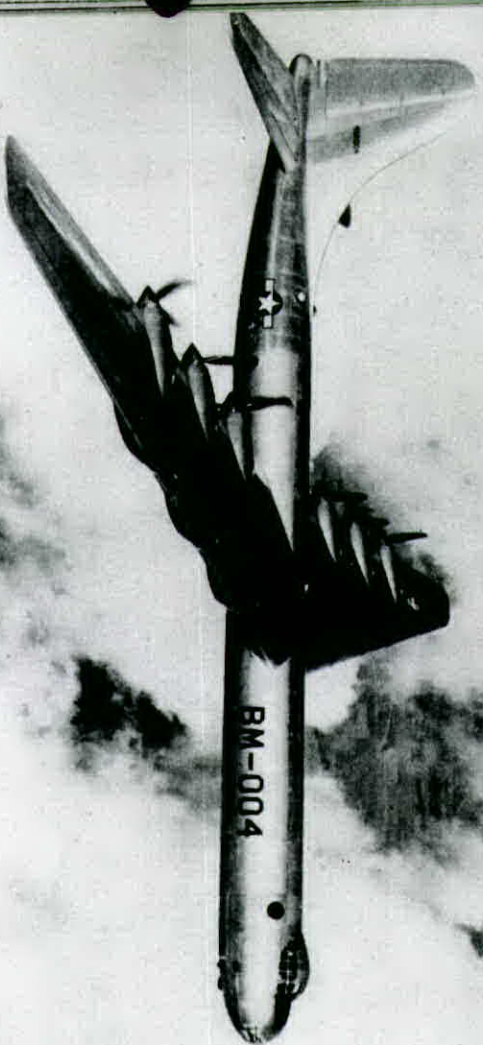


# FLYING HIGH

into the wild blue  
yonder flies kaiser  
aluminum and the biggest  
land plane, the XC-99



LIKE A FLYING NEEDLE is the jet-propelled XB-46, also produced by Convair. Four J-35 jet propulsion engines thrust this sleek bomber from Oklahoma City to Dayton, Ohio, at 533 miles per hour. SISTER SHIP of the new transport is the B-36, the world's largest bomber with a 10,000 mile range. One hundred of these far-ranging planes have been ordered for the Air Force's strategic armada.



WORLD'S LARGEST LAND PLANE . . . XC-99.



DWARFING buildings in the background, the XC-99 military transport waits before test flight.



t a time when world harmony and security seem to hang in the balance, the armed forces of the United States are looking ahead to both war and peace. They are planning planes second to none in the world; planes capable of transporting armies and equipment by air, yet easily converted to the peacetime transportation of vacation-seekers and business men. The conception that to prepare for war is to prepare also for peace is fully illustrated by the XC-99, Consolidated Vultee's troop, cargo, and hospital transport, which can be easily converted to a long-range, low-fare, 204-passenger airliner.

If you are smart, you will neither underestimate nor overestimate her size. Built to haul 400 fully equipped troops, or 100,000 pounds of cargo, or 300-odd litter patients and their attendants—the largest transport plane of the late war carried only 50 soldiers—this behemoth of the air is still capable of a top speed in excess of 300 miles per hour.

Not an engineer's pipe dream but a flying reality, the XC-99 is an outstanding example of how



A 30-FAMILY apartment house could be kept comfortably warm with the heat required to antifreeze the wings of Consolidated Vultee's XC-99.

the aviation industry looks ahead, and of how Kaiser Aluminum has taken to the air. Built of high-strength aluminum alloys in both sheet and extruded form, the fuselage of this air giant has a volume of 30,000 cubic feet, equivalent to the volume of 10 railroad freight cars. A typical section of the double-decked fuselage, which is connected by two stairways, measures 20 feet 6 inches high and 14 feet 3 inches wide.

Two electrically operated sliding cargo doors in the bottom can be opened in flight to permit dropping of cargo, and four electric hoists, operating on overhead rollers extending the length of each cargo area, facilitate loading and unloading of the airplane. The heating system installed in the fuselage, which makes use of exhaust heat from the six engines, provides 4,600,000 BTU's per hour, or enough heat for a 600-room hotel.

The XC-99's six engines, weighing more than 10 tons, develop a total of 18,000 horsepower, and turn 19-foot-diameter re-

versible-pitch propellers, which act as a braking force during the plane's landing run. A wing 7 feet, 6 inches thick permits mechanics access to each engine during flight.

This 133-ton airplane, 75,000 pounds of which consist of aluminum and magnesium alloys, in spite of its size, is directly controlled through the physical efforts of the pilot. The mammoth control surfaces—almost as large as the entire wing of a B-24 Liberator bomber—are operated without any power boost by a series of spring tabs which enlist the aid of the passing air. The problem of expansion and contraction with varying atmospheric conditions has been overcome by the use of cable tension regulators in all of the major control systems.

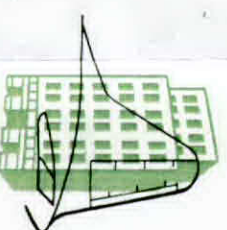
The vastness of this plane, its timeliness, the value of lightweight metals in its construction, cannot be amply described here. It is enough to say that in either war or peace, the nation stands prepared to assume command of the airplanes of the world.



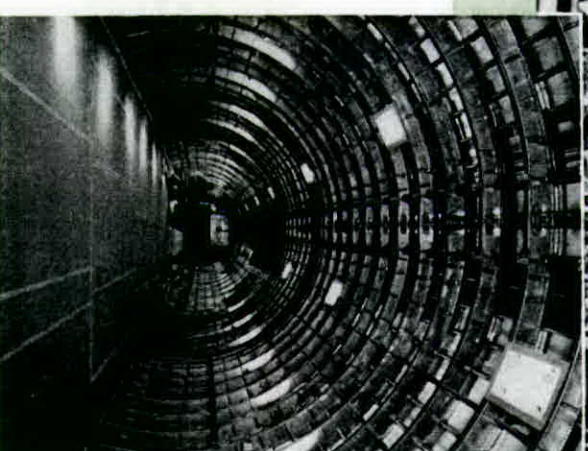
FIVE LOCOMOTIVES would be required to develop the power of the XC-99's six engines.



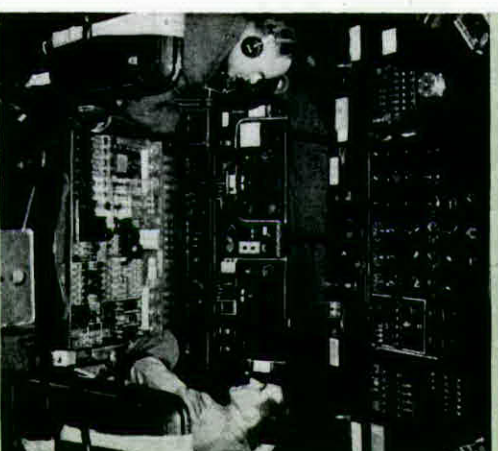
A CAR could circle the world 16 times with the gas carried in the plane's wing tanks.



FIVE FLOORS of an office building could be hidden behind plane's 57 1/2-foot high tail.

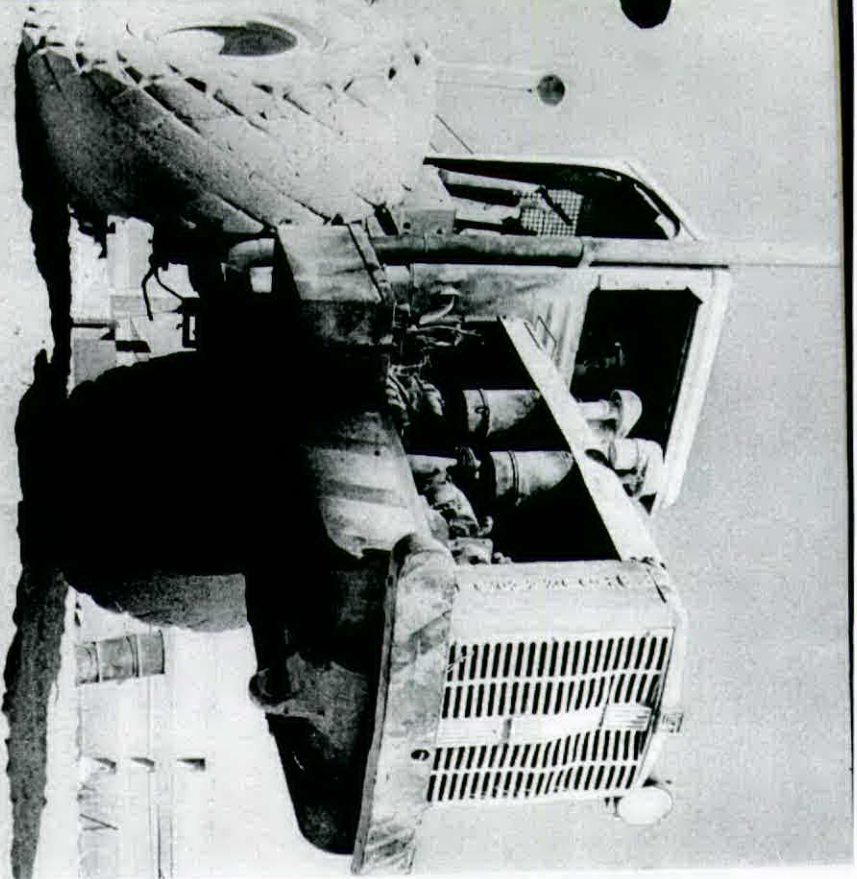


JUST TWO-THIRDS of the XC-99's tremendous upper deck is pictured above. Length of the entire fuselage is 182 feet.



FIND THE DIAL and you could take the plane into the air. Convair's Russell Rogers and Robert Hoover are at controls.





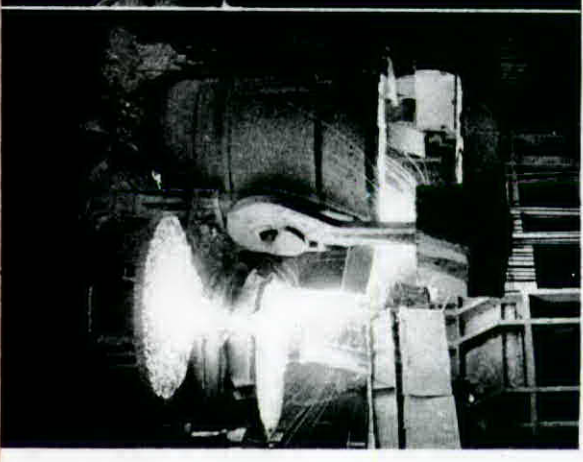
**GOLLY, WHAT A GULLY!** From the great deposit in the Gablian Hills, men, a shovel, and trucks mine the white rock. **LIKE THE FACE** of a powerful bull is the front of the Tournapull buggies, responsible for hauling the raw dolomite.



**SILHOUETTED** against the plant background, a Natividad employee checks the endless procession of crushed dolomite. From the kiln feed bins, the white rock is fed to the plant's two kilns and calcined at a temperature of 1800 degrees. F.



**ROCKS IN MASTHEAD?** Pulp for papers like Oakland's Post-Enquirer requires use of dolomite. **FIERY PATTERNS** formed by molten steel, Dolomite is used in the open hearth furnaces. **A GEOMETRY COURSE** could be well illustrated with the planes and angles formed by conveyor belts, stacks, buildings and stock piles which cover the 323-acre site of the Natividad plant.

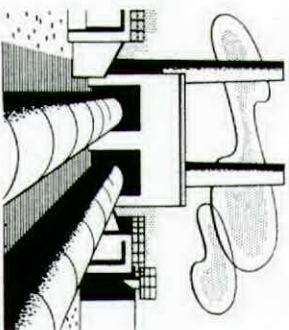


# WHITE GOLD

**T**HE next time you glance at the evening paper and begin thinking that Art Rich is off the beam mastheads; the next time you eat a salad, drink a glass of cold milk, or see a snow scene at the corner movies, and he tells you with a grin that rocks helped make that salad and that milk, and are responsible for that snow, don't shy away as though you thought *he* had rocks in the masthead. Because Brother Rich knows about those things. He is superintendent of Permanente's Natividad dolomite plant, which snuggles close to the base of the Gablian Hills in California.

Born of war, weaned on magnesium, Natividad has passed its adolescence and reached its maturity on the demands of peacetime economy. From the great white quarry of millions of tons of nearly pure crystalline dolomite, comes the raw material responsible directly and indirectly for a host of products—steel, fertilizer, stock feeds, artificial snow, bricks, explosives, magnesium, roofing rocks, buildings, paper pulp and insecticide sprays. All these are obtained through the use of various grades of dolomite.

Crushed dolomite rock is used primarily in connection with open hearth furnace upkeep in steel plants, which also make wide use of deadburned dolomite. Fertilizer mixtures and stock feeds use ground dolomite rock, while No. 10 finds a wide application as an ingredient of fertilizer mixtures. The "snow" on movie sets is the result of No. 20. Calcined Dolomite, processed at the Moss Landing Seawater plant, is the raw material for the manufacture of magnesium, starting with a grade termed "Extra Light" up through the refractory grades called Pericalce, which are converted into furnace brick. By fine-grinding kiln run caustic dolomite, "hot" lime is produced. It is marketed from Canada to Mexico, and is used as a building lime and in a number of chemical processes, including paper manufacture and insecticide sprays. By hydrating this dolomite, hydrated lime, widely accepted in the building and tanning industries, is produced.



The cause of all these effects is a combination of men, explosives, power shovels, Tournapull buggies and a Kaiser trademark—the conveyor belt. Blasted loose from the hillside and loaded by electric shovel into the 11-yard buggies, the raw dolomite is moved and dumped into the primary crusher and is screened at the quarry site. Granite, about the only impurity occurring with the dolomite, is broken to sand and screened off, and the dolomite rock is moved by the one-half mile conveyor belt to the floor of the valley, the stock pile and the processing plant.

By way of a reclaim tunnel, the rock is moved from the primary stock pile to the secondary crusher, is reduced to one and one-quarter inch maximum and then fed to the kiln feed bins. Then two kilns 308 feet long take over, and temperatures rang-

ing from 1800 to 2850 degrees F. burn out the carbon dioxide. The result, calcined and deadburned dolomite, emerges from the kiln coolers in a granulated form, and is trucked to the Moss Landing plant and the Salinas loading station, which are located a few miles away.

Natividad came into being when the late Dr. C. F. Tolman located the dolomite deposits, and the RFC approved a loan to Permanente for the construction of the two-kiln plant on March 4, 1942, a loan repaid to the government three years later. Originally established to supply the magnesium plant with raw material, Natividad aided in the 86,000,000 pound production of "goop," the incendiary which played an important role in the destruction of Japanese industrial centers, and 20,000,000 pounds of magnesium alloys so badly needed to build the war planes which blasted the rising sun from its cocky perch in the sky. Since then, the plant has developed the other products so essential to peace.

Natividad draws its name from the Spanish word meaning "coming to life," and was part of the vast Rancho La Natividad granted to Manuel Butron and Nicolas Alviso by Governor Alvarado more than 100 years ago. While time has changed since those cattle-grazing days, the name is still significant. Natividad now means life for industries throughout the nation.



# SPORT TRAITIS

When it comes to slinging leather around, Baton Rouge's John Jeter is one of the best. Witness the reports from both the U. S. Army and Navy. Volunteering simultaneously for both services, John won the welterweight title while in training at San Diego. A transfer to the Army brought new fields to conquer, and he proceeded to clean up at Sheppard, South Plains, and San Angelo, Texas, Army air fields. Upon discharge, he fought for Louisiana State in 1946, and was runner-up in the SAAU tourney in New Orleans in 1947.



