

ASHRAE Leadership Recall (formerly Leadership Recalled)

Transcription

Interview of: Leroy Steinhouse and Mark Young

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Interviewed by: Mike Kearney

Note: This is a retype of the original transcript located in the ASHRAE Library. There are sections of the original interview that were not transcribed at the time as noted below in parenthesis ().

Leroy Steinhouse

I came to Nashville in 1940. I wasn't looking for a job. My aunt lives here. I was born and raised in Cairo, Illinois, and I had gone to school in St. Louis. My aunt wanted me to come down here after graduation and spend a week before I went to work because I had a job in St. Louis. So I came down and one day I didn't have anything to do so I rode the old street car uptown. I looked to see who all was in the air conditioning business back at that time. I went in to see Mark and he said, "We want you to stay here in Nashville." I said, "Mr. Young, I didn't come here looking for a job." He said, "I know you didn't, but we have some jobs going here and I want you to come back tomorrow and talk to Mr. Keeling." So anyhow, I went down and talked to Mr. Keeling the next day. They convinced me that Nashville was the place to stay.

Mike Kearney

Nashville Machine?

L.S.

Yes. That was 1940. Of course back at that time I think it was Armstrong's Department Store was about the first one to be air conditioned. B&W was the first restaurant, then the Lowe's Theater. At that time air conditioning was just starting. It was just after that the War came on and you couldn't get any equipment to amount to anything, everything was going to defense. Back then, Mark can bear to this out, I hadn't thought about it but Freon was hard to get during the War and they changed over a theater in Memphis to methyl chloride didn't they Mark? That thing there, I think the magnetic starter set that off and exploded and blew up the theater. I don't know how many people were killed. Of course methyl chloride is very explosive. They couldn't get any Freon. I imagine it was against the law to do what they were doing but they did it in desperation. After the war was over air conditioning started coming into its own.

M.K.

I want to know where you went to school.

L.S.

I went to Rankin School of Mechanical Trade. Actually Rankin was a two-year course. It was ten months each year. It was one of the best schools at the time of air conditioning and refrigeration. We would actually do the work of piping a boiler, hot water-boiler. We worked on air-conditioning equipment and

then we were on the drafting table laying out the jobs and what have you. It was an endowed school. Mr. Rankin died back in the 1940s and left a million dollars to the school. It was such a diversified deal. We actually got down and did the plumbing work. Since then a lot of trade schools have come along but this was more of an engineering school than it was a trade school.

M.K.

There wasn't quite the distinction between engineering and trade at that time. Mark has been telling me about his introduction with a correspondence course.

L.S.

I tell you what, Mike, when I came to Nashville and went to work for Mr. Young, I was young, I was cocky and thought I knew everything there was to know about air conditioning. The first two weeks I found out that I had a lot of book learning. That professor up there, he didn't know accidents, all those things, to take a capillary tube refrigeration system, put the suction line, in other words to keep that evaporator free of frost. Mark Young, he knew that. I will say one thing, Mark Young, I.C. Thompson or any engineer in town will tell you that this fellow here, in my opinion, is one of the smartest men I know of because of the actual experience he has had.

M.K.

This is not the first time I have heard this.

L.S.

Is that right? You think like I.C. Thompson. Tommy would say, "When I get in trouble, I know who to go to. I go to Mark Young." So many folks wouldn't fool with apple storage because you had to maintain the humidity, the apples would dry out. Mark had it all figured out to keep the temperature difference, instead of maybe the 20 degree difference, why he would have it maybe at seven and a half or ten so that evaporator wouldn't be taking all that moisture out. He did it, he put a lot of apple storage in. I never will forget the State of Tennessee had a bid out for a way to test concrete. They would take these cords out on the highways and they had to maintain plus or minus one degree, plus or minus one percent relative humidity, wasn't it Mark? Something like that. I went up there and we bid on that thing. No one else bid on it. Several competitors were up there bidding on some other stuff and I said why didn't you bid on it? They said, "Man you couldn't get that thing that accurate."

Mark Young

You know who wrote the specifications don't you? We had it written up in the Clarion. It was written up in the newspaper you see. These other "so-called" engineers, they didn't know about those.

L.S.

That deal was put in and it was a massive set of controls, but it worked.

M.Y.

I've got a book that I got from the American Society of Refrigerating engineers, ASRE. That was before ASHRAE. ASHRAE was here all right, but that book has all different kinds of cold storage and air-conditioning work. These chapters are marked. I put these tabs on there and whenever I wanted to check specifications or anything I would go to that book and they had it in there. Ten dollars to join and 18 dollars a year. I guess you can't join that cheap now. This was our Bible.

M.K.

