

Title: Interview with Frank C. Brooks

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AMPE: I just want to start by asking you some biographical information. Where were you born?

BROOKS: I was born in Seattle. My folks were on a trip.

AMPE: They were? From where?

BROOKS: Up from California, La Jolla. They were up visiting my grandparents.

AMPE: Visiting who?

BROOKS: My grandparents [laughs].

AMPE: When were you born?

BROOKS: January 27, 1921.

AMPE: Where did you grow up?

BROOKS: Grew up in California and I graduated from Bremerton High School. My dad was with the Department of Justice and he was with the Navy at that time, and so we were kind of from one place to another, and he was in Bremerton. I graduated from Bremerton High School in 1938.

AMPE: Where did you go to other schools, college, or where did you work?

BROOKS: Okay, okay. Well, college, let's see... I went to... got a scholarship to St. Martin's College – a four year scholarship – and then they canceled it because I was not a Catholic, which you couldn't do today but they did it then. And then I went to the University of Washington and graduated.

AMPE: What was the scholarship for?

BROOKS: Science. I was a chemist, chemistry/science. [Coughs] Pardon me.

AMPE: And then where did you work... before GP?

BROOKS: Where'd I work before GP? Navy. I was a carrier pilot, Navy pilot, [coughs] and then I went to work when I got out. I wanted to be a civilian in 1946, so I came out and I went to work

for Georgia Pac – well Puget Sound Pulp and Timber in those days – and then I was in their lab working there and then I got recalled – the Korean War – then when I got out, they brought me back and they put me in personnel. I did the all the hiring for Ketchikan Pulp. Then I stayed in personnel and then I went into the safety... took over the safety department as safety director, then I was in personnel.

AMPE: How would you characterize your family's background?

BROOKS: [Laughing] They're all very well, but my parents have passed away, naturally. I have two brothers who are still alive [inaudible] and both of them are retired. By the way, one of them retired from Western. The other, other one did some research. He was an engineer... did contracting work for Western also.

AMPE: How did you come to Bellingham?

BROOKS: How did I? Okay. Well, mainly because of my wife. She was from, I mean, at that time she was from here so we settled here in Bellingham.

AMPE: What occupations did your parents have?

BROOKS: My dad, he was with the Department of Justice which... and then he was also... he had a shipyard here for the Navy and he retired contractor.

AMPE: What about your mom?

BROOKS: She was just a housekeeper. She also wanted... she always was going to school... always. She was always in college or doing something in school.

AMPE: [Were] religion or ethnicity important to your family?

BROOKS: Pardon?

AMPE: [Were] religion and ethnicity important to your family?

BROOKS: Oh, part of it. I would say the majority, no. It was as any other family.

AMPE: What was your childhood like?

BROOKS: Very educational. [laughs] Traveled a lot, did a lot of traveling. Well, my dad did and he was transferred back and forth [inaudible]. Then my parents moved back from Bremerton back to California when I was a sophomore so I stayed there and lived there two years by myself... graduated from high school. I had been to eleven schools by the time I got to high school so...

AMPE: What was Bellingham like when you moved here?

BROOKS: Small. It was a very small community at that time. It was a nice. Well, it was... people... we were small and I think more people knew one another than they do today. It's just large so that we don't even really know our neighbors, as you know. Whereabouts you from?

AMPE: I'm from Puyallup.

BROOKS: Puyallup? [Not very?] far away.

AMPE: Yeah, my family still lives there.

BROOKS: What do you study?

AMPE: History [inaudible]. I like it.

BROOKS: I have a granddaughter that graduated in aeronautical engineering and then she went back to school and she didn't like that so she went into other fields and now she's working at the University of Montana. The other granddaughter is a schoolteacher. She's a P.E. teacher. She also graduated from Western. My other one graduated from the aeronautical engineering [program?] at [Henry Riggle?] Aeronautical. Both of them came laude. Graduated with a 3.85 average, both of them. [Laughs] Way beyond mine.

AMPE: What was your favorite place in Bellingham when you lived here in the beginning?

[Laughter]

BROOKS: I don't know of any favorite, favorite place... except work.

AMPE: What educational experience did you have before you came to G.P., besides going to college?