JETER



FRENCH

Chuck French, who runs Kaiser Alumni's Cleveland District Sales Office, not only has quite a record on the football field and baseball diamond behind him, but he's a redhot when it comes to knocking little white balls into 18 holes. A nationally known golfer, Chuck was the Ohio State Amateur golf champ in 1934, and runner-up for the same title in 1933. He qualified for the National Amateur championship four times, and the National Open three times. He's a member of the California Golf Club, and Chicago's Tam O'Shanter Club.



TANKSLEY

At Gonzaga they still talk of the smashing end who won All-Pacific Coast honors, and for three years held down the wing post in a way that hasn't been equalled there since. He is Ray Tanksley, Mead line foreman, who started his football career in the West Seattle High School in the early 1920's. Ray and the school both won All-City honors in 1925. Ray played one year with the West Seattle Athletic Club, and refused several Pacific Coast Conference bids to play for Gonzaga. He's still holding down the line—the potline, that is!

## NATIONAL SALES MEETING

The first joint annual National Sales Convention of Permanent salesmen convened April 2 at the Edgewater Beach Hotel in Chicago to review the growing responsibility of the field sales force in the marketing of Kaiser Aluminum products. During the two-day session, Vice-President and General Manager D. A. Rhoades, and Sales Manager Bert Inch addressed the convention. Other speakers were Gerry Palmer, E. B. Dodds, R. C. Maentz, Floyd Carpenter, John Menz, R. G. Welch, Frank de Luchi, and Stan McCaffrey.

## MECHANICS TAKE POTLINERS

By virtue of a three-game win over the Rod Room—and with the defeat of the league-leading Potliners by the Engineers—the Mechanics team today holds the Mead bowling title. Behind the Potliners, the Rectifiers and Electricians captured third and fourth places, respectively, before the Permanent bowlers wound up their season.

More than 200 enthusiasts gathered at the CIO Recreation Club in Spokane following the final games, to see members of the first three teams awarded bowling-pin cigarette lighters by Works Manager Norm Krey and Jake Lindemuth. Elections placed Jack Kennedy in the presiding chair for the coming season, and returned Nick Nueh-terlein as secretary.

As of March 10, the Accountants team of the Trentwood league was leading the Rolling mill by two games for the title. With only three weeks to go, a close finish was promised, with both the Metallurgists and Electricians pressing for top honors.

"Shecklers Headaches," with one-third of the season in the books, is leading the Tacoma league with a comfortable 14-game margin. But the Purchasing team is doing the most crowing, what with Jim McLain almost joining the ranks of bowling immortals with 11 consecutive strikes—a game score of 2991!

## SAFETY SCOREBOARD

Plant	FEB. '48	FEB. '47	Cumulative Improvement
Chemical	0.0*	0.0*	Perfect
Ferro-Alloys	0.0	0.0	Perfect
Owens Lake	0.0	**	**
Trentwood	10.28	58.15	63%
Baton Rouge	2.87	24.30	59%
Mead	3.78	52.77	38%
Natividad	24.4	0.0	-137%
Tacoma	210.8	**	**
Refractory	12.2	0.0	-0.0%

\*Frequency X Severity: Rating  
\*\*Not operating

## DATELINES

Although the month begins with pranks and tricks—April Fools' Day—April has had more than its share of tragedy and disasters since the beginning of time. It is the fateful month that saw the beginning of the Revolutionary War, the Civil War, the Spanish-American War, and our entry into World War I. April brought the great Boston fire, and the disastrous San Francisco earthquake and fire. It also saw the ignominious end of two men responsible for more human misery and suffering than the world has ever known—Adolph Hitler and Benito Mussolini. The name "April" was taken from the Latin "Aprilis," meaning "to open." The sapphire and diamond are the month's birthstones, and the daisy is the flower. Historical April dates are:

Apr. 3	Pony Express begins carrying the mails	1860
Apr. 4	The present American flag adopted	1818
Apr. 5	Firestone produces the first balloon tire	1923
Apr. 6	Longest boxing match on record—110 rounds	1893
Apr. 8	Ponce de Leon seeks Florida fountain of youth	1513
Apr. 10	All-time, 2-man bowling record made—1482	1932
Apr. 14	SS "Titanic" sinks with 1,503 passengers	1912
Apr. 14	Abraham Lincoln assassinated at Ford's Theatre	1865
Apr. 16	Texas City, Texas, disappears in fire, explosion	1947
Apr. 18	Paul Revere makes his famous midnight ride	1775
Apr. 23	First motion picture shown publicly	1896
Apr. 25	New York law requires automobile license plates	1901
Apr. 30	George Washington inaugurated first president	1789

# The Tide Is Turning

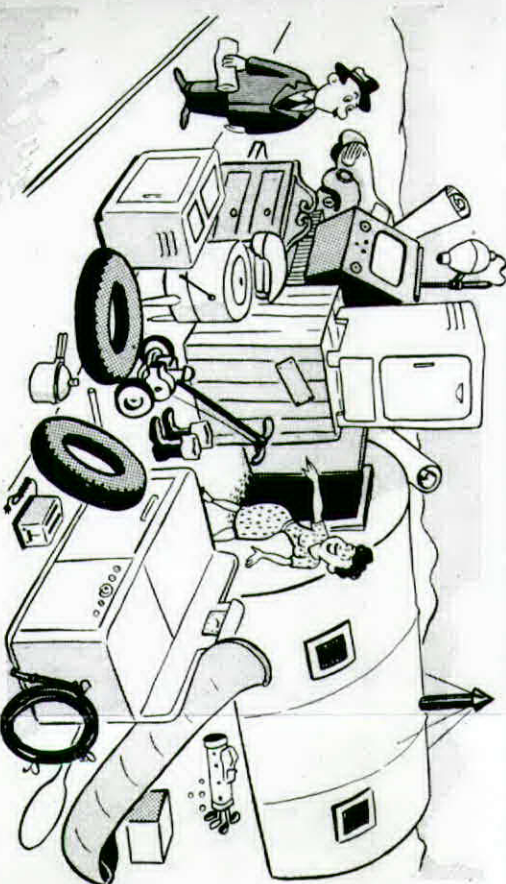
The shortage of necessary luxuries seems to be disappearing in leaps and bounds. And Ralph Stein, who had a terrible time trying to do without a waffle iron these past few years, felt the urge to take a brush in hand and express his joy . . . thanks to Cosmopolitan, via Frank Hewitt.



"Mr. Nuffield, didn't you hear me? I said 'What kind of a room do you prefer?'"



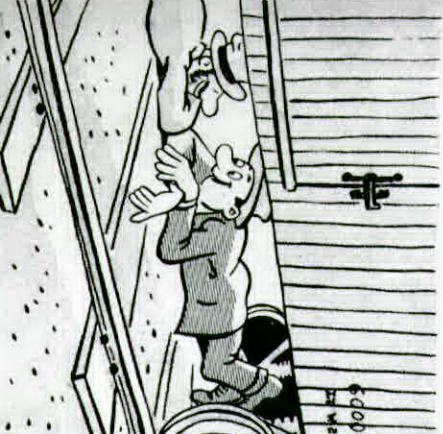
"There's Wolfgang, six months behind the times again."



"It all came this afternoon, darling."



"Should we give away soap with nylons, or nylons with soap?"



"It's nice being able to ride without standing up in a coach."



"Look! You can get clocks again."



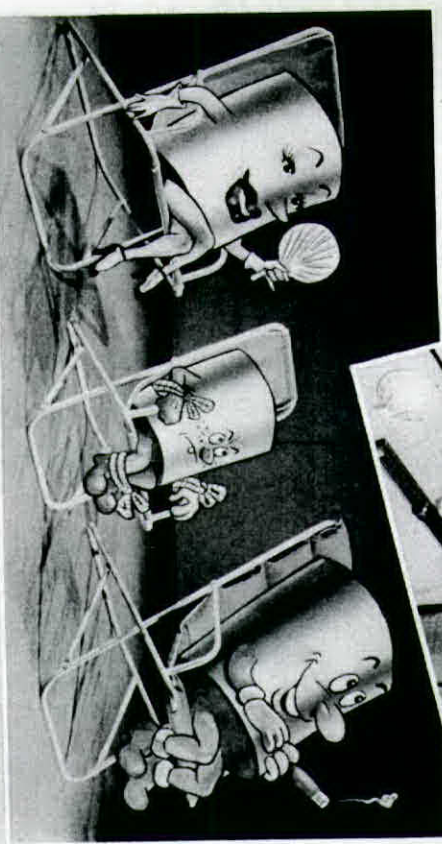
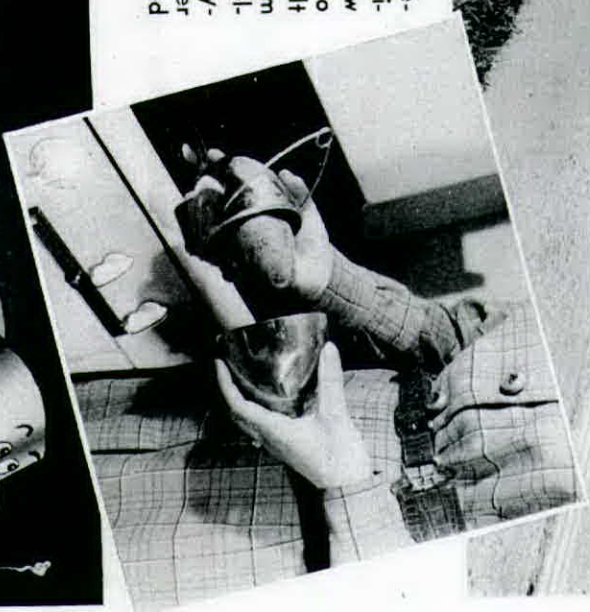
But the housing situation is still the same.



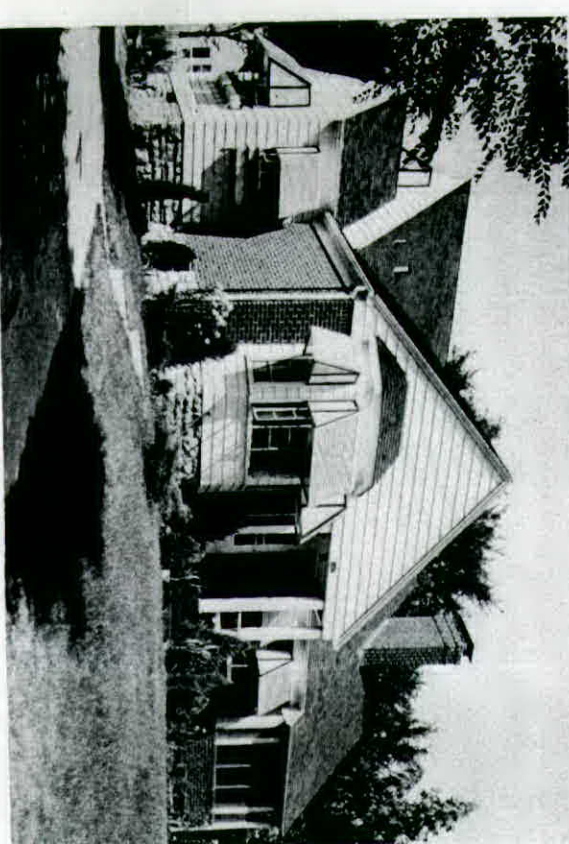


READIN' AND WRITIN' and 'rithmetic somehow lose a lot of their sting for the small fry of the country when they are picked up and delivered to school and home in an attractive aluminum bus like the one pictured at the left. Kaiser Aluminum is responsible for the light weight, and the Superior Coach Corporation of Lima, Ohio, for the clean lines and performance of these school coaches and buses.

BACHELORS, housewives, and whole families welcome the new top-o'-the range way to bake a single potato. It is manufactured from sturdy aluminum by Kelsey Products, Hollywood, Calif. Twenty per cent less time is needed for baking.



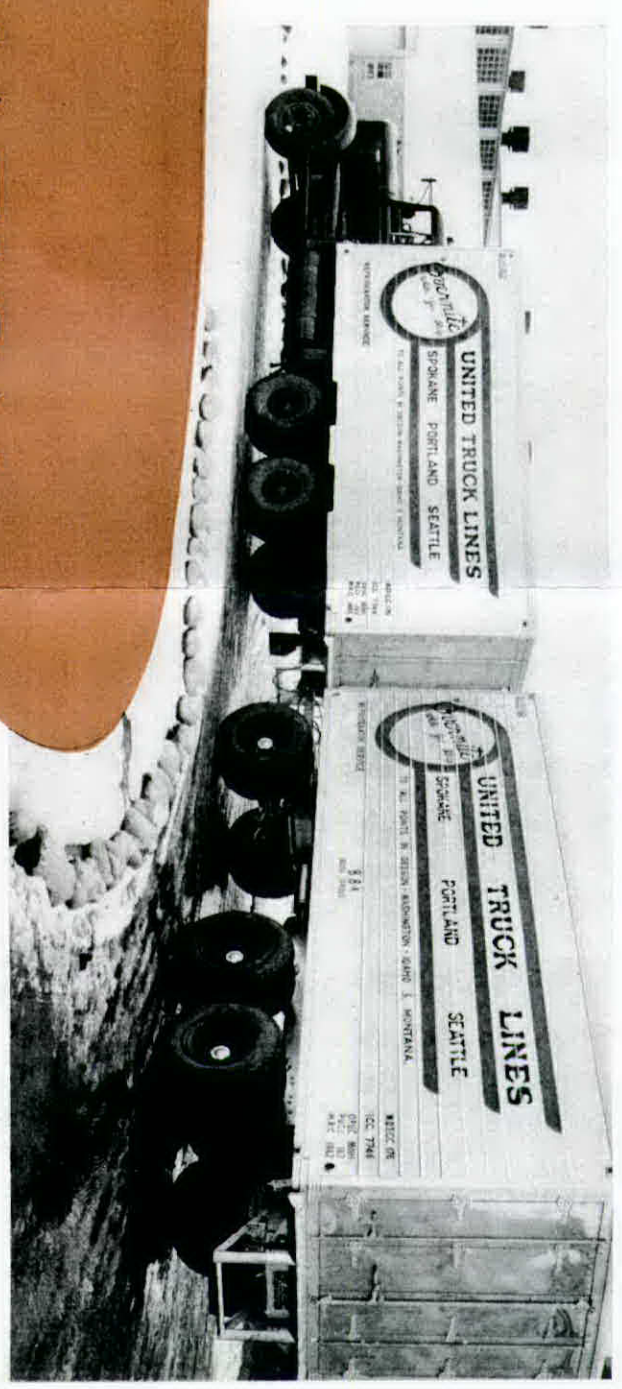
ROLLO, JUNIOR, probably doesn't need the ropes to keep him in the aluminum Featherweight Rocker by As-sadourian Co., Beverly Hills, Calif., but pop isn't taking any chances!