I will tell you what I would like. Let me get a little further into this. I have just started this historical thing. In fact, I was going to have a discussion with the Nashville Chapter's secretary about how we

need to setup a library for Mark's tape and conversations like that. We are going to have Nashville Chapter of ASHRAE meeting in March. We are going to video tape it. We will get you and M.T. Gossett and maybe Tommy and you guys come down there and just talk about it. There are not too many of us left who remember those days. I just talked to ASHRAE in Atlanta. Evidently, they have some sort of funding for doing this sort of thing. I sent those tapes off to Atlanta and we will get written copies of the tapes back presently. The Society's Historical Committee is evidently doing interviewing with some of the leading edge people who are dealing with refrigeration.

M.Y.

What I can do, when you see this book that I've got, you've seen this part. Leroy, show Mike that other book, the big one. K-Mart, second hand. I got it at K-Mart.

L.S.

Did you know Bob Kemp?

M.K.

Oh yes. I worked with his son.

L.S.

Is that right?

M.K.

I never knew the father.

L.S.

He was a fine fellow.

M.K.

That son is very much his father's son. I think he is the best in the business in controlling a computer room. I have run into people who know more about a part of it, but we represent Liebert, out of Columbus. People in Liebert will know more about a part of it than Terry Kemp, but I haven't run into anybody in Liebert or any of the agents that represent Liebert that knows how to make a computer room run totally like Terry Kamp.

M.Y.

Let me tell you one thing. Bob Kemp was one of the nicest men. You couldn't beat him. He was a first class salesman. If I would go to Bob, just like that, now listen, we are going to figure this job out here. This is equipment here that I want, you give me a price on that. Leroy would go over there and say, "I understand Mark is bidding on this job, how about giving me the price that you gave him." But you weren't going to get that out of Bob. You couldn't get that out of Bob. Another one, you've heard of Mr. Bill Armistead.

L.S.

William C. Armistead? He is listed in this book here as a member of the association back then. He had Clarage Fans.

M.Y.

He was an engineer for the fan division of Trane Company.

M.K.

He was located here in Nashville.

M.Y.

Well, he quit. He was sort of a hot head and they wanted to send him to some place over in New Jersey and he was up in Wisconsin and didn't want to go. They were going to send him anyway and he said, "Hell, I'll quit." So he came to Nashville and got himself established here and then he went to handling Claage Fans. Now I could go to Armistead and I would tell him, Bill, let us design this thing. Design it around his stuff see. I didn't have to tell him not to give it to anybody else because if you went over there he would say, I can see old Bill Armistead did this. You could go over there and say, Bill, I want that. You tell me what you want and I can give you a price on it. That's just the kind of man he was and Bob Kemp was the same way. Bob Kemp, before he died, Terry will tell you this. Bob Knight called me up and said, "Mark, I want you to come out to the hospital." He said, "Mark, I'm in bad shape. I've got cancer and I don't think I'm going to get out of it." He told me he had some boilers that he wanted me to test for him. It was up in Sumner County, that school up there. We went up there and tested it out. We got the floor meters, gas, to see if they were performing like they should. Took the gas reading up there to the people in Galleon and they said, "We can't figure that out. We will have to send this off to Paducah and let them figure this up." Can you imagine a gas company that couldn't figure out how many cubic feet of gas they were getting out of there? They had to send it over to Paducah to get it read and sent back to us. It passed all right. While I was there he said, "I'll tell you what, I would like to go back to my home place. I said, "Well, where is it?" He said, "In Kempville." He asked if I would like to go up there. I said I sure would. I told him I would just take him up there. I took him up there in that car right out there. Bob and I went up there, went all through there and this dam they built took in a great big section of his daddy's farm up there. His daddy has died since then. Bob went up there and we came back and stopped up here at Carthage and he told me he had some equipment up here. He was handling York Company then. He went in there and talked to the people about it. He came on back here and he stayed here just a little while and he got sick again and he went up home and he came back. I don't remember if he got back, they stopped at the hospital in Carthage. I don't know if you know Jimmy Lyons or not. Do you?

M.K.

Yes.

M.Y.

Jimmy told me he walked in the room to see Bob and he was dying. That was in 1972.

M.K.

1972, it was the year I came here.

M.Y.

I was operated on about that time. They never made them any better than Bob.

M.K.

He must have been quite an engineer. He had a couple of patents.

L.S.

Bob was sharp as a tack. He had some fans. Didn't he have some fans? I bought some fans from him.

M.Y.

American Blower, and gas burners and all. He wants to see that picture over there of my grand daddy.

L.S.

I saw that. I told Mark when I saw that tears came to my eyes. You thought of everything. He said his grand daddy owned the property where that picture is.

M.Y.

If you want one of those pictures you can have it.

M.K.

We need to run copies of that. You are going to do that for us.

M.Y.

You can have one of those pictures, I had six made. The Hippodrome too. We will get into that later.

L.S.

Mark, what is this book here? He's got pictures of things going on in Nashville.

M.K.

He's got pictures of the state capital being built in there.

L.S.