BROOKS: Navy, I was a Navy carrier pilot so you can go from there. I retired Navy. I spent twenty-four years flying for them.

AMPE: What were the biggest things that affected you when you were a child?

BROOKS: Well, I don't know if anything that really affected me except I wanted an education. I knew too many – when they graduated high school – went into working at the shipyard in Bremerton and never went on the school. I felt that I should go on.

AMPE: What was the waterfront like when you came to Bellingham?

BROOKS: It had many, many small businesses along the waterfront in those days, much more than we have today. Today is pretty well dead as far as I am [certain?] of. But there were many, many small businesses, very profitable businesses back in those days.

AMPE: What other companies were there?

BROOKS: Well, we had the big shipyard here at that time. We had [Olson's?] Shipyard here at that time. We had the cold storage here, which is still here, but that's a little different situation. We had many boat works along the waterfront and marine construction types. We had... over in the south side we had the large boat works there that built uni-flight boats here – it was a great going concern at that time. And there was many, many small [inaudible].

AMPE: What was your first day at G.P. like?

BROOKS: Well, when I started at Puget Sound Pulp and Timber – okay we'll go back then. Okay, in those days [it] was a more family-type working condition. ... Puget Sound Pulp and Timber was a locally owned company and therefore it was more family-oriented than you have... When you work for a large corporation you are more of a number than you are, you know, a family and, therefore, when we merged with Georgia Pacific we pretty much lost some of that home feeling which you always will find in a small company-owned corporation like this.

AMPE: For how long did you work there?

BROOKS: I started there in 'forty. I worked there off and on for forty years because, in fact, I'd always get called back to the Navy several times. In those days – which they still do – they give you credit for all the time you're in the service when you come back. So when I retired I actually retired with forty years but only worked for them a shorter period of time.

AMPE: So what were the different positions that you held?

BROOKS: I said that. I was in the lab – tester, then went into the lab and went into personnel and into safety.

AMPE: Why did you choose to work for them?

BROOKS: It was a good corporation, at that time. A good company, well spoken of and promotions were available. And one thing that... and again, I like the attitude that they had towards the employee. You were not a number, you were part of the family, and the more people you talked to the more they said that.

AMPE: What were your responsibilities when you were working at each of your different jobs?

BROOKS: Well, the responsibility of personnel is to do hiring and with all of the interviews and so forth and to take care of all the records, along with the other staff. And then safety... do all the safety work for the mill. Like there'd be OSHA, WSHA, and all the rest of them... and meet all the standards, and I was the safety engineer.

AMPE: What about when you worked in the lab?

BROOKS: I did testing, most of the time testing and experimental work... the majority of this testing of the pulp, testing of the water, testing of the alcohol, you know.

AMPE: What were you testing for?

BROOKS: Testing for? Depends what branch you are looking for. You're looking for the alcohol plant, you're looking for their [polidine?] quality and quantity of the alcohols and then ligninsite with [inaudible] to the byproducts. Then, when we were working with our water plant we were looking for the Ph of the water... [inaudible] like any other chemical.

AMPE: What did the community think of Georgia Pacific or the Timber Company?

BROOKS: It was okay, it was pretty highly thought of, which very few people stopped to realize. But every summer we hired between forty and fifty, sometimes even as high as sixty, college students, and there was probably very few community, unless they were one of them. Both of my children... that helped pay for their college, working summers. Well, you take forty or fifty, sometime sixty, college students every summer working at top wages – that put them through college. Probably several lawyers here in town... there's a doctor that I know that still talks to me about days when they worked here at the pulp mill, and woodchip work, and so forth... so it one of the things.

AMPE: You hired them to do like little tasks in the factory? Was there more to do in the summer?

BROOKS: No, they did clean up, they did many other... they use have what you called [clock?] folding. They use to do all of the inspection of it. Most of it was clean up and so forth, just to keep them busy. Then some of them worked shift work, some of them worked in departments. They worked themselves up. This year you may start as a laborer and work in one department and take a sample to the bleach plant and work there as a laborer and then the next season you'd be working doing relieving work and so forth. They'd build themselves up and then more pay, more money.

AMPE: Was there hope that they would come back when they were graduated?