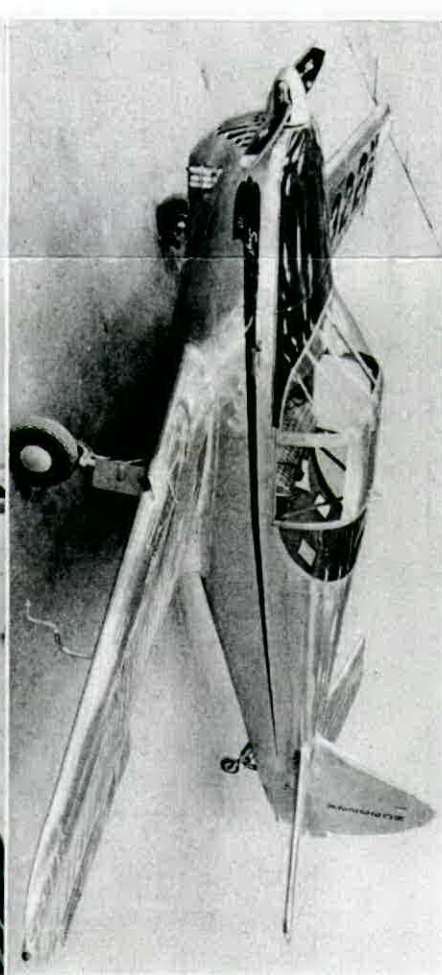
SUNLIGHT, WARM AIR, and the glare of summer are just around the corner for all cities and homes of the nation. Time to think of quiet nights on the screened porch, and lazy afternoons curled in a chair by the window. With outside aluminum awnings by Peerless Manufacturing Company, Kansas City, on the windows, the glare and heat will stay outside.



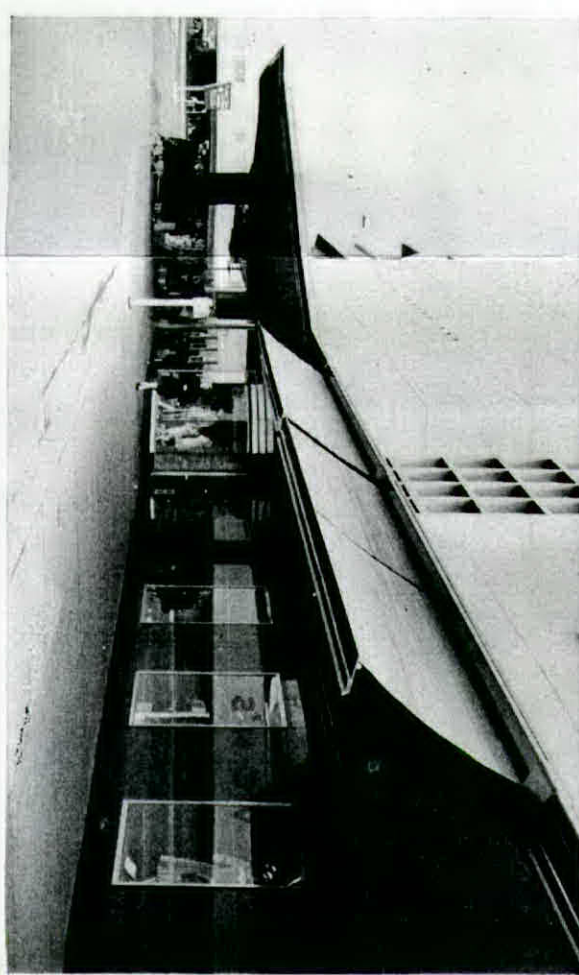
# KAISER ALUMINATION



HIGHBALLING A TRUCK down the highway, or cruising easily up to a delivery point is a breeze with the Kaiser Aluminum trucks manufactured by the Aero Liner Company of Dishman, Washington. Specialists in building aluminum truck bodies, as well as other light metal products, Aero Liner brings 25 years of aluminum fabricating know-how into the building of each individual unit.

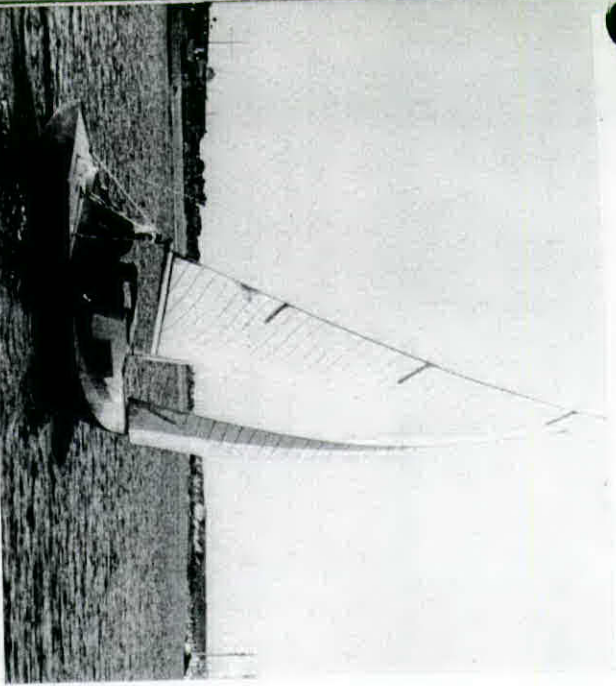


THE WILD BLUE YONDER is just next door with the Swift personal plane manufactured by Texas Engineering and Manufacturing, Dallas, Texas. And it is aluminum, Kaiser Aluminum, which helps to bring it close. The all-metal, low-wing, cross-country Swift sells for \$3,495, and brings to private flying a 400-mile range, metal top canopy, 140 mph cruising speed, and steerable wheel tail. A SPICY, spanking clean kitchen is the ideal of all housewives. When it can be combined with enough shelf space to carry staples, canned goods, and cooking equipment, she is in seventh heaven. Giving more shelf space, and being neat and trim in itself, is a spice box rack manufactured from Kaiser Aluminum by Dor-File Manufacturing of Portland, Ore. ALUMINUM SHADES carry out the modern trend of architecture displayed by the new Broadway-Crenshaw building in Los Angeles, California. Inside, away from the eyes of delighted shoppers, but responsible for bringing them clean air, is an air-conditioning system claimed to be one of the largest on record. Need we say these ducts are manufactured from aluminum? More than 200,000 square feet of floor space offer more than 75 departments to customers.

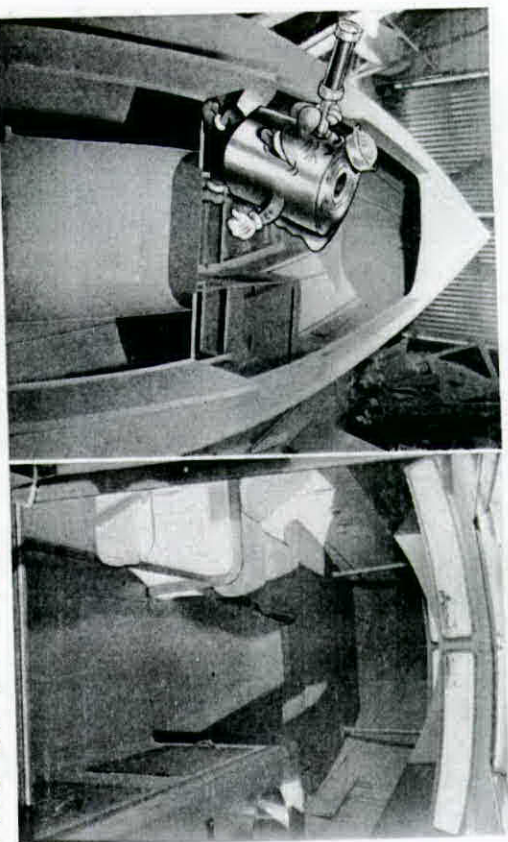




# OLD IRON SIDES TO SILVER SIDES



SPARKLING WATERS and a spanking breeze promise leisurely days aboard the 26-foot, Duchess Class, all-aluminum sailer.



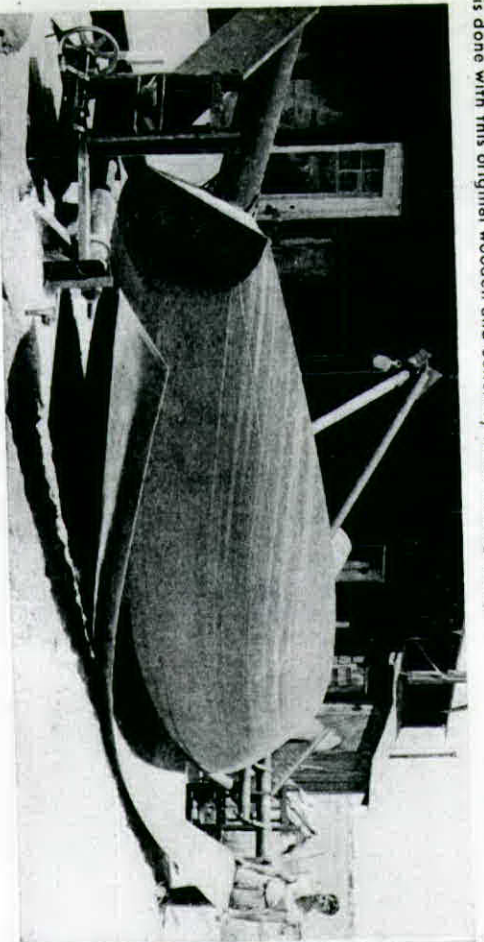
BEFORE COMPLETION, Rollo, left, his gob's hat tilted, looks longingly at the finished job underway. The roomy, comfortable cabin on the right provides quarters for two.

**S**HE was called Old Ironsides, but her hull and frames were of timber. You can call this contender for racing records Silversides, for her hull and mast and boom are records of Kaiser Aluminum by David Dana in the construction of his boats, there is sailing in the blue waters of the Pacific off Corona del Mar, California, to please the heart of any man, be he a shellback or a landlubber. Dana, using an ingenious stretch-former of his own design, forms proven marine alloy sheet into six orange-peel segments to the exact length and contour of the hull. The sheets are joined longitudinally to special T-shaped extrusions, which, in turn, serve as fore-and-aft framing. The keel, 2,200 pounds of cast iron, is insulated from the aluminum skin of the hull by washers.

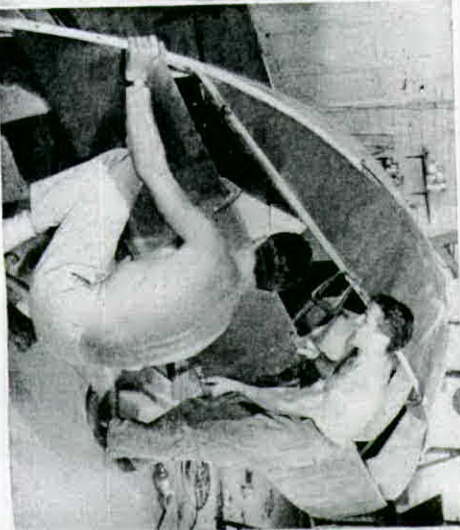
Unusually stiff due to her lightweight aluminum hull, the Duchess and her 268 square feet of working sails can and does out-sail wooden boats of greater displacement and sail area. And the all-metal hull precludes dry rot, soaking, and seam calking worries of the owner.

These smart 26-foot sailers come completely equipped with sails, foam rubber cushions, ice chest, 2-burner stove, and sanitary facilities. With the aluminum mast supported by a boxgirder built into the cabin top, there is room enough for two to sleep comfortably. But the climaxing feature of this Duchess Class yacht, and one that makes a buyer think, "What! All this and Heaven, too?" is the price. For she is available to all for \$3,500 f.o.b. Balboa—a price including all features!

**STRETCH-FORMING** the sheets of Kaiser Aluminum for the Duchess' hulls is done with this original wooden and concrete filled rocking former.



**PERSONAL ATTENTION** to each unit has kept production to one every three weeks, but by summer, Builder Dana will be completing one a week.



ahoy, mates!  
kaiser aluminum  
sails the  
bounding main



FULL SPEED AHEAD, the Freedom cruiser cuts through the waters of the Great Northwest. Accommodations for four and a galley are available in this "poor man's cruiser."

**F**OR the majority of people it used to be an idle day dream, a castle in the air, to think of taking off for a weekend on Friday, cruising up the sound or bay, and returning in time for the 8 o'clock whistle Monday morning. That was something to muse on, but the initial costs and maintenance usually kept the desire and dream way up in the air. Today that has changed—and Kaiser Aluminum has done its part in bringing about the change—through the Pacific Boatbuilding Company's new 23-foot "Freedom" cabin cruiser. Rigged with sleeping accommodations for four, and available at a price competitive with most automobiles, \$2,200 to \$2,885, the Tacoma, Washington, firm offers a new way of leisure-living to America's Sunday sailors and sailorettes.

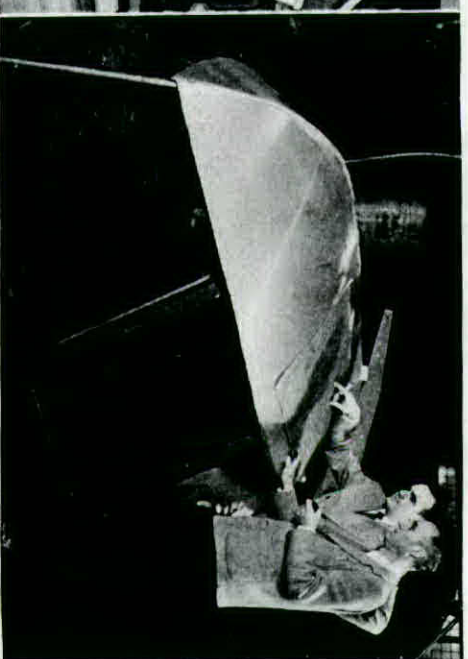
**MASS PRODUCTION** by Pacific Boatbuilding Company, and an all-aluminum hull, has brought cruiser ownership within reach of all.



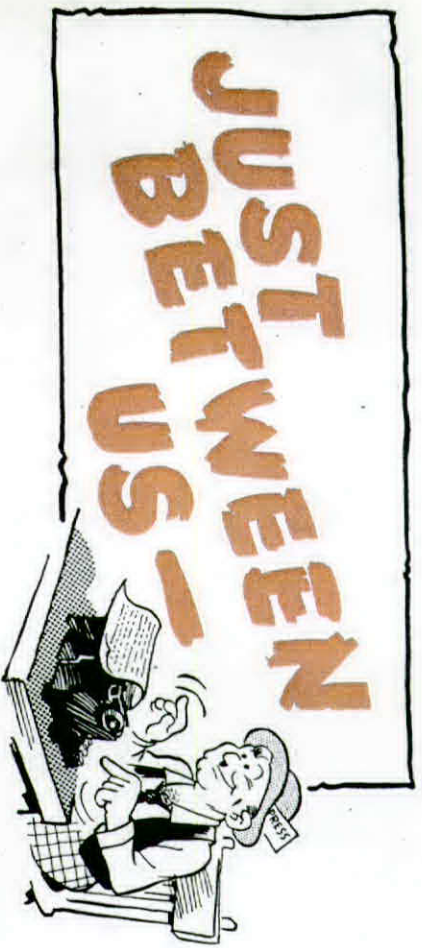
The first stock cruiser in the nation to offer an all-welded hull of aluminum alloy, the Freedom owner can easily load her on a two-wheel trailer for those off-the-beaten-track waterways. And the four full-length sheets of aluminum, after a preparation wash, priming with zinc chromate, and painting with two coats of synthetic enamel, free him of corrosion and fouling worries.

A "poor man's cruiser," the Freedom has a beam of 8 feet and a draft of 24 inches. The standard power plant is a 75-horsepower engine which sends it cutting through the water at 21 miles per hour. And the price includes sleeping accommodations, galley, and toilet. So, it is with Freedom and Kaiser Aluminum that idle dreams are brought into reality, and the owners can get underway for their weekend of cruising.

**ALUMINUM HULL SHEETS**, and jigs support blueprints of Robert Brekovich, left, company president, and Manager R. M. McCarty.