Let's see. The post office and custom house. Mark got a job up there overhauling those compressors downstairs for the air conditioning in that customs house up there at Eighth and Broad. Johnny Green, who used to be at the Martin House and I.C. Thomason and myself. Mark had us up there at night changing those valves and compressors. That was before Tommy. That was about 1941.

M.K.

That's quite a family album.

L.S.

Bijou Theater, First National Bank... Did you see this Mike?

M.K.

You and I have a mutual friend, Tony Delray.

L.S.

Oh yes, they don't come any better than Tony.

M.Y.

The fellows tell me about drilling some holes. My sister had a car that collects water in the back. It's cold in the winter time and sweat gets down in there and messes anything up that is in there. I told her I would drill some holes in there so the water would drain out of there. She said I couldn't do that because the fellow at the gas station said you would drill a hole in the gas tank. Now me drilling all the holes when they made this fire escape. They had these treads and you would drill each side. You drill holes in there and then riveted it. As many thousand holes as I have drilled and I don't know to drill a hole. I'll tell you something. I've got a son-in-law and he made a statement to the Jewish fellow next door to me that I couldn't tell him anything because he had been in the Navy and he had been around and he had been in places and he knew more than that. I told my daughter, that husband of yours thinks he has all the answers, but I want to tell you one thing, when I tell you anything I've got something to back it up with. I told her that I was in the largest power house in the world, worked in it. I was in the tallest building in the world, right in the top of it. Woolworth Building, when that was built it was the tallest building in the world. You should read that thing there. They had their own light plant and everything, 700 and something feet tall. They were building the Chrysler Building at that time. I went down there in 1932. The largest steam plant in the world was right out here at Old Hickory. I've got pictures of it right there. The generators, they were run by steam generators, turbines. Well, between the turbines and the outside lines there is no circuit breaker. They've got a switch there but you dare not pull the switch. No circuit breaker, anything get shot-circuited why it just blow up. The

lines that were running from the generator over to the switchboard were in this pipe, 200 volts, I think that generator, they didn't build them like they do not, short-circuited, and I mean blew a hole in the ground so big you could bury a horse in it. I put his wires back together.

M.K.

How do you do something like that?

M.Y.

Well, they just cut everything loose and they went back. Boy, I'm telling you it was hot in there. I've got some pictures of it.

L.S.

How long have you been down here Mike?

M.K.

I've been here since 1972.

M.Y.

I don't know why I didn't run up on you between now and then.

M.K.

I try to keep my nose clean. I got down here with a fellow, Vernon Tupper.

L.S.

Oh, gosh!

M.Y.

Is he still living?

M.K.

Yes. I call him every now and then and I tell him I want to take him to lunch to see if he is still as crazy as I remember.

M.Y.

I'll tell you about Vernon Tupper. Vernon sold me the stuff for St. Henry's church out there. He sold me the boiler. Bentley Johnson down there at Nashville Machine, that's the time, that's the last job I did for Nashville Machine, St. Henry's.

L.S.

Vernon used to be a neighbor of mine. Years ago he was in the whiskey business. He would go ahead, Al Welch who was in the air-conditioning business, Air Pipe. He manufactured air conditioning here in Nashville back in the 1940s after World War II. This fellow Welch was with Gouvernaire. Welch had a place on Third Avenue and he manufactured air conditioning. He put air conditioning down there in Broadway National Bank. But Al always had financial trouble. Vernon Tupper bought into Air Pipe Air Conditioning. When Vernon bought into it they owned up quite a bit of money. I went down there and it was the first time I ever met Vernon and I said, "Mr. Tupper actually you are way behind in your bill." Vernon raised more hell in 15 minutes

(Editor Note: Original Transcript says: there is about 10 minutes on tape of Vernon Tupper stories – these were not transcribed in the original)

L.S.

When John Underwood Company moved in, didn't Vernon have something to do with that?

M.K.

Yes. Clyde May was here with John Underwood and that is how I met Vernon. I was a regional sales manager for Cambridge Filter Corporation of Syracuse. I called on the Cambridge reps, which Vernon was one. John Underwood in Atlanta was the Atlanta rep. so I would call on Vernon up here and Clyde and I got to be good friends during that exchange. In fact, Clyde is still with Underwood and he is back in Atlanta as a vice president over there. Underwood is an unusual company really and they are still represented here rather well. They were very good in the industrial air treatment business.

L.S.

They had a good line of pumping equipment and what have you and I used to buy...

(Mr. Young starts talking about his pictures)

L.S.

Mark called me one Sunday and asked me to go up to Crossville to this prisoner of war camp. It was in January and that was the coldest place I have ever been. They had a bunch of Germans up there. We put all the refrigeration in up there.

M.K.

When you were dealing up in Crossville with these German prisoners of war what were your observations.

L.S.

The prisoners were treated very well. They would bring them in on that train. I would see them getting on and off sometimes. They would transfer them every so often.

M.K.

They had these wire fences and the Germans would want to dig under the wire. They didn't know there was six feet of concrete under there. (Discussing pictures).