BROOKS: We knew that 99.99 percent were not, no. That was not idea, it was to give them the opportunity to get an education. A lot of times a person... their parents couldn't afford to put them all the way through. This was [subsidizing] their education, financially.

AMPE: What do you think other people in Bellingham's attitude [were] towards the company?

BROOKS: Years ago it was very good but always a few thought that we were polluting. Okay, many, many years ago I used to take the tours through the plant. We had a faucet, a drinking fountain just before you'd go... the water that went into the bay. And this little fountain, you could drink it as the water that was going into the bay. But everybody, you know, they'd say we were polluting the bay and doing all of this. But there was a little [alon?] taste to the water but that was all. And people would always say, "Well, this is the water that's going out of the plant," [we'd all line up?] and reach down drink it. The attitude was that those guys were going to die right there on the spot.

No it... a lot of people, you know, like any other industry, they always had their pros and cons. Most of it is [that] the people do not know... Well, one good example. There was a professor at Western years and years ago. He claimed that we were polluting the area. It was steam that was coming out. They put in a coal generator at that time before he retired and we were shut down completely but the coal generating plant was putting out the steam. And he called down at the plant and I happened to answer the phone because no one else wanted to talk to him. [laughter] Anyway, so he was telling me all about all the, "You're polluting! [inaudible] You're doing [inaudible] and you're polluting the air!" And I had to inform him that we were shut down, [what was coming out?] was the coal generator, that was plain steam. But this is the attitude a lot of people had. And you'll always find that there's a group just like the day of the marches and we have the antis, you know. We'll always have that, too. No matter what you have... it could be the safest and no matter what job you have someone's always got their negative attitude. But it was good for the community. The amount of money that the company gave to Western, to all of the different groups, the Boy Scouts, they were great. ... They donated everything, good cause, all that stuff. Then when this closed this... really, many of them felt – well, and are still feeling it – so that's one thing that it was good for the community. But you know, then again, people do not always see [on] the other side of the fence what's being done. But that's okay. No corporation, no company is perfect. There is always something that is not right. We're all human, we're all going to have a few quirks within us, choosing things that shouldn't be and shouldn't do.

AMPE: Did you say that you took people on tours at the plant? What did you show them when they came in?

BROOKS: The whole entire plant. There were a couple restricted areas that we couldn't take them on. But, no, they'd go through. Now years and years ago we use to have what we called a hydraulic barker. We had a long climb – we brought in our own logs – we'd take them through the hydraulic Barker which took the bark off and we'd cut the logs down small. They'd go through a chipper and all the bark... And it was used, used in a [lunker?] for fuel or our steam plant. So we got to utilize that. All the rest of it... a log, when it came into our plant, would go out almost a hundred percent usage, almost a hundred percent. There'd be some waste but very, very little. They even took out the bark which is the beeswax, which is how many people think about the beeswax that came out of bark. But that was one of the other items that the lab did. It took about forty-four hours from the time a log entered our plant in those days until it was pulp. About forty-four hours through the cycles and through the different processing that they went through. But that's what we would take them through. We use to take them through hydraulic barker to follow the wood all the way through until it comes out the pulp. We'd make the tour in say three hours. It took forty-four hours for the log to do its duty.

AMPE: What kind of questions did they ask you about the plant?

BROOKS: Always everyone was interested in the end products. And they were always amazed – most people are amazed – at the usage of the wood and the alcohol. See, the [inaudible] part of wood alcohol is [linked?] to sulfuric acids which we took out with ligninsite and [neo?]proxin and other byproducts from them. And we had a ligninsite plant where we did most of ligninsite, which is also a job that some of the college students did during the summer months. They would

be working in that department. But that was... the majority of them were always so amazed when they left there to find how utilized... the utilization of the wood itself. And then it started getting [its tips in of truck?] and so forth. And then we shut down the hydraulic barker and the log pond and so forth... fill the log pond into the storage area.

AMPE: Were those tours something GP did for the general public? Anyone who wanted to could come in and have a tour?