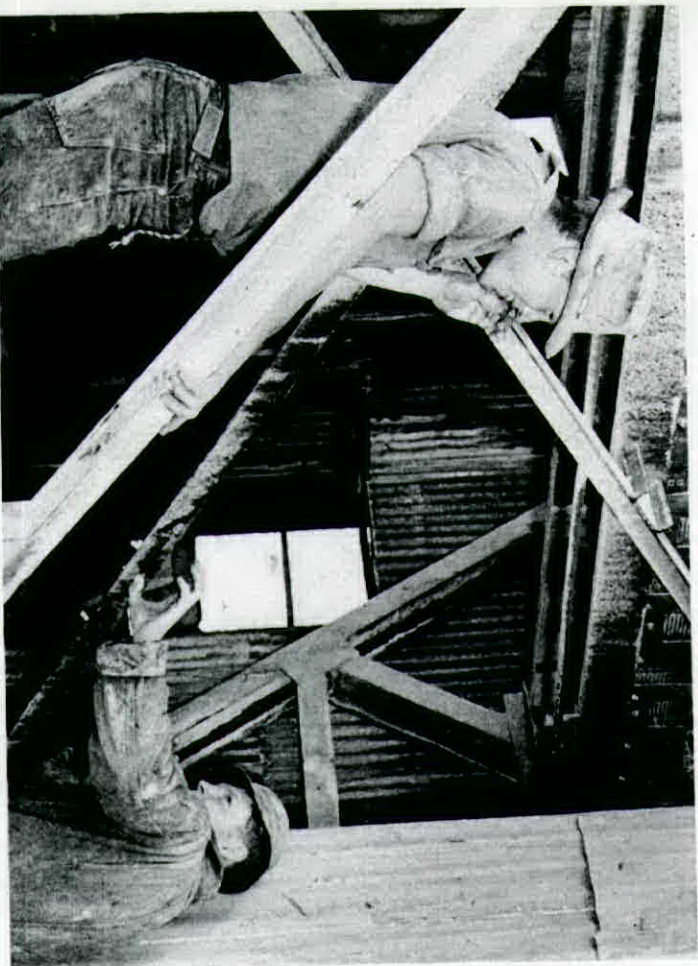


## PERMANENTE PATTERN

With the Ides of March behind us, *Slim Ryerson's* cement busting gang, having completed their reconversion job on the road adjacent to the canteen, and income tax returns mailed, it's time for a breather and another longing look for rain. \* \* \* *Bernice Chambers* isn't wasting any time. She is putting off a pair of variegated socks a week—which adds up to about 52 boy friends, doesn't it? \* \* \* Metal representatives for the Permanent Employees Club, *Pat Bernard* and *Jim Peepgrass*, can be contacted on recent doings. Warning enough is that you, too, can grab a brass ring on the merry-go-round. \* \* \* The thought of his little nook getting cluttered up is probably what brought *Harry*

*Berry* back from his virus attack in such a hurry. Now, he's polishing windows.

It's dig, dig, dig, but *Melvin Rodgers*, Machine Shop, has joined the gang and is taking over the sleuthing job vacated by *H. H. Minkil*. \* \* \* *Ilda Silva*, the quiet gal in the Warehouse, is all aglow over her five big rooms. She can now tell hubby to "get lost, but don't go outside the house," and mean it. That's not to say she would, though. \* \* \* Nary a tale was told, and nary a fin was poled on the recent fishing trip instigated by *Ralph Brown* and *Clair Martin*. Still undaunted, they are talking up another one. \* \* \* *Jim Rodgers* has his face to the waiting wall. "That donation to Uncle Sam's basket wasn't an Easter egg!" And then there are cars—*Tony Ammon-*



PROHIBITION is dead and gone, but as far as the fellow on the stairs is concerned he wants to see things a little drier. He is Clyde Thomason, left, Owens Lake kiln operator, and he's forever screaming at Filter Operator Keith Drew for less moisture in the soda-ash—if you please!

*ette* likes touring around the steep San Francisco hills with a new Chevrolet equipped to hang on to 'em. *Sal Sparacino* sez nuts and sweats by his old Stude, but he claims he "isn't gonna waste time or money greasin' her. Once you start you gotta keep doing it!" \* \* \* The Santa Cruz hills will be minus two people and a dog—called Yankee—when *Shorty Nearing* retires from his mountain retreat.

\* \* \* *Elmer King* and his demolition gang are still shaking down steel, while *Charlie Reynolds*, dark glasses and racing form, is on hand to see what is ready for stripping. \* \* \* Chit chat at chow time has it that *Jack Dooney* is considering Ray Bradfield's offer to join forces but is afraid his waistline will suffer. \* \* \* G. D. "Denny" Wilson can't depend upon his time clock to turn the amplifier on in the morning with his favorite symphony for an eye-opener. But worse still—*Sullivan* and *MacDonald* are warbling a diet around the time clock. With the 59 instead of 60 cycles per hour, who knows how late *Leo Silva* is.

It isn't everyone who gets a call from Japan at 2:30 a.m. *Nick Lutz* sleepily boasts. His daughter and son-in-law are on the southern tip of Japan facing the China Coast. \* \* \* *Bill Koertzer* is spending his spare time building a walk-in freezer and cold storage room at home. \* \* \* "Swell QSO," sez *Ralph Herndon*, who was in ham contact with Korea and Japan on the same afternoon. \* \* \*

Wanted: one pillow or easy chair for the comfort of one *Homer Stephens*, who gladly does his stint and views his fellow workers from the lofty heights of the overhead crane. \* \* \* While *Stewart Williams* takes his Chrysler apart, part by part, *A. D. Murphy* has sworn off scattering his motorcycle around. At the request of the little woman, he is giving up motorcycle racing. \* \* \* On the 3rd of March, *Lee Killough* celebrated his 15th wedding anniversary. \* \* \* Begorra, and though Eamon DeValera was not on hand to make it official, *Harry Smith*, successfully passed another birthday on that day of days of St. Patrick!

## NOISE FROM FERRO-ALLOYS

It is farewell to Editor *Ed Glomb*, and all hail to Editor *Nod Leziert*. Ed has joined Permanent Products Co. in Oakland, and in memoriam to him, Al "Pappy" Glower and Bob "Jersey" Macartney have announced that the first annual Glomb Invitational Handicap Golf Tournament will be held May 16 at the Pasatiempo Golf Course. \* \* \* *Frank Carmichael* is now sporting a '42 Oldsmobile. \* \* \* Recent transferees from these parts are Machinist *Derral Lake*, to Moss Landing; Machinist *Andy Casey*, to Natividad; S. F. *Erba*, to

Moss Landing; and *Arkie Christian* to Permanente Cement. \* \* \* Story of the month: Electrician *Joe "Buffalo" Tbellman* says if you think the drought is bad you should have seen it in '24. The only things produced were dry ice, dry steam and dry goods; the only construction was a dry dock which collapsed due to dry rot; your clothes were dry cleaned; and you escaped it all with a dry martini.

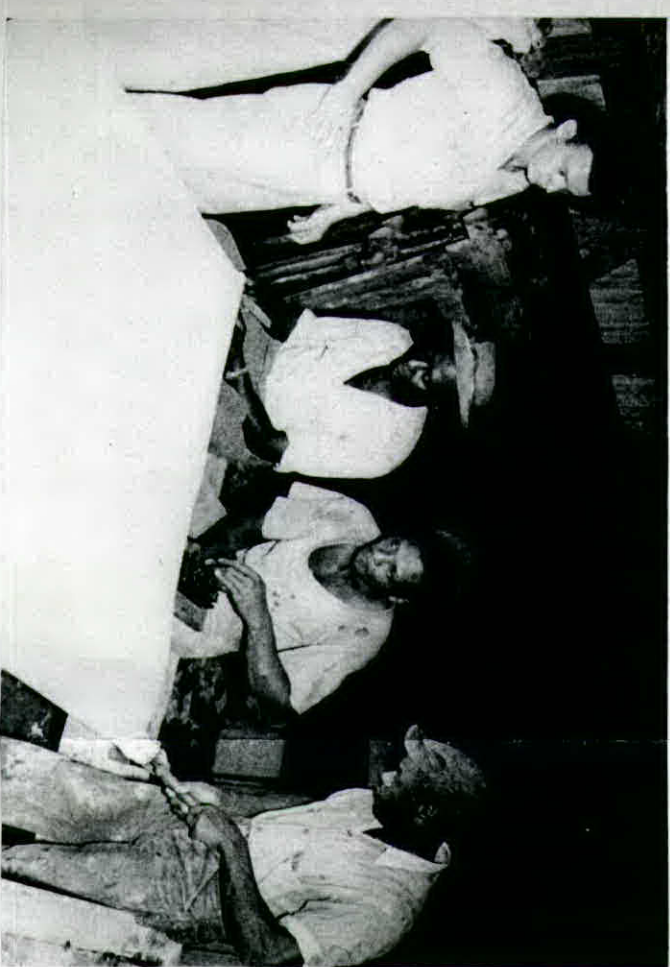
Dryer Operator *Dale Coulter* still maintains the dark circle around his eye was caused from coke dust—blue, that is! \* \* \* *Chris Mallicoat* is visiting relatives in the Middle West. \* \* \* Making like Babe Didrickson is Plant Superintendent *Jim Peepgrass*, who was a caddy for nine years. \* \* \* Spring planting in Missouri is going to keep *Hal Emery* of the load-out crew busy this summer. \* \* \* Via the News, Brigette Operator *Chuck Spencer* and bride are inviting all hands to take a bearing on their new place. \* \* \* A head cold is the only thing *Doyle Mosby* caught while fishing on the San Joaquin River. \* \* \* V. S. is better as a cleanser than a face powder, according to *Henry Forde*. \* \* \* We understand that the Mayo mentioned so often in the Moss Landing column means "Menzel getting Old."

## OAKLAND OLEO

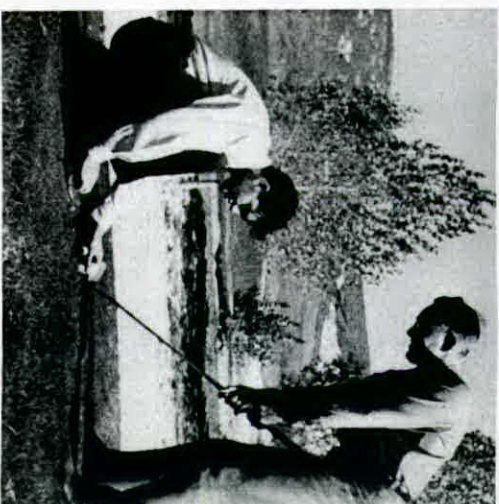
Ski enthusiasts for the month past were *Bob Watson*, *Helen Smith*, *Luella Berry*, *Lois Francis*, *Phyllis Fox* and *Betty Ruch*. And it's about the last time out for them,

what with summer sun and skies just around the corner. \* \* \* Genial *Fred Dreves*, who has been residing in San Francisco since returning from the nation's capital, has bought a home in Piedmont. As a "highlander," it is now proper to put the right amount of burr in pronouncing his name—Fried Dreves! \* \* \* *Margie Riley* and *Olivia Glason* are the new secretaries to Al Byrns and *George Davis*, respectively.

*Bobbie Godwin's* claim to fame—she's *Bert Luch's* new secretary—is that an Oakland street is named after her former employer—Major General A. F. Hegenberger in Okinawa. Bert's bid to fame, no doubt, is a pipeline called the "Big Inch." \* \* \* She may have left but her loyalty remains with Kaiser! *Bonnie Harrison* has joined her husband in Provo, Utah, where he is connected with the Kaiser Company. *Olga Roz* has replaced *Bonnie* in the Sales Operations Department. \* \* \* Anybody qualified to coach our man *Angus McLeod* for a forthcoming handball match? We can't let him lose, you know. \* \* \* Howdee, we say to *Dale Bennett*, who has reported as secretary to A. A. T. Brockmorton in the Scrap Procurement Department. She was formerly with our Richmond shipyards. \* \* \* Electrical conductors? Ask us anything 'cause we got a man who knows. E. S. McConnell is the man, and he's connected with Permanent Products.



A STITCH IN TIME saves all kinds of time and work, especially on a filter cloth for the presses in Baton Rouge's Building 35. Operator John R. Geter watches the tailoring operation with a close eye, as Esic Jenkins, Charlie Spears and Silas Carney turn to with their needles and twine.



IN THE SPRING a young man's fancy turns lightly to . . . golf and other sports. Natividad's Eddie Palmer, left, and Len Larson limber up.

## SODA FLASHES

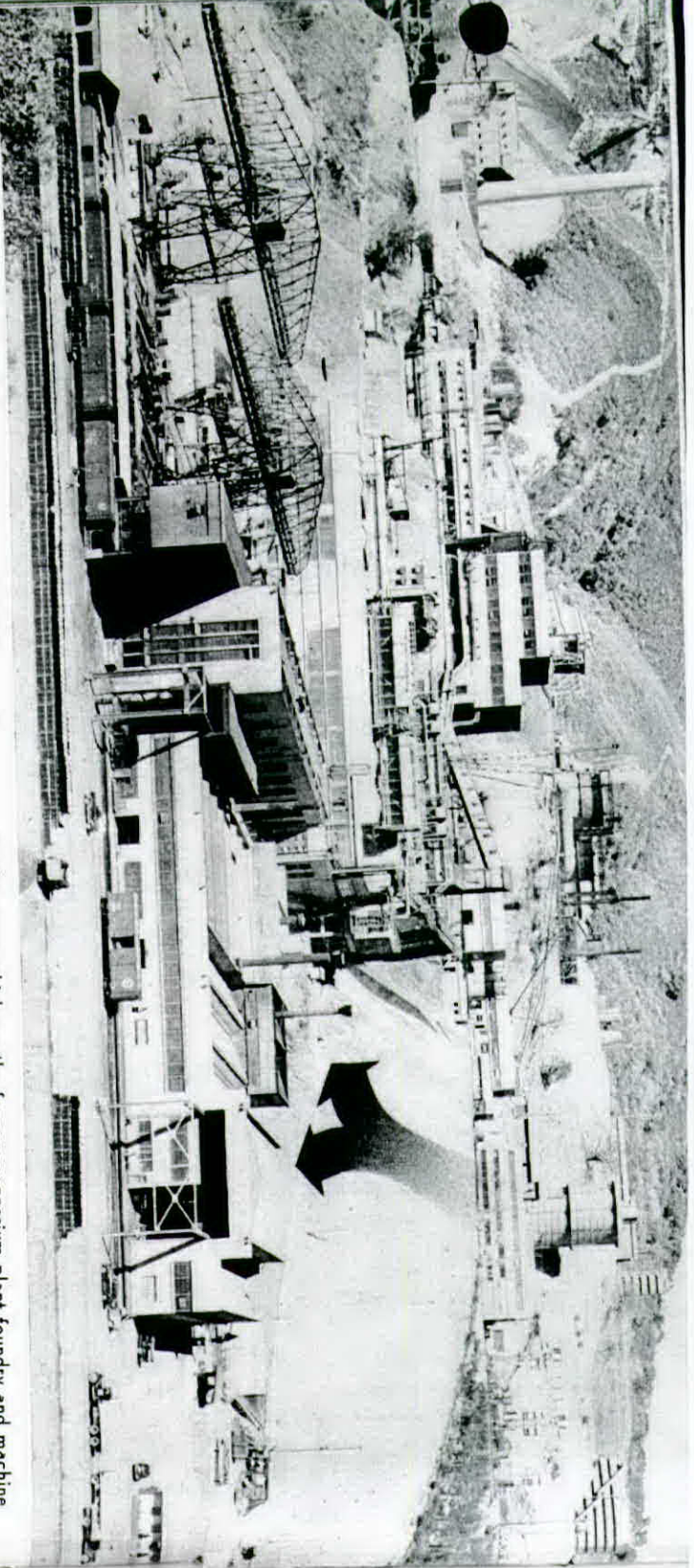
"Red" Kelley, the silent man from Independence, at last has something to talk about—6 pound, 12 ounce George Bernard, a bouncing son. It is reported that "Red" arrived at the Mr. Whitney Hospital loaded down with a football, baseball bat and glove, and a pair of roller skates. The nurse had to corner him before he wandered into the Maternity Ward with such unsanitary loot. \* \* \* Otter *Don Jones* said, with regard to the used car and truck trade with Filter Operator *Ernie Wells*, that neither of them got anything in the trade. \* \* \* *Carl Irvin* has resigned to take a job in Bakersfield. \* \* \* The first operator to take a vacation under the union contract was *Claude Williford* of the kilns.