M.K.

I want to back up a minute. This is the top of an ice tank. Are these cans that you talked about?

M.Y.

The cans are down in there. These are the tops of the cans. Old wooden tops that you talked on. That's the reason that I say they are dirty. I don't know where you have been walking and you walk on top of these things then pull one over on the other side and take that ice out, fill it up with water and drag it back. I don't know what is going to drop in there, but I'll guarantee you that something is going to drop in there. I told the water boy, the one who had all these ice plants around here that they were the dirtiest things that you can have. It made him mad but I told him, his name was Elmer Rattamore, I remember the day that he could have written a check for a million dollars. He owned all the water lines in my home place out there. He lived out here at Old Hickey. Mr. Brownlee worked for me there at Gallaghers. Mr. Brownlee came to me and told me Elmer Rattamore had come to him and told him he was broke. Nothing but ice plants, broke. He had two plants at Springfield, another one at Russellville, on up here on Red River, Clarksville Ice and Coal Company. He had the mall around, just buying them up. I told him he had better leave those things alone, Frigidaire will get you. He didn't believe about Frigidaire. It's just like what I said about these home washers. I said laundries are going to be hurt. (discussing pictures)

M.K.

What is this stuff here?

M.Y.

That's a 150 horsepower motor in Hopkinsville, Kentucky. They shipped a carload of dynamite at one time. The funny part of it was, a motor just like that, that's the reason I took that. Right out here where the waterworks is there used to be a rock quarry. I went out there and had a motor just about like that one, and I ___ some coils that went down in the bearings and had to do some 2,300 volts. I never thought about it but boxes of dynamite were stacked up all around there. I got ready to start up with a belt on there about that wide and I said I'm going to get out of the way. Suppose that belt runs off. They said we don't want it to run off, we've got dynamite here. I left, I was gone.

M.K.

Who is Jack DeWitt?

M.Y.

He is the man, you might say the daddy of WSM.

L.S.

He was the first one to shoot the moon.

M.Y.

He had the transformers and I built them for him.

L.S.

He was the first man who shot a signal off the moon.

M.Y.

He is a good friend of mine. He helped them put in the first television station in Nashville.

L.S.

Nashville Machine, the old building. They had wooden floors in that building. They had a machine shop on the first floor back then, they wound motors. The elevator department was on the second floor.

M.Y.

I was out at the prison last year. They had these straps and they were making new straps and they were fixing to soak them. They were after this bird to electrocute him. They came to me and said, "you fixed up this chair one time didn't you." He said, "How about going over there and testing it out for us?" I said that I would do that on one condition, if you put that bird in there, I'm going to test it right now.

L.S.

I never will forget one of the first deals that I was sent out at Central State. Actually they had a morgue out there and they wanted to go ahead and put a new refrigeration system in the morgue. That was an old sulphur dioxide system out there. I went out there and they had those bodies in there and I thought, oh God, I'm going to bid high on this job.

(About 5-10 minutes discussing autopsies)

M.Y.

You didn't see these engines did you?

M.K.

Those are monsters. Where are they?

M.Y.

Waterworks. I was engineer there. They wouldn't accept those two engines until finally they accepted the whole job, everything. The whole trouble was this was our part of it, but I've got the other parts, they've got the pumps in another building. We were furnishing electricity for it.

M.K.

Are those Stillson engines?

M.Y.

No, they were Skinner steam.

L.S.

Knight Machine represents Skinner.

M.Y.

A fellow was talking about making a one-cylinder run as smooth as an eight. That engine right there you could put a nickel on it and it wouldn't run off. It would run about 250 RPM. They ran a condenser, I guess you know what that is.

M.K.

Tell me.

M.Y.

Well, the steam from that was going through this condenser just like an air conditioner. Well, naturally that is going to condense that steam back into water. They used that to put back in the boiler. The water out of the well, pumping with that, and that water going through those condensers, I put my hand on an exhaust pipe and held it and it would be sweating. I don't think you can see it here but they had a valve up there just in case lad left it real quick. It would shut that valve off to keep it from running away.

L.S.

Back in those days all the saw mills were run by Skinner engines.

M.Y.

They wouldn't accept that so I had to go up there and run it. I stayed up there and ran it for about six or seven months. He came up there and he had been in Chattanooga. He came through there and I told him he better watch this bridge, it had been sleeting.

M.K.

Who was the boss at that time? This was Nashville Machine, right?

L.S.

Mr. T.C. Keeling. I came in 1940.

M.Y.

Mr. Keeling came about 1913. I came about 1914.

L.S.

I will say one thing, Mr. Keeling had more principle, he would actually give you a thousand dollars, but he would sue you for a dime. He went up to Second Avenue one time and Mr. Geisman had all that farm equipment out there.

M.Y.

No, it was old man Hill. H.E. Hill's daddy.

L.S.