## NOTES FROM NATIVIDAD

Those are not bay windows, neither are they rose colored glasses that *Shorty Padon* is looking through these days. No sirree, the man just needs glasses. \* \* \* After doing his own contracting and building, *Jim Wilkins* has moved into his new Boisa Knolls hacienda. \* \* \* *Ernie Ritchie* claims he has to fight his way through bands of wild cats coming over the San Juan Grade every morning, and is seriously considering buying some firearms to ward off the pesky critters. \* \* \* *Eddie Palmer*, front office leg man, lost his appendix somewhere between the hen house and the kitchen but is back at his desk just as cheerful as always. \* \* \* "For Bigger and better fires see me and my boys," boasts *Tony Nunes*, the new auxiliary fire captain.

Rumor has it that *Leo Cassina*, our genial paymaster, is enjoying a belated vacation. Izzat so? \* \* \* Department-of-clucks-and-crows: *Jim West* has just acquired another large flock of chickens, so that production can go on; and *Buck Archer*, anchor man and chief guard at the gates, claims a clear





THIS IS THE PLACE—Permanent—where 150 to 200 fellow employees will be located—and represented in The Permanent News—when foil mill operations get underway (see story on Page 3). The two buildings indicated

by the arrow, which are the former magnesium plant foundry and machine shop, will house the mills and other equipment after renovation. In left background is a partial view of the world's largest cement plant.

## MOSS LANDING MEMO

record—no hens lost, stolen or missing. \* \* \* Senor Mark Cutrell has been the recipient of a mysterious telephone call recently. Any information as to the author of same will be treated by the FBI as strictly confidential. \* \* \* A heavy welcome back is extended to Bill Bartell, machinist foreman, who tangled with some kind of household appliance and was put out of commission for awhile. \* \* \* And an initial welcome and open hand goes to two new employees: James C. Miller, Loader, and Elmer Ojeda, cat loader operator.

That's Jim Munce and Walter Derischnider doing all that loud talking about bringing a 75-foot fishing boat into Moss Landing harbor. Let's have no delusions of grandeur, fellows! \* \* \* Aviator Billy Whiteman has lately turned his talents toward the commercial side—spotting sharks for the local fishermen. One of these days, though, a big one may mistake his plane for a bug, and— \* \* \* Recently arrived from Honolulu is Henry Taveres, painter. His abilities at dressing up the place have pleased Pic Piccardo and Floyd Stone to such a degree that they are thinking of having him replace Salvatore Dali.



GRIN AND BEAR IT, claim Hal DeVries and George Jensen, Owens Lake chemists, as they think of summer vacations ahead.

Oh, brother did Pic Piccardo produce air the other day when his crew fouled up. In hooking up an air line, they got a few things mixed, and the bubbles were going nowhere but in circles! \* \* \* That was Vince Glubka who aided Max Compton in the building of his new house. That was a worthy deed, but if rumors are true, it will be the Glubkas, not the Comptons, who are in need of a larger house. \* \* \* Lobbying for daylight saving time recently was Fred Halward. He received no pay but his successful efforts in that direction resulted in saving him a lot of time studying where to conserve kilowatts; and lengthens his golfing hours between quitting time and bedtime. (Ed's note: These Moss Landers talk big about the ol' Scotch game—s' time someone took them on!)

Billions of dollars on paper are made every day by financial wizards Fred Halward, Art Brown and Wally Gardner, of

the Control Laboratory. What they would like to know is how to lay their hands on legal tender for a change, instead of pencil and paper. \* \* \* "Who's got my chicken?" begs Floyd Stone. \* \* \* The Neal Odams are responsible for that 7 pound, 1 1/2 ounce daughter named Sharon Rae. \* \* \* Birthday greetings to Oran Campbell, Dixie Larken, Louis Foxworthy and Vincent Glubka. \* \* \* That was Steward John Derischnider passing the cigarettes to the boys at the recent union meeting in the Guard House.

## BATON ROUGE

It looks like the old bartering system is going into effect in the South and the West. Howard Church, who succeeded John Garoutte as Works Manager, has a house in Los Gatos, California, he is presently renting. John, on the other hand, has a house in Baton Rouge. The two of them are presently bargaining and thinking of making a swap, one way or the other. Which brings up a point—does Howard wear his Block "N" sweater, won for his stellar athletic ability at the University of Nebraska, around Baton Rouge as he once did at the Mag Plant? \* \* \* Polishing up on all ends to no end are the Misses Joyce Rayne and Bobby Jean Miller. Curiously enough, this impromptu act coincided with the rumor that Personnel was about to hire another male employee!

Webster Lusk simply can't eat anything but milk since the removal of his molars, incisors, and other grinding equipment. \* \* \* Reports have it that Stanley Hodges

of the Raw Material Department has the matrimonial urge. When's the day, Red? \* \* \* William Posey, pictured carving that beautiful turkey at the Christmas party, is recovering from a motorcycle accident. All wishes for a speedy recuperation go to Bill. \* \* \* Just returned from a siege of flu is Jewell Davis. \* \* \* It seems Ed Corona has so much influence over Ned Matherne that he has him making like Gable—at least Ned's sprouting a moustache. \* \* \* Menefree Gray takes his voting seriously and in style. He was taken to North Louisiana on the eve of election in a Buick, 1948 style, that is.

Like Jack Benny, H. V. McGill brags about his birthday, but he won't tell anyone how old he is. \* \* \* Incredible as it may sound Jack Houston recently lost a "sure" thing! \* \* \* C. L. Mooney has been named "The Walking Man" of Kaiser Aluminum. One of the Lab boys said he took all night to walk from Plaquemine to Baton Rouge. \* \* \* With the hustle and bustle of the new dock occupying everyone's mind, hardly anyone has noticed the return of Virgil Bloodworth. Or have they? \* \* \* If Mrs. McCoy is wondering about the whereabouts of George during a few evenings, she can stop, for the call of the plant and welfare of alumina are responsible for keeping him out late. \* \* \* Honest, that fellow Vernon Huddleston is a busy man these days. Four people (count 'em) were waiting to talk to him the other day. \* \* \* Josie Helouin is real proud of her new Nash. \* \* \* Tony Lewis doesn't miss a thing that's connected with

Plaquemine sports. \* \* \* It seems John Garoutte, before moving to California, had a name for the new boat at the dock, but he kept it a secret. \* \* \* Did anyone hear that Jerry Betson was applying for a commercial photographer's license? Incidentally, Jerry got some fine shots of the first ship.

Our hopes for a speedy recovery are extended to W. R. Strickland. \* \* \* We have a new voice with a smile, for Mrs. Mamie Carroll recently reported as a switchboard operator. She had the darndest time learning how to say "Permanent." \* \* \* Eli Brand had heard so much about Louisiana State's boxing team that he decided to investigate. He found himself seated near John "Sportrail" Jeter and Newshound boss Joe Blanchard. With this trio rooting for L.S.U., Michigan State didn't have a chance. \* \* \* Murphy Dryer's son won the "Walking Man" contest at L.S.U., which led ol' man Murphy to comment: "Some haul!" \* \* \* Anthony "Squeter" Saraviste is currently aiding Dr. John Porter.

\* \* \* We'll tell you how it really happened: John "Sleazy" Montgomery recently picked up the phone and absent-mindedly asked for "inside." \* \* \* Otto Jones reports he is working on his second million. He gave up on his first million simply because there was too short a period of time between Christmas and Easter. He reports he can already see that gleam in his wife's eye whenever they go downtown. \* \* \* Rumors are that Dale Painter is seriously considering getting a "for hire" license. Reason: those fellas off those ships simply



## NEWS HOUNDS

BATON ROUGE	NATIVIDAD
C. J. Blanchard*	Bill Henry*
John Glass	Karl Sandholdt*
Betty Moores	Chuck Rush*
Ima Lee Lewis	Pat Charles
John R. Jeter	Jewell Davis
Otto Jones	Floyd Stone
Robert Lovett	PERMANENTE
Randolph Rushing	Ruth B. Hennings*
Peter V. Ferachi	Ned Lester*
Warren Fitzgerald	Donald Seattles
Bobby Hamilton	Joe McCaigston
W. B. Gallant	Jack Dohoney
Gordon Geter	H. H. Mirkil
OWENS LAKE	L. Flicker
Tom Uhlmeier*	Roy Hill
OAKLAND	Carl Miller
Nona Wills, Kruse	*Plant Editors



TOM UHLMAYER... plant editor, plant reporter, chemist and father extra-ordinary. Tom is kept busy searching for news tidbits at Owens Lake, California, a search not helped by the monotony of desert life.



CALAMITY JANE of Natividad is Jayne Huddleston. She not only can blow flash bulbs to bits on a quick draw, but also squirrel and rabbits.

won't quit asking him for permission to use his car.

No word has been heard from Elby! Hymel since leaving for her vacation. We naturally assume she is thoroughly enjoying it. \* \* \* Ralph Hober's worries are just beginning, and all the time we thought they would end when the dock was completed. \* \* \* If Paul Bunyan was a member of the Lab he wouldn't stand a chance against such great ones as Marton Broussard, Anthony Saraviste and Ulysses J. Archer. \* \* \* Gilbert Alberado reports that things are slow in his department, but that he is looking forward to another Athletic Association dance.



# PERMANENTE OLD TIMERS



CHARLIE CARMACK

Charlie Carmack is an Old Timer in both the aluminum industry and the Baton Rouge alumina plant. It was in November, 1942, that he first travelled south to offer his knowledge and to aid in the plant's opening. As foreman of the Rotating Plant, Charlie kept things under control until July 22, 1944, when, with the closing of the plant due to war's near end, he headed back to St. Louis. That southern atmosphere, those magnolia blossoms, that Mississippi mud, had all penetrated Charlie's consciousness, however, and when Permanente entered the picture, he again hit the road for the deep, so deep South. Today, he heads the Digestion Department.

HERB SHECKLER

Enthusiasm and know-how are two of the cornerstones of a successful man. Both are possessed by Herb Sheckler, a Permanente Old Timer and presently potline foreman at Tacoma. It doesn't seem to matter whether Herb is making magnes-  
ium, cement, or aluminum—he has done all three with equal vigor and devotion. After three years with the Mag Plant, Herb put in a short shift with the Santa Clara Employers' Council. Then came the cement plant and, finally, a call from the Great Northwest. And as the friendly rivalry between Mead and Tacoma increases in down their share of production honors.



FRANK JENKINSON

Frank Jenkinson, Permanente, and mathematical figures have been going around together for the past six years. The three of them first met in 1942 when Frank brought his sharpened pencil and adding machine to the Mag Plant Accounting Department, dropped into a swivel chair, and went to work. His talents were widely used in the California area before he finally left that chair behind a sign saying "Chief Accountant," and in 1946 helped to organize the Baton Rouge Accounting Department. Presently the plant auditor for Trentwood, Frank is able to pursue his favorite hobby of fishing in the rivers, lakes and bays of the Great Northwest.

## JOHN GAROUTTE PROMOTED; NAME CHURCH SUCCESSOR

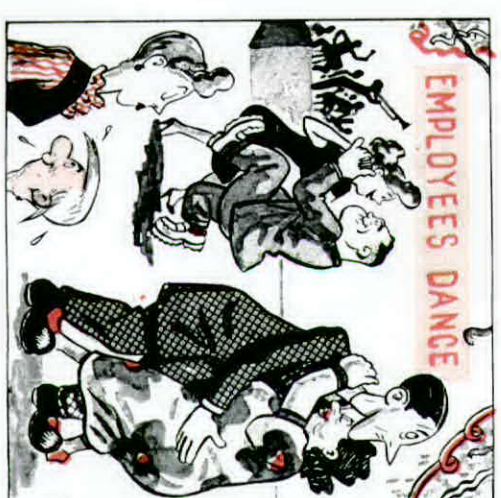
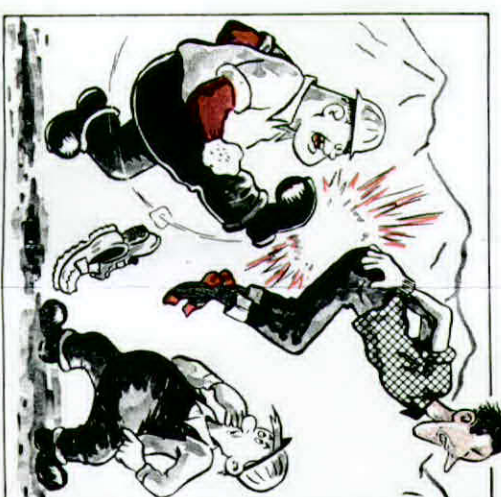
As part of a reorganization plan initiated to improve operating efficiency, John M. Garoutte, works manager of Kaiser Aluminum's Baton Rouge alumina plant, has been promoted to operating head of the world's largest cement plant at Permanente, California. Howard Church, who has been in charge of special development and research at the southern plant, succeeds Garoutte. Carl Beard has been advanced to assistant works manager.

The move returns Garoutte to the scene of his original assignment for the Kaiser interests. In 1940, he joined the organization as engineer in charge of ironwork construction for the company's lime, sugar rock, and batch plants. Church, who joined the Kaiser organization in June, 1941, as a reduction furnace operator, was formerly Permanente magnesium plant superintendent.

## NEW KAISER DISPOSAL UNIT

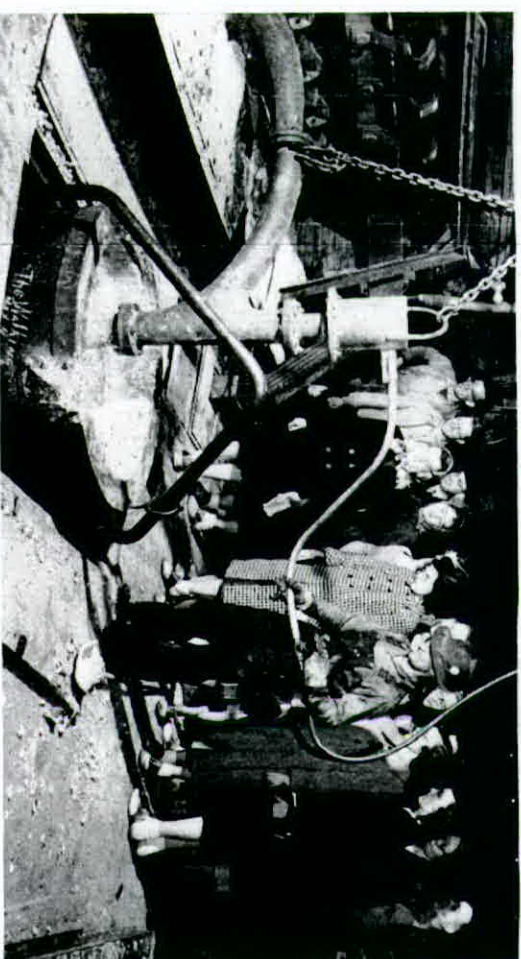
Aluminum alloy "houses" the solution to an age-old problem of food-waste disposal. Manufactured by Kaiser Fleetwings, the new Kaiser Disposal Unit offers the minimum of annoyance and the maximum in sanitation in the handling of food waste. Operating on a continuous flow principle, the homemaker can feed any amount of food waste into the shredding and pulverizing mechanism without frequent stopping and starting. A flick of the switch starts the unit, and the cold water is turned on to flush away the waste. Precision made, the unit fits any sink with a 3 1/2 or 4-inch drain opening.

## SYLVESTER SUPERSTUPE



A truck payload increase of several thousand pounds, gained through replacement of steel by aluminum in truck power units, is the goal of experiments presently underway in Oakland, California by the Peterbilt Motors Company. The tests are inspired by the success of aluminum truck trailers, which weigh about two tons less than similar ones of steel. \* \* \* A Chicanogan has patented a leak-tester for new tin cans, according to the *National Patent Council*. The cans are passed rapidly under a head that fits snugly over their tops, while air pressure is applied. If there is a leak, escaping air throws a switch which starts the mechanism for tossing the faulty can into a reject-heap. \* \* \* An estimated 50,000,000 tons of bauxite lies unmined in the Palau Islands in the South Pacific, according to Navy authorities in the American-held territories. According to Rear Admiral Carleton Wright, deputy high commissioner, the Palau's deposit is considered one of the richest in the world. To date, however, the Navy has refused to permit outsiders into the islands to establish trade or business enterprises because of possible exploitation of the natives.

The use of atomic energy to produce virgin aluminum is presently being studied in the University of Chicago's "Atom Lab study." \* \* \* The development of fire-



## MOLTEN ALUMINUM

... the freshman chemistry class of Tacoma Catholic College watch the pot siphoning operation at Permanente's Tacoma reduction plant. Operator, Hurley Jones, goes

through his paces for the students, who visited the Kaiser Aluminum plant as part of a tour of various Northwest industries. The group was under the guidance of Instructor Elizabeth Maloney.

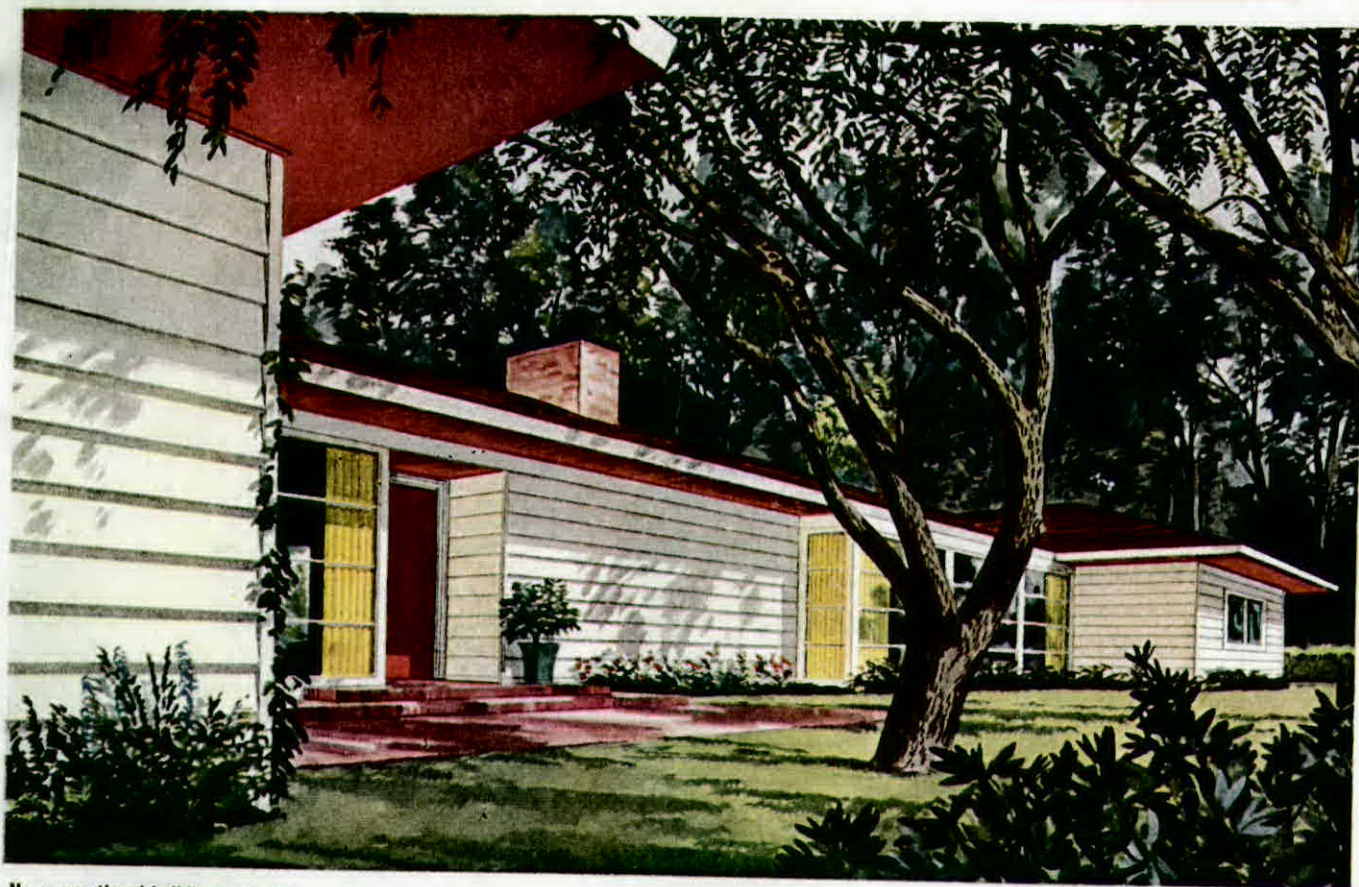
## IT'S ONLY MONEY!

Poor Richard's Almanac, written by Benjamin Franklin, pertained to a man with the initial R. and another age. Another man with the initial R.—Ralph Knight—is thinking of writing Poor, Poor Ralph's Almanac, and then going to China to make his fortune in the rough wash business. Just returned from China, Ralph has stubs showing an outlay of \$700,000 for one laundry. And his expense account totaled \$340,000,000—in Chinese!

## BY F. Q. HEWITT



# Now! A new kind of beauty—with Aluminum!



No conventional building material can approach the beauty you get from Kaiser Aluminum clapboard Siding and Roofing. It's a *new* kind of exterior material—absolutely uniform, without a split or

knot—*flawless!* It gives your home *permanent* beauty, value that cannot fade with the years. Yet it costs no more than other materials. And it's available *today* for the homes that will be envied *tomorrow!*



**Lasts for generations!** Unlike other materials, Kaiser Aluminum clapboard Siding and Roofing can't crack, warp, rot or shrink... protects against fire... cannot be attacked by termites. Your home will *stay* beautiful for years to come.



**Paints perfectly**—cuts maintenance costs! This new aluminum siding takes paint perfectly. It comes to you prime-coated to assure a beautiful final finish. Fine paint finishes are *longer lasting*, too—won't peel, chip or crack.



**Strong and weathertight!** The curved surface—an exclusive feature—increases strength, provides deep shadow lines, creates a tension which results in a *weatherproof lock!* Insist on Kaiser Aluminum clapboard Siding and Roofing!

## ***Kaiser Aluminum*** **SIDING AND ROOFING**

**PERMANENTE NEWS**  
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*Together We Build*

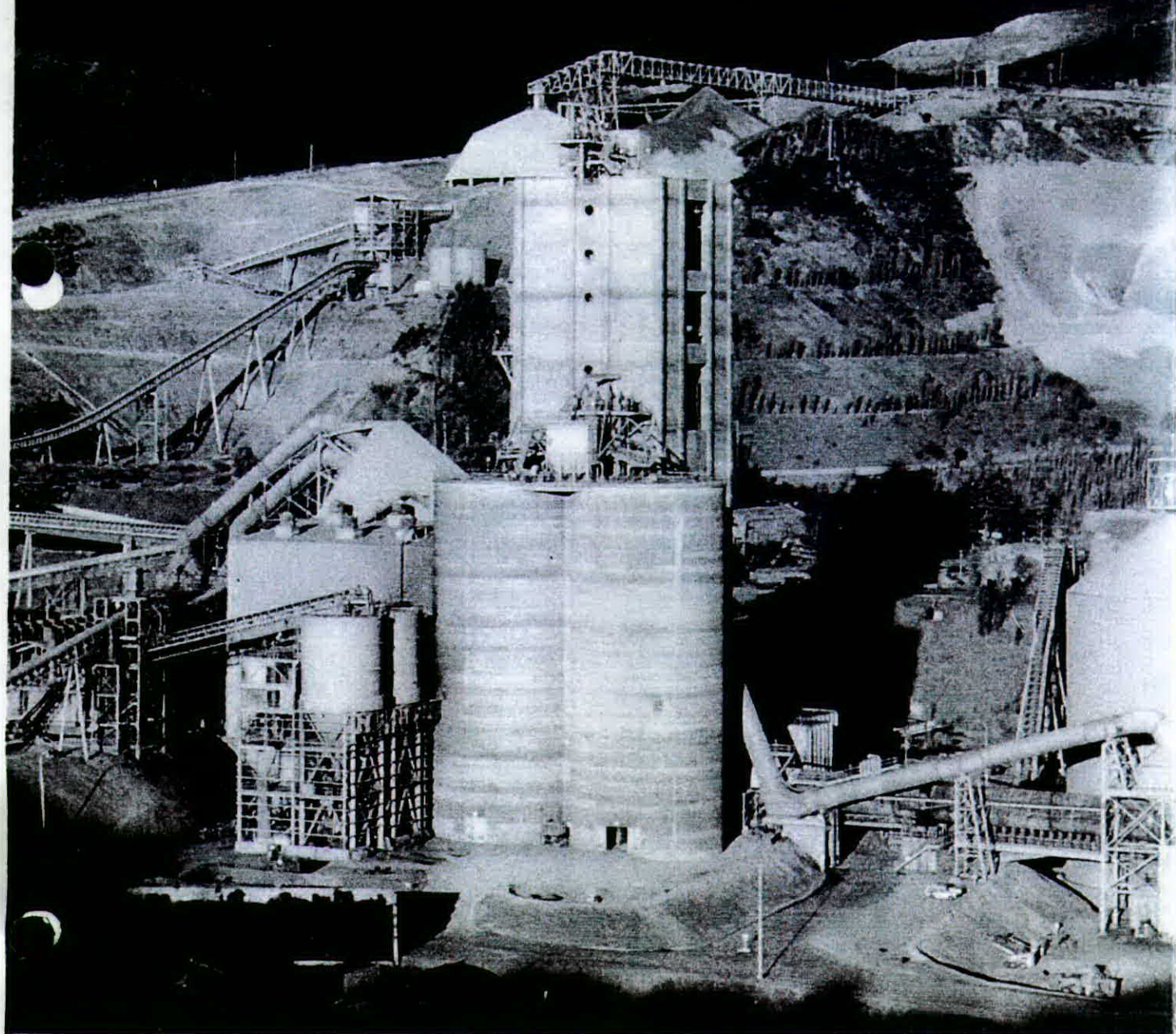
1939 **50** 1989  
YEARS



**K A I S E R**  
CEMENT CORPORATION



fty preheater tower rises above  
manente's landscape. The cornerstone of  
industrialists Henry Kaiser's family of companies,  
manente produced its first cement on  
Christmas Day, 1939





## *...to our friends*

This publication originally was prepared to celebrate a milestone for Kaiser Cement Corporation—the 50th anniversary of the Permanente plant in 1989. As we now continue our sixth decade of operation at Permanente, we have updated this edition to reflect the challenges guiding us into the next century.

Henry J. Kaiser, who founded our company, was a bold and visionary man. His life's work was finding needs and fulfilling them. He inspired those around him and those who follow him to create new opportunities out of old difficulties, to work hard and to deal fairly with customers, co-workers and the larger communities they serve.

Kaiser Cement, Kaiser Sand & Gravel and Kaiser Permanente Health Foundation are three monuments to Mr. Kaiser that are still operating in the Bay Area 50 years later.

The Permanente Limestone from which our cement is made is a local resource that has served the Bay Area for over 60 years. Here at Permanente we have seen the San Francisco Bay Area grow into a major international metropolis.

In Santa Clara Valley, the blossom strewn "Valley of Hearts Delight" exploded as six small cities became twelve large cities and "Silicon Valley" was born. Kaiser's cement and Kaiser's rock built all of that—a local resource serving a local need.

As we face the 21st Century, so we face new challenges. We continually meet and exceed the environmental standards set up by local, state and federal regulatory agencies. We seek innovative solutions to the problems that society presents.

While many things have changed, what has not been altered by the decades is Kaiser Cement's willingness to embrace extraordinary actions to respond to extraordinary times. We are more than ready to face the challenges of the next century ... and the next 50 years.



M.J. Bishop  
President  
Kaiser Cement Corporation  
October, 1995



# 1939 1949

## *...beginnings*

Kaiser Cement Corporation started because of a dam Henry Kaiser did not get to build.

The dam was Shasta on the Sacramento River in 1939. While the Bureau of Reclamation rejected Kaiser's bid to build, it accepted what many considered a phantom bid by his firm to supply the cement, sand and gravel. At the time, his Permanente Cement Company had no plant and no customers and only an option on a limestone deposit overlooking Permanente Creek near San Jose, California.

### *THE WORLD'S LARGEST*

Kaiser saw the possibilities in the limestone deposit along Permanente Creek, and construction on the new plant started early in 1939.

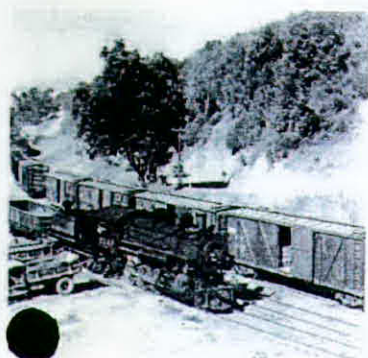
PCC's first job was to supply the 1.1

million tons of cement needed for Shasta Dam. In typical Kaiser style, the two-kiln plant was completed in record time, just nine months from start to finish, two months ahead of schedule. By 1941, Permanente was operating what was then the world's largest cement plant, boasting four kilns and an annual capacity of 940,000 tons.