Anyway, he had all that farm equipment out and he had on new shoes. He skinned up his shoes because that stuff was on the sidewalk. He went inside and said he had skinned up his new show. He was told there was nothing they could do about it. Mr. Keeling went up to see Norvell Minnick, a lawyer, and sued that guy for a new pair of shows.

M.Y.

A funny part of it was, a fellow named McNamee was walking with him and they had him up there as a witness. He didn't have anything to do with it so this fellow Norvell, Nashville machine Company's lawyer, and was vice president of Nashville Machine Company at that time, he said, "Mr. Mac, how old are you?" He said, "None of your damned business." Run into court, fined him ten dollars. Of course they got it squashed. They came back and they were hot.

L.S.

Mr. Keeling, he was a graduate of MIT. But you know, he had his own ideas. I never will forget the chewing out he gave me one time. We sold galvanized pipe, it came in 21 foot lengths. He told me that if I cut any pipe I was to charge 30 percent extra for cutting the pipe. Then he said he wanted one piece cut in half. I went ahead and had the boy cut one piece and I charged him 30 percent extra for the piece I cut. That ticket hit Mr. Keeling's desk and he called me upstairs and said "Mr. Steinhouse, can't you follow directions?" I asked what the trouble was and he told me I was to charge 30 percent extra, extra for the whole job. I told him I didn't understand the situation, but he chewed me out because I only charge extra for one piece of pipe. He ruled that thing didn't he, Mark? He had his rules but he sure chewed my can out.

M.K.

Welcome to that AFL.

M.Y.

That's when they had that explosion down at Mr. Keeling's.

L.S.

Where is that?

M.Y.

This is in the Nashville Machine Company. It is before your time. I was upstairs when that went off. If it had been inside it would have wrecked the building.

L.S.

What caused the explosion?

M.Y.

Nitro glycerin in a tank that came from Old Hickory.

L.S.

When was this, Mark? 1923, I guess.

M.Y.

Yes.

L.S.

You know Nashville Machine educated a lot of business men here. M.T. Gossett used to work for Nashville Machine, Bill Taylor who used to be down at Mid-Ten worked for Nashville Machine, of course, Mark was there, I worked there. Jim Oakley over at Boiler Supply, he was a young engineer at Nashville Machine. How many more Mark? Jack Dubose of U.S. Tobacco worked there. It was a good training ground. (Still discussing pictures)

M.Y.

You see this. This is Channel 5.

M.K.

Did you know Pat Patterson in any of this? He is the electrical engineer at Channel 5?

M.Y.

You see, they didn't have any water on top of that hill. They had to put this tank in, take the water off the top of the roof in the building. Mr. Al Beamon was a big shot at Channel 5. Mr. Beamon wanted to take moving pictures of them putting the last piece up there. It was 20 inches of diameter pipe, two inches thick, it weighed 20,000 pounds. It was awful lifting it up there. Mr. Beamon asked me to take a picture of him. They lacked just a little bit of getting it where they wanted it and he called back down to give a signal to let it down just a little bit, he bumped and the whole thing just shook. I took off. Leroy, you remember when WSM's tower fell?

M.Y.

I will tell you what happened. They had the guide wires too tight. You could hear those guide wires singing like phone wires. You know that tower just went straight down and then just fell over.

L.S.

Wasn't General Electric putting that thing up? I know that cost somebody some money on that deal. The old Woodland Theater.

M.Y.

Did you know we put the air conditioning in there?

L.S.

What's that?

M.Y.

The evaporator condenser is sitting on the outside. We used to have a cooling tower up on the roof. They had these big speakers down on the stage.

M.K.

Tell me why you got out of Nashville Machine. They were going to put you in the Army?

M.Y.

Yes. That was World War I.

L.S.

See, Mark is 89 years old now.

M.Y.

Do you remember Bill Ewing who worked for Newhart? He was working down there so they put him out to AFCO. It wasn't AFCO then, I have forgotten the name now. They were building airplanes out there then. The Stinson, the dive bomber. He went out there and they put him on some sort of a job out there and he didn't like it.

M.K.

Who was that?

M.Y.

Bill Ewing. He wasn't going to do it so he quit. You know the next day they went out there and picked him up and put him in the Army.

L.S.

When I was with Nashville Machine, we had all this work involved, we had Camp Forest then we got Brookley Field down at Mobile, Alabama. When Mark came back from Camp Forest that job broke and I went to Brookley Field and stayed over a year.

M.Y.

You also went to Oak Ridge.

L.S.

I went to Oak Ridge. Back then everybody said, "Gosh, what are they building up there?" we had a job up there and I told everybody I was going up there and when I get back I'll tell you. I never will forget, back at that time we had a secretary-treasurer, comptroller, by the name of J.O. Adams. He was tight as the paper on the wall. Old man Keeling actually said, "Leroy, when you go up there, you just go ahead, we are going to let you sign the checks for the payroll." Mr. Adams said, "Here you just turned all the corporation funds just loose to a young whippersnapper like him." I went up to Oak Ridge and come on back. I drew the plans up for the deal on what we were doing and went in there one morning. I was at the gate and they started blowing whistles and they got me out of the car and carried me up to a colonel. They thought I was a spy with those blueprints. I had to go to the engineering department up there and explain everything. They chewed me out. They asked me if I had two sets of drawings and I said, "Yes!" They told me to leave one there on the grounds and one at the hotel and not to carry them across the gate anymore. Every time my deferment would come up, old man Keeling would write them a letter and tell them, we have this man, Mr. Steinhouse, and his education and his experience and what have you, you can send us a man to replace him and I will go ahead and release him for military service. Old man Keeling, he could write some rosy letters. He painted that thing up so you would have thought I was the chief engineer at DuPont. Anyhow, I would get a deferment and I really thought I was going as much out as I would be in. then they came out and said everybody under the age of 24 or 25 went to the service regardless of their occupation. When they did that I went ahead and joined. I was in the Navy. I was aboard ship and in charge of refrigeration, ice cream machine, the Coca-Cola machine, galley and all that stuff. I ate better than the Captain. I gained 50 pounds in one year. We carried about 1,200 troops aboard and actually lowered the small boats and all in. I was in charge of the cold storage. I went up there the first thing and I told the chief engineer that we had to have some pure grain alcohol. He asked what for and I told him we had to test for leaks on the refrigeration. Of course, they had a propane deal over there, but he didn't know that. He told me he had been on a lot of ships and had never had a request for grain alcohol. I said, "Well, sir, if you want to take the responsibility to get out there, here we have 550 Navy personnel, 1,200 troops, if you want to take the responsibility for not getting it for me that's fine." I said, "You've never had a refrigeration engineer before have you?" He said, "No!" He wrote me out a requisition for 20 gallons of pure grain alcohol. I put that requisition in that boy shook his hand and went on back and he got his commanding officer who said, "What are you going to do with 20 gallons of pure grain alcohol?" I said, "Check for leaks on a refrigeration system and then you clean the compass." The officer stood there and I said, "Well, you see chief engineer has assigned it, sir." He went ahead and he gave me 20 gallons of pure grain alcohol. I used the propane part to check for leaks. We cut that pure grain alcohol in half and mixed it with coffee, I'll tell you the truth, all my men down there, we did all right.

M.K.

It kept them from getting seasick.

L.S.

That's right.

M.Y.

This is the General Jackson.

L.S.

General Jackson, the pilot on that, I was born and raised with him up in Cairo, Illinois. He was the youngest pilot on the Ohio-Mississippi River. Every time we went abroad, in fact, they had my sister and a whole bunch in here two weeks ago and we went aboard three or four times. We always go up to the pilot house and he shows us, he's got the radar. He said, "I can go ahead and pilot this boat without even seeing where I'm going with this radar and what have you, but it was a pilot. Actually, he quit school and started working on those boats. He was a pilot at that time. He was about 19 or 20 years old on one o those steam bots. Out of Cairo

M.K.

We've got our ASHRAE Annual Meeting that's going to be held here in Nashville in 1987, next year, and the welcoming party is going to be on the General Jackson.

L.S.

Oh, is that right?

M.K.

Yes, now that you told me that, I wanted to make sure you know about that. You're going to have to refuse to go, because I want you to go to that.

L.S.

Well, his name was Bill Howe and as I said, the four times I've been on the General Jackson he's been on duty each time. He retired from Ingram Barge Line, and then actually Opryland had a contract with Ingram to go ahead and furnish the pilot for the boat. Anyhow, they got Bill out of retirement. He's 65 years old. He's about my age or 66. They got him out of retirement was the only thing.

M.K.

Well, you boys did pretty good out of Cairo.

L.S.

Yes. You know, actually they had a write up in the Chicago Tribune newspaper about a year ago about Cairo. I don't know whether you say it or not, but anyhow, that reporter said that Cairo was just the asshole creation you might say. When I was born and raised up there, we had a population of about 12,000. The city's fathers didn't want to go ahead and get new industries because they'd have to pay more wages and what have you. And now the population is downs to about 5,500. I still have a sister up there. I go up there and used to go up there and carry a bunch of goose hunting every year to customers up there. All those old buildings are falling down. We had our class reunion up there, 20 year class reunion back in 1938, class of 1938 in 1958. I told my wife, "You know I don't know. I've lost track of so many of those folks up there and what have you. " There was 96. In our class. I hated to go because I wouldn't remember too many and what have you. I went ahead and we attended, and out of the 96 there were six of us still living there and 90 of us were scattered from New York to San Francisco or New Orleans or what have you. There wasn't anything for them to do there. But that article in that paper was the only thing that said it. Well, you see, they had a lot of racial problems up there about 15 years ago. Jesse Jackson came down from Chicago and he fired them all up and man there was burning down. We were up there goose hunting one weekend and they burned down the Missouri Pacific Railroad terminal. It was a block long and a block wide. But you know, it was disheartening actually.