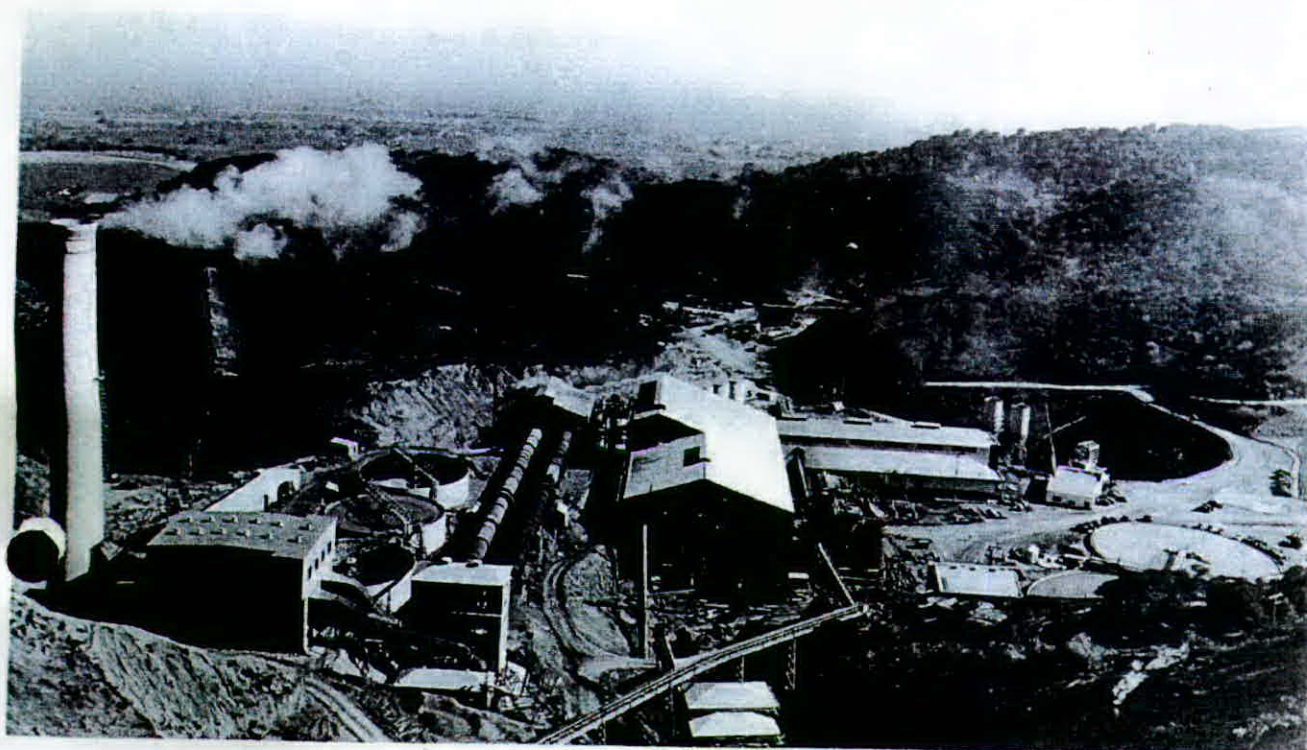
### *THE WAR YEARS*

During World War II, ninety-nine percent of Permanente's massive output went to the U.S. government. Kaiser pioneered the use of bulk cement in ocean-going vessels, though skeptics claimed it would arrive in a concretized mass. Faster to ship than sacks, the bulk cement saved the government precious time and millions of dollars.

The war demanded people, as well as building materials. Drivers, machinists,



oil yard (above). Rail cars carried of the original plant's output (below).







men's respite at C station.

anics, chemists, operators —  
 oyes of all skills and rank answered  
 : Sam's call. The men's vacant  
 ons were filled by their wives, sisters,  
 ers and girlfriends, soon proving  
 selves equal to the task asked of  
 . Production records were made, then  
 en as all pitched in to support the war  
 t.

#### THE JOB, ON TIME

manente Cement found its horizons  
 unlimited after the war. Pent up  
 residential and commercial  
 ing projects kept business bustling,  
 Permanente operated at capacity  
 month. Kaiser's reputation for  
 ole — even early — deliveries was  
 rly embraced by a building industry  
 plagued by shortages and delays.  
 1949, PCC's tenth year, production  
 running at 1.1 million tons of cement  
 ar. Marketing plans called for  
 nsion in the Pacific Northwest.  
 ier Sand & Gravel was purchased,  
 Permanente expanded its innovative  
 nents of bulk cement through new  
 istribution facilities in Portland, Seattle  
 Anchorage.



The long, or wet process, kilns.

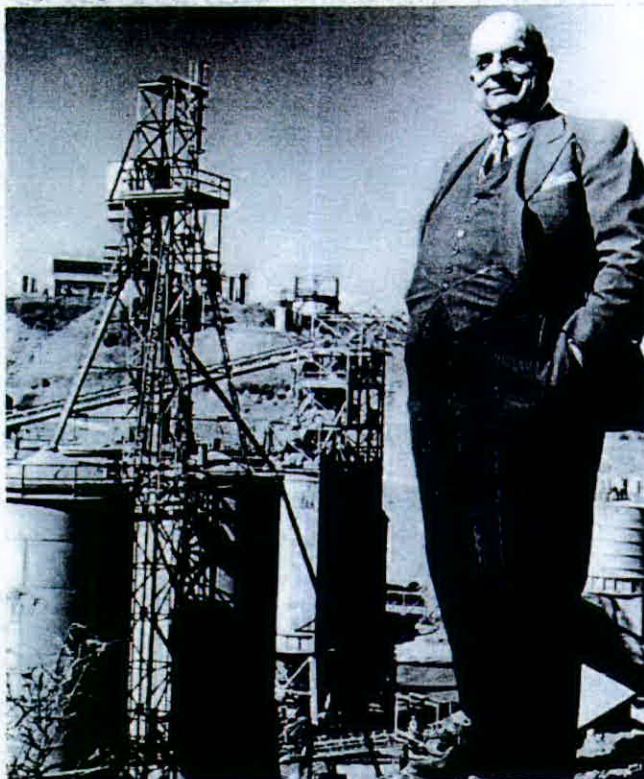
## Who Was Henry Kaiser?

Henry Kaiser was, at various times in his life, a cashier, retail clerk, photographer, manager, and yes, a builder. He had one rare, wonderful quality that outshone all else, however. He was, first and foremost, a dreamer.

"If I don't dream I'll make it", he once said, "I won't even get close."

His dreams were the stuff of American legend: Great dams like Hoover and Grand Coulee, the Bay Bridge, the Kaiser medical care program, Liberty ships, automobiles and home appliances.

Yet for all his dinners with presidents and meetings with luminous dignitaries, he never forgot what and who he was — a construction man who believed anything was possible.



Henry J. Kaiser.

"It didn't matter who you were or where he'd seen you, he'd remember your name. Even if it was a year later," recalls Louis Krantz, a retired garage supervisor who worked at Permanente from 1941 to 1974. A very meticulous person, Kaiser insisted on high quality in his products and his people. As a boss, "there wasn't any better," says Krantz.

Henry Kaiser, an energetic man who became personally involved with every venture he entered, made a difference in the lives of thousands. What was remarkable is that he believed a single individual could make a difference.



# 1950 1959

## ...supplying the need

By 1950, the Korean conflict was looming, television was gaining a niche in American homes, and the cement industry was striving to fulfill the growing West's demand for new construction.

### PERMANENTE PLANT GROWTH

In the 10 years since Permanente sacked its first cement, plant capacity had more than doubled. For a company first seen by the industry as unnecessary, it still wasn't enough to meet the country's voracious appetite for building materials.

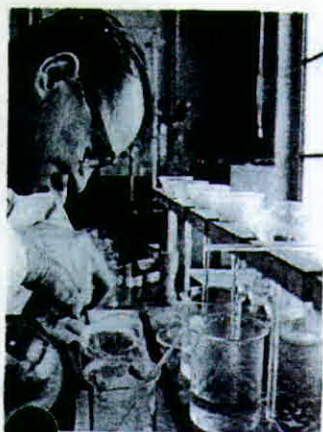
In 1951, a fifth kiln was added, bringing production to 1.3 million tons of cement annually. During 1954, the cement sold by Permanente equaled one sack every second for the whole year. By 1956, a sixth kiln was fired up, increasing production by 20%. An aggregate plant was opened the same year to supply rock for highway construction. Production capacity continued to be sold out, year after year.

### CORPORATE EXPANSION

The '50s were a period of rapid growth for the company, as manufacturing plants and distribution facilities were constructed or acquired throughout the West.

By 1959, Permanente Cement Company had an annual capacity of 2.8 million tons. Two additional cement plants were added: the Olympic plant in Bellingham, Washington and the Cushenbury plant in Southern California. Thirteen distribution plants distributed cement from Guam to Alaska to Southern California. The company's own line of barges and two steamships, the SS *Permanente Silverbow* and the SS *Permanente Cement*, carried bulk cement shipments to ports along the Pacific Coast and in Hawaii.

With strategic locations planned often years in advance, Permanente Cement was growing to serve an ever-increasing number of customers.



al lab (above). Then, as now, ysts maintain strict quality assurance Jards. (Below) Permanente in the '50s, after the addition of the kiln.







S.S. Permanente Cement bulk cement carrier.

#### **'KING SMARTER**

A key to Permanente's success, besides the supply of limestone and rapidly growing markets, was people. Kaiser researchers helped pioneer prestressed and post-tensioned concrete, by an essential part of building construction. Among other successes, they developed a full line of oil well cements worked towards precise chemical controls. Whenever a challenge presented itself, Kaiser's engineers and researchers were looking for a solution. New applications, new products, new methods, new and more efficient methods of working flowed from ideas born by craftsmen and managers alike.



A smooth and efficient distribution system assured reliable and timely delivery of Permanente's products.

## **A Family Affair**

The camaraderie (both then and now) at Permanente is at times based on bonds stronger than friendship; employees have often encouraged their kin to sign on.

Fathers and sons, uncles and nephews, mothers and daughters, brothers, cousins — all have often worked together to set production records year after year. While families with second generation employees are not unusual, a few have turned it into a three generation commitment. Among the family names on the roster over the years have been the Herrells, the Ybarras, the Butlers, the Magdalenos, the Phelps, the Silvas, the Lashleys and many others.

Encouraged by his father, Jesus Aguilar, Robert Aguilar signed on with Permanente March 7, 1946. Now a plant analyst, he started as a laborer in the packhouse. Over the years, his brothers Gregory, Jess



Robert Aguilar (left) with brother Jess and son Robert. and Ramiro joined in, working in the yards. Today, his son, Robert Aguilar, Jr., is a bulk loader in the packhouse.

Like many others, Robert Sr. left Permanente to work for Uncle Sam in the '40s.

"I was discharged from the service on a Friday, which happened to be Halloween," he said. "I took Saturday and Sunday off, then reported for work the following Monday."

In other companies, family commitments are rare, even shunned. At Kaiser, they're part of a fabulous heritage that's built roads, bridges, irrigation canals — and conversations around family dinner tables.



# 1960 1969

## *...moving farther afield*

With twenty years of experience behind it, Permanente Cement Company was no longer a flash in the pan. Maturity brought a well-earned respect, along with opportunities to expand into new territories and new ventures.

### **MORE AND BIGGER**

The company found a foothold in markets previously unexplored by U.S. cement companies as it constructed the Waianae plant in Honolulu, Hawaii. The Pacific Rim left the future wide open, and in time the company acquired interests in cement plants in Okinawa and Thailand.

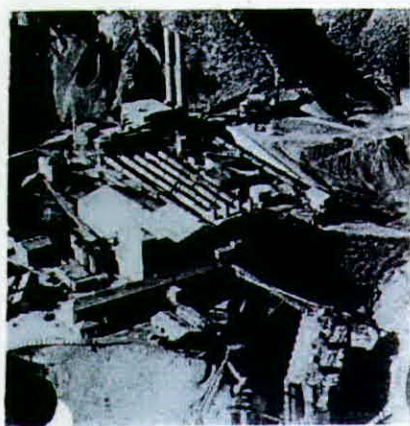
A plant was built in Montana to supply construction of the Yellowtail Dam. A merger with Longhorn Portland Cement Company in San Antonio added new markets in the Southwest. New distribution terminals in North Dakota, Idaho,

Oregon, Alaska and California meant that no matter how large the customer, Permanente could supply cement throughout the West. And supply it fast.

### **KAISER CEMENT AND GYPSUM**

As the company diversified, with new industrial enterprises leading it to develop new product lines and facilities in new areas, the focus shifted. Permanente, long the foundation of the company, became a cornerstone.

By 1964, Kaiser Gypsum, growing by leaps and bounds, accounted for one-third of the company's sales. The fourth largest maker of wallboard and other gypsum products in the nation, it built plants in Florida and New Jersey, opening up the Eastern seaboard. No longer a small sibling within the company, the gypsum division had earned its own name on the



Permanente, the West's largest cement plant, ca 1962.



Kaiser Cement employees, then as now, work very hard to maintain Permanente's excellent safety record.





Permanente's bulk cement fleet.

or and Permanente Cement Company came Kaiser Cement and Gypsum Corporation.

#### CHANGING TIMES

In response to changes in the construction markets, the kilns at Permanente were made more efficient in order to reduce fuel costs and increase clinker output. Additionally, improvements were made in the limestone beneficiation process, and the world's largest rod ball mill, a distinction in itself, was added to the plant to beef up raw grinding.

The fleet of cement trucks, long bustling deliver its product to numerous projects in Northern California, was phased out in 1958, in response to changes in customer requirements.

In 1967, the company mourned the passing of Permanente's "Papa," Henry Kaiser died in his sleep at 85.

## What Is Cement?

His name is lost to history. But long ago, seated around a roaring fire in a dark and likely cold cave, an early man noticed that the limestone rocks he had used to build a bed for his fire had been changed by the heat.

The rock had formed a crude form of lime. When water was added, a mortar was made that could bind rocks together.

The knowledge filtered down through the ages. The Romans learned that when volcanic ash was mixed with limestone mortar and crushed rock, it could be used to build bridges, roads, walls and aqueducts, long withstanding the test of time.

Fire, more precisely heat, is still used to produce cement. Limestone is blended with clay (containing silica, iron and alumina), and the mixture is



In essence, cement allows us to reshape stone.

"calcified," or burned at 2700 degrees Fahrenheit. The result is clinker, a dark grey gravel. Gypsum is added to the clinker for setting control, and the mixture is reduced to a fine powder or cement.

Today, there are many different types of cement, tailored for many different uses. Various additives are used to alter the base mixture, allowing cement to set more quickly or slowly, in water or underground.

Since World War II, the demand for cement has increased dramatically. Essential to creating the infrastructure of a growing economy, cement has not only shaped our past, but also plays an important role in building our future.



View on the night shift.



# 1970 1979

## *...new challenges*

The '70s ushered in a new attitude, a changing climate for business and home alike.

Pressure from both within and outside of the cement industry combined to dictate changes: increased power and fuel costs, a saturated cement market, economic recessions, rampant inflation, government price controls, and public demands for an increased commitment to the environment.

### **A WHOLE NEW BALLGAME**

With the wet "slurry" process used at Permanente, more than 25 million cubic feet of costly and scarce natural gas were needed to produce one day's output of cement. This was equivalent to supplying the heating requirements of approximately 140,000 homes.

Responding to public and government concerns, more and more resources were

dedicated to restoring and protecting the environment while the company searched for a more cost-effective method of producing cement.

Meanwhile, on Permanente's doorstep, the semi-conductor industry was changing the world with its technological innovations and transforming Santa Clara Valley into Silicon Valley. Local cities exploded with growth, creating a huge market for Permanente's products.