M.K.

Well, it was the crossroad of the west for years.

L.S.

The Ohio-Mississippi Rivers meeting and actually some man wrote a book and he said that Cairo, Illinois, would surpass New York City in population because of its location. You know back then everything revolved around the rivers. But there wasn't anyplace for it to go. The Ohio one side, the Mississippi, the other side, the Cash River up here. Mark has been up there. In fact, we had a job in Martin, Tennessee, or Paducah, Kentucky.

M.Y.

Well, they were going to close the gates. I said not on me.

L.S.

They had these floodgates, you know, they close off the valley.

M.Y.

I took off.

M.K.

This man sees what's happening, doesn't he?

L.S.

That's right. Rosetta, R.G. That was Rosetta's father wasn't it?

M.Y.

No, uncle.

L.S.

Uncle. Rosetta was in charge of the machine shop down there at Nashville Machine for years and years.

M.Y.

Now, I want to tell you something. That's Camp Forest.

M.K.

Tell me. Now this is ink. This is an ink drawing. I know what he's saying, because when I went to school we had to do ink drawings and you had to have good instruments to do any kind of ink drawings at all.

M.Y.

Had to keep them clean.

M.K.

Yes sir, and you had to know how to keep them clean.

M.Y.

Well now, I've got some nice drawings, but I just put this because this happens to fit just right, see. This one did. But I've got some others that I made.

M.K.

This is 1917?

L.S.

You know, I'm on the Board of Trustees up at Watkins. My son, Lee is the chairman.

M.K.

Yes, Watkins Institute, 1885 to 1980, to Leroy Steinhouse in recognition o his many contributions.

L.S.

Well, they've got chairman of the boards of all the banks and what have you and I was the first one to get a chair. They were giving three of them. This chair was made at the penitentiary a hundred years ago, and they went ahead and refinished a bunch of those chairs.

M.Y.

I'll tell you what they did up there. They had a sprinkler system up there. They ran the sprinkler line as a wet system through the fresh air duct. It froze and busted. They got American Blower, a 200 ton machine down in the basement, and I'm telling you, the water was six foot deep down there. All over everything.

M.K.

Now where is this now?

L.S.

Watkins Institute up there on Church Street, 5th and Church.

M.Y.

Yes, I went there. Let's see how many years I went to school there. I went there about five years.

L.S.

Mark had gone through the eighth grade so he went up there to further his education, to get his diploma.

M.Y.

And I also went to Vanderbilt after the War, the first World War. You could go to night school, a certain education, so I went out there for electrical engineering. I was a Vanderbilt. I spent two winters out there going to night school for electrical engineering. It was like a trade school. I didn't get one of these certificates that I was a graduate engineer or anything of that kind, but I did get one from International Correspondence School

L.S.

Mike, Watkins was having trouble on the Board of Trustees.

M.Y.

This was those pumps and things that they had there that they weren't going to accept. See this right here. You try to trace that.

L.S.

Traced by Mark Young, Jr. Engineer Department.

M.Y.

I traced that with ink, and that was one of my projects up there at the school.

L.S.

Was this at Watkins too?

M.Y.

Yes, I did that up there in Watkins.

M.K.

Let him tell his Watkins' story.

L.S.

They were having trouble up there at Watkins. They got a centrifugal compressor up there with 200 tons. Actually Cliff Sargent said, "I don't know what we're going to do up here. We can't keep this system going. It gets so hot in the summertime. It's keeping us broke paying thousands of dollars every month to keep this system going." He asked me what he should go. I said, "Well, Cliff, there is one man in town, his name is Mark Young. Mark is semi-retired and I don't really know if he would fool with it or not, but you can call mark and tell him that you are a friend of mine and that I sure would appreciate it if

he would go up and look at that situation and see if he can't help you out." Mark went up there and actually, a little spring in the control valves didn't have enough tension in it so he took this little spring out of the centrifugal compressor and tightened the tension on it and put it back in. that was the whole problem, and they had spent thousands and thousands of dollars and didn't know what to do on it. And they thought Mark walked on water after that. Every time they had trouble with the boiler or had trouble with what have you, they say where is that old man? Where is that man with all that data?

M.Y.

They called me up not long ago wanting me to come up there, but I told them what to do. It wasn't but two minutes on the telephone.

L.S.

Years ago old man Keeling would fuss at Mark. "You do too much charity work." If Mark was a friend of yours you could call him at midnight and say, Mark, my air conditioning is out. I need you and Mark would be right there to help and he wouldn't charge you. Mark Young was the ambassador of goodwill and Mr. Keeling didn't realize how much that Mark Young did for Nashville Machine.

M.Y.

Mr. Keeling was this kind of fellow. He had some property up on Church Street. You know where Candy Land is up there on Church Street? Well, that belonged to his aunt. But now, there's three or four buildings right in there. Bakers Shoes has got a place right in there, and whenever there was anything to be done on that building up there, why of course he was looking after it for his two aunts. I had to go up there and see him about it. But now he'd give me down the road you see, but you'd better not, because he would get right on you in a hurry. Now that's the kind o man he was.

M.Y.

I want to tell you a good one before I forget about it. You've heard of Mr. Bentley Johnson, haven't you? I don't know whether you knew him or not, Nashville Machine. Mr. Johnson went out and he was selling stokers. That's when they first came out. He was a salesman for the Nashville Machine Company. He sold a stoker out at the Bellemeade Apartments, which was right out there in the Bellemeade Club. It was a three or four story building there, right on the corner, and it was an American Ideal boiler that is supposed to be a smokeless boiler with coal. But it had what you call a drop arch in there that made the smoke go down into the fire and back out again and burn it up, but that didn't work. Mr. Johnson put a stoker in there and the stoker was going to cure it, but it didn't. I don't know what they finally did about it. I went out there and told them what the story was. I had a job at Harlan, Kentucky. That's rough country up there. Coal mines were on strike. I got a picture of the engine there that we put in up there. I used to lay out stuff for them.

L.S.

Who is this, Mark?

M.Y.

I'm going to tell you something. That's the first boss I ever had at Nashville Machine Company. It's Mr. Singleton. He was the outside superintendent, but he was just the general superintendent for the company. He started about 1910 or 1912 and he let there in 1917.

M.Y.

That's on my boat.

M.K.

That's a colored picture, for crying out loud. He's not as old as you are.

M.Y.

Well, I'll tell you what. Just about.

M.K.

Is that right?

M.Y.

Just about. I'll tell you what he did. He left here. You know Andrews Distributing Company? At Andrews there is an Andrews son, who is this man's grandson who was with the Nashville company. He and this fellow Singleton ran the Nashville Machine Company.

L.S.

So this was taken on your boat what, ten years ago, eight years ago?

M.Y.

About, well he dies about six years ago. He was 96 years old when he died. He was about 90 years old when that picture was taken, but he left here with Andrews. And Andrews went with Otis Elevator Company in St. Louis, and Mr. Singleton went over there with him. Then Singleton changed and opened up Kansas City Elevator Company and stayed there until he died. But boy, I mean he sold a many elevator in this town.

M.Y.

I started working for \$4.00 a week, nine hours a day, six days a week.

L.S.

That's Mr. Keeling. There was a fellow that was in the supply business right across the street from Nashville Machine named Webster. Webster was having a hard time financially and he was about to go broke, actually that was before my time, but Webster used to sell a lot of conveyor belts, 30 inch wide belts. Old man Keeling's office was downstairs at Nashville Machine right by the window where he could see everything that was happening. Mr. Webster would load up one of these 30 inch conveyor belts and have it put on the truck and he would say drive slow in front of Nashville Machine. He would have his driver slow in front of Nashville Machine and then go unloading the same belt and driving it in front of Mr. Keeling. Mr. Keeling couldn't stand it and he went over and bought Mr. Webster out. He thought Mr. Webster has all the business in Nashville. (Young tells stories about getting traffic tickets and filling up his car with gasoline.)

M.K.

Is that an ASHRAE handbook? Look at that, that is the 1939 ASH&VE Guide. This should be in the library.

L.S.

I didn't realize until I got that book out that the Society was that old. (Discussing Steinhouse Trip to Alaska)

M.K.

This guy Leibert was one of these kinds of guys. He was a refrigeration serviceman and he would get called in all the time on the tough ones. One of the tough ones was the computer room because nothing worked in the computer room. They were putting humidifiers in and the humidifiers bumped the air-conditioning system. Finally, this guy Leibert got mad enough at the problem that he went out and built himself a unit. He said the coils are all wrong. They are not the right kind of coils. He built this

unit and put it on the back of his truck and he drove up into Pennsylvania where a bunch of computer jockeys were having a convention and he rented himself a little booth. He would pound the table and tell the guys that they never were going to get their rooms right unless they got something like he had built. One of the outfits that listening was IBM. They bought his first year's production. That little company was listed about two years ago in a book called The 100 Best Companies to Work for in the United States. It is the only company in air conditioning business in that book. They are the only company that I can tell that makes any kind of material or the construction industry. We are real proud of that. They have a 44 percent market-share of the air conditioning business that goes into computer rooms in this country. They are not into power conditioning and you will begin to hear about that. I was talking to a guy today, the Cutter Exchange people, and they are saying we don't use microprocessors yet, but some of the companies in our business are using microprocessors to control these different operations. They are being torn up by the electricity. Electricity isn't clean enough.

L.S.

We used to spend about \$100,000 on our computer system here about three or four years ago. In the winter time, in a lot of cases the computer put off so much heat that I had to go ahead and put a separate air-conditioner in there just for that room. It is one of those split systems, window unit with a split system you might say.

End