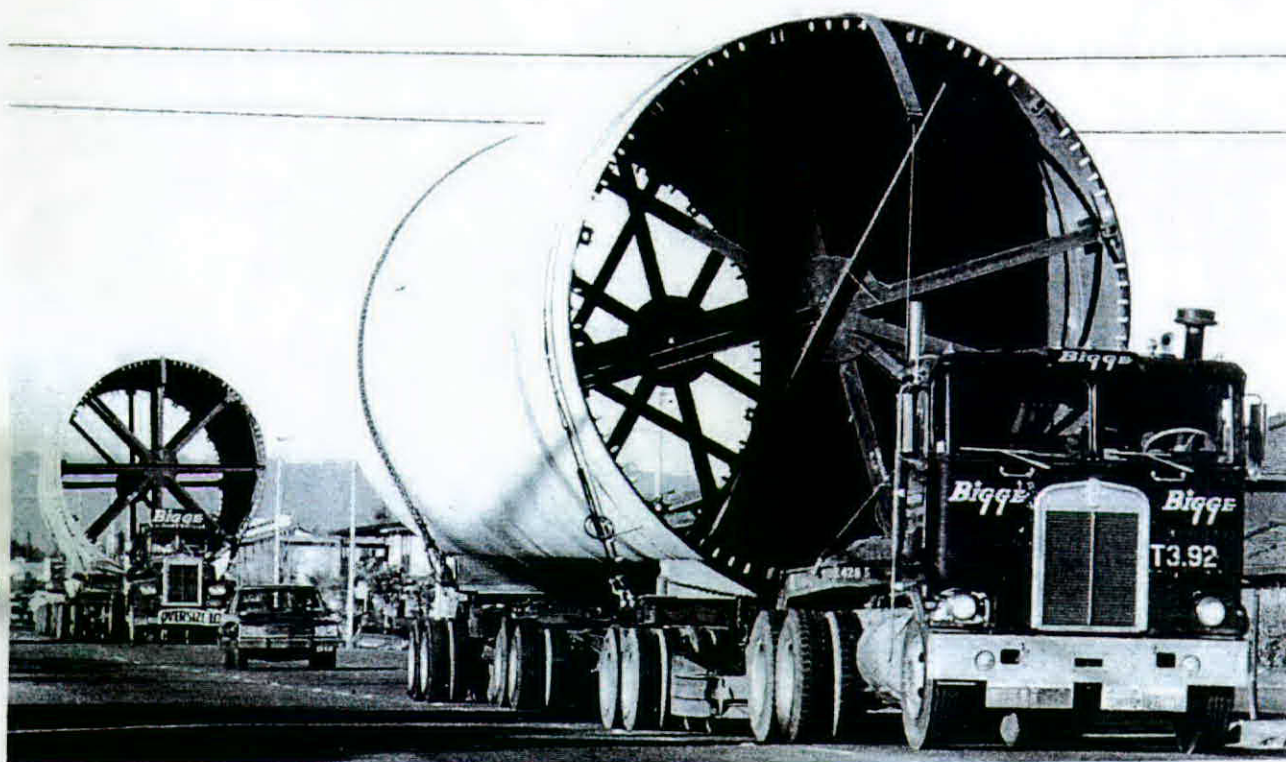
Cement, a primary building material throughout the ages, was once again answering the call — this time by the newest of industries.

### **A STATE-OF-THE-ART PLANT**

For forty years, the kilns at Permanente had used the wet-process method to produce clinker. One-half million gallons of water a day carried the limestone, clay



Aerial view (above). During the 1979 modernization (below), heavy transport trucks carry in 16 foot kiln sections.







Burner checks the pyroprocess on a long kiln.

and iron ore in a slurry to the kilns, where the mixture was calcined. In the aftermath of the 1973 oil embargo, the fuel for heating the water, along with the minerals, was now too costly.

Although a dry-process had been used before, it wasn't until the late '70s that technology came together to make it truly cost-effective. By combining a precalciner with a preheater to reclaim heat from a single kiln, energy use could be cut dramatically.

A \$112 million program was launched in 1977 to replace Permanente's six kilns with the dry-process one. It would be required to burn coal as well as fuel oil and natural gas.

#### INTERNATIONAL MARKETS

Opportunities were changing, and Kaiser Cement & Gypsum with them. If the market was tough at home, why not, in the Henry Kaiser fashion, see what else was out there?

Drawing on its growing expertise in the cement markets of the Far East, Kaiser Cement found a bright spot of opportunity in Indonesia. There, with strong local partners and an affiliate of the World Bank, it constructed and managed a state-of-the-art plant for P. T. Semen Cibinong in West Java.



Peter S. Hass cement barge.

## Rosie the Riveter Returns

Behind the men behind the guns during World War II were women manufacturing planes, tires, boots — and cement. Proud to have served their country, most returned home when the men came back. Large numbers of women didn't re-enter the workplace in jobs traditionally filled by men until the '70s and '80s.

Vicki McCarthy was one of several women in the '70s to choose a career at Kaiser Cement in jobs historically held by men. Now in quality control at Permanente, Vicki started as a packer in the packhouse. Not a vocation for the faint hearted, the job held fulfillment as well as challenges, and some surprises.

"The older men were okay. But it was the guys my own age, in their late 20s and 30s, that seemed to have a tougher time accepting me," she remembers.

Accept her they did, however. "Inch by inch, I



Vicki McCarthy.

worked into higher responsibility jobs. I always thought, 'If they can do it, so can I,'" she says. She admits the road hasn't always been smooth, but today it's often her male co-workers that are her staunchest supporters.

Because of Vicki and people like her, the barriers once constraining both men and women to historical roles are quickly falling down.

Vicki is modest about her accomplishments, saying it was only a career move she wanted to make. She maintains she did what anyone else would have done had they been in her shoes.

Kaiser Cement has encouraged the individual talents of many employees like Vicki, fostering both personal and community growth.



# 1980 1989

## *...building for the future*

Modernization in the early part of the 1980s provided all the resources needed by Permanente to serve an economy which soon was roaring for materials.

The rebuilding also installed facilities that have kept Permanente abreast of increasing environmental demands. Once again, Permanente had taken a bold step to prepare for the future.

### **A NEW PERMANENTE**

By March, 1981, the new plant was complete, boasting the largest single preheater kiln in the U.S. and an annual capacity of 1.6 million tons. In September 1981, the last bag of wet-process cement was sacked, and the six old kilns shut down forever. The two 220-foot concrete stacks, landmarks for more than 40 years, were felled one year later.

In all, \$112 million had been invested to literally rebuild Permanente. Fuel cost per ton of cement manufactured had been cut 45%, and emissions had been reduced significantly.

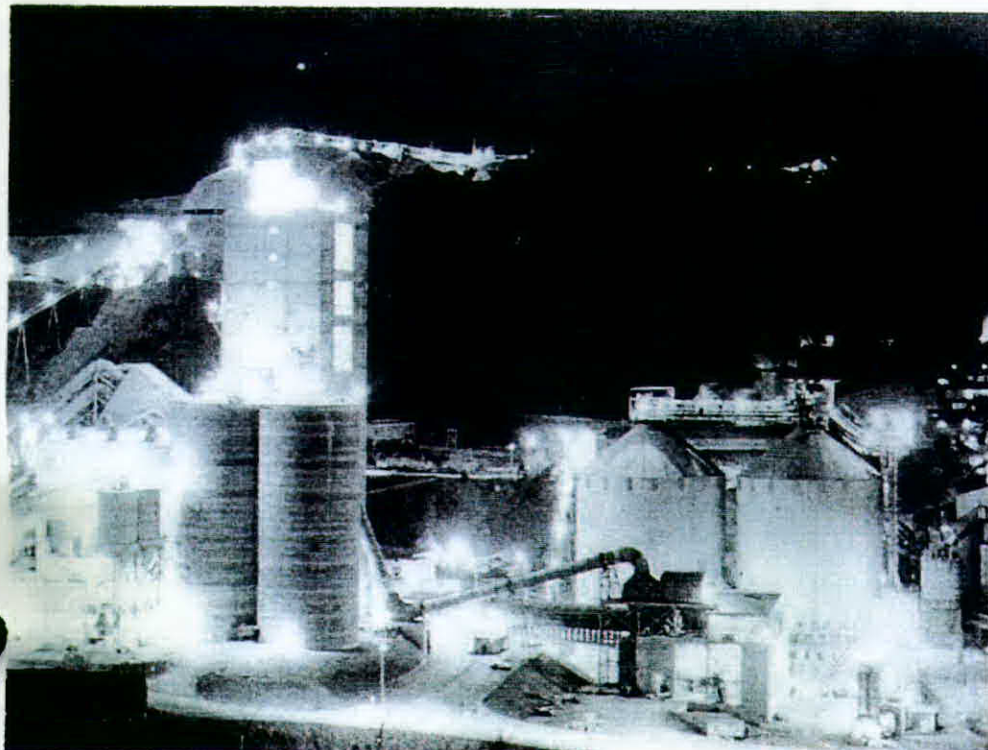
### **NEW HORIZONS**

With increasing globalization of the cement industry, Kaiser Cement was purchased in 1986 by Hanson PLC, a British firm with an outstanding record of profitable growth.

Permanente's location, efficient plant and extensive raw material reserves continue to assure it a key role in a changing industrial environment. By 1989, Permanente was again the heart of Kaiser Cement's manufacturing strength, supplying nearly one-third of all the cement used in Northern California.



Control room (above). Here, operators control the manufacturing process.



The largest cement plant in the western United States, and at one time in the world, Permanente was literally rebuilt in 1980 as part of a modernization program. Today, it is one of the most advanced cement plants in the industry.





Permanent's rich limestone deposit is expected to yield raw materials for decades to come.

### ALWAYS CHANGING - The 90's

Permanente moves through its sixth decade continuing the pursuit of technological excellence in adapting to change.

A distinctive 90-foot-high dome shelters semicircular beds of blended limestone and clay created by an automated process.

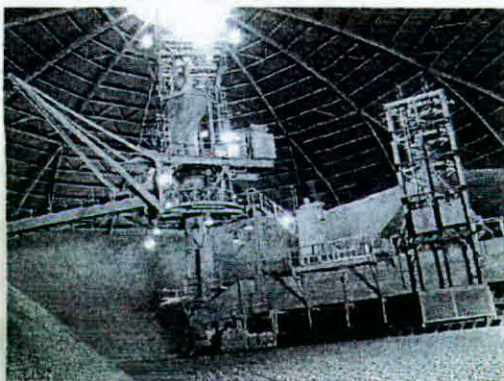
A roll press and finish mills are equipped with high efficiency separators for processing clinker and gypsum.

A modernized operation converts excess rock from the mining operation into washed concrete aggregate.

Kaiser Cement and Permanente employees remain key supporters of civic events, charitable functions and special activities.

Conditions at Permanente have changed dramatically in more than 50 years. What hasn't changed is the belief that by working together, anything is possible. The future is ours to build.

A state-of-the-art pre-blend dome keeps the material stockpiles dry and eliminates dust.



## The Environment

Henry Kaiser would be amazed at the environmental measures considered in every action at today's Kaiser Cement Permanente plant.

Baghouse dust collectors function like gigantic vacuum cleaners filtering air from processing equipment.

Permanente Creek is protected from storm water draining from the industrial site by a series of settling ponds.

Energy conservation is monitored by computer systems controlling the entire manufacturing process. The big kiln saves 40 percent of the energy of traditional processing. It can burn natural gas, fuel oil or coal. Alternative fuels are considered for air quality improvements.



Reclamation efforts have included planting trees and reseeding hillsides with native plants.

Where Kaiser Cement once did business in a rural setting, its operations today are urban. Innovative neighbor programs include a photo-radar tracking system to address truck traffic disturbance and best available control technology to maintain air contaminant levels that are well below state health risk standards.

Design features at the quarry maintain a visual easement for the surrounding area. A reclamation plan directs planting and land formations.

Sustainability — providing for the present but not at the expense of the future — is reflected in key operating procedures and the ability to recycle virtually all the products produced at Permanente.



## Acknowledgements

Without the time and effort  
contributed by scores of dedicated people,  
this celebration and booklet would not  
have been possible.

Kaiser Cement Corporation wishes  
to express its gratitude for a job  
well done.

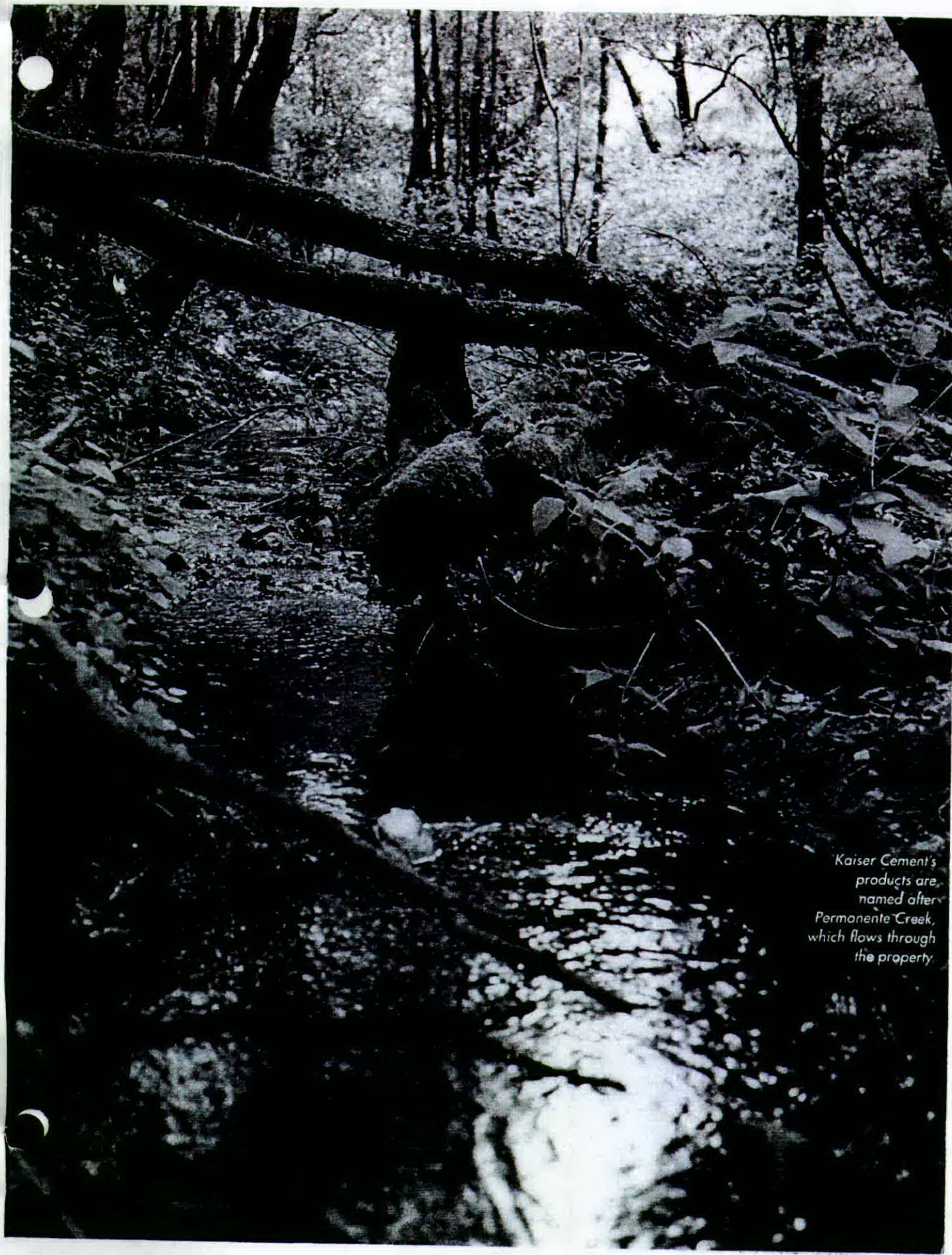
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Kaiser Cement's  
products are  
named after  
Permanente Creek,  
which flows through  
the property.