BROOKS: In those days we did have regular tour dates and they could come sign up. Many times we'd have groups. We'd have different groups of women who wanted to come though or some of the groups would line up for tickets. Then they would set up a particular, specific time for them over and above the regular. But then the liability becomes so great that they had to sort of stop and that became the liability. The public pretty well killed it themselves because of that. We were always afraid of someone suing you over... We had equipment, we put hard hats on them, we put tape and glasses on them, but we were always afraid that someone would bump themselves or something. So they stopped it. Just a few years ago they stopped it, because of that. That is a shame because more people were getting educated in the fact of "What is good paper? How is the paper made?" All you think about is that you write on and you use it all the time but they don't realize that, going back to the step one, the make-up. That's one of those things.

AMPE: Can you describe a typical day at the plant?

BROOKS: Pardon?

AMPE: Can you describe a typical day at the plant?

BROOKS: [Laughs] Just like any other day like your school or anything else. It's always... You go to work and you think... I used to outline all of my duties and how many things I wanted accomplish for the day and if I accomplished half of them by five 'o clock it was a miracle. No, in personnel you're always busy. You always have [dialogue omitted], as I call them. We use to have... they call it that in the service so I called it the ole working world. But you do that.

AMPE: What kinds of different people worked at the plant?

BROOKS: We had all the... you name it, we had it. We had minorities, we had Orientals – all Americans. We weren't an all white society by far. We had a young fella' here that came over from Korea – by the way he's still in the town and he's a very successful business man here in town – and he came over and he joined the Army and he spent four years in the Army, got his citizenship papers and he came down and I hired him to work. And he was very... in fact, I had... his brother worked there part time. His brother decided to go on to college and I understand now that he's a PhD. He's teaching in California [at] some university in California, I think, as he told me here recently. But he worked down at the plant and saved money, too. So we had all types.

AMPE: What kind of qualifications did you look for in a person that you were going to hire?

BROOKS: I always looked at... I never looked at... okay. I [would] look at you with your background but I didn't look at the 4.0 student. Some times we'd take a C student who is just as good. But you want to take the person that wasn't going to be only at a labor job but some day was going to be a machine tender that caught jobs or a bleach man or something like that. You wanted to look at the potential of that person. Was he motivated? We didn't hire just for the labor, but for the future, and we'd try promote the future for all [inaudible]. They had the opportunity to take classes and the company paid for them, and they did that. We had night classes at Western that the company paid for, and the tech school – especially the tech school out [inaudible] – they would go out there and the company paid for their... but, then again, for their promotion. And it was to the companies benefit. [They'd always look?] into company benefits, whether we made the best [inaudible]. And then the majority of it is: how does that person effect you... with their attitude? The, again, are they motivated? How do you motivate a person? They have to motivate themselves. They have to be motivated before you get them or else you can't do it.

AMPE: What do you think your hardest job was as your safety inspector? When you were doing that with safety what was the hardest thing for you?

BROOKS: When you had the state or federal inspectors coming through the plant, and you had OSHA and WSHA. That's education. We constantly had safety meetings. But I don't know if there was any one thing particularly that you can pinpoint as being hard or harder.

AMPE: What was the greatest change you've seen in the plant since you started working there?

BROOKS: How to treat our personnel. One of the problems I think today is the word "work," has been eliminated in their vocabulary. The one thing that – when I was doing the hiring – one thing that really used to bother me: when a person came in for the interview and the first question they'd ask is "what do you pay?" or "when's payday?" So those are things. And, again, today I don't know, listening to the different ones around town and different industries here in today, the word "work" is not in their vocabulary. They want a silver spoon without earning it. There's going to come the day when they're going to look to have an education without working for it.

AMPE: How has your job changed over the years?

BROOKS: Federal regulations and regulations by the different organi... Federal, state regulations start dictating, and it makes all the changes. There's more do's, more don'ts than do's.

AMPE: Can you give me an example?

BROOKS: Inspections that they give for it where they come through and look at the records. [It] used to be, when we had, years ago, one thing that was for the good was we use to have a quota, as you probably read about the old days of quotas. And that was – finally the government realized that that was a non-working situation – that we here, well, we didn't have enough blacks at that particular time in the area. So, therefore, we had to go out and hire... bring people in from

other parts of the state which we did from Portland, as far as Portland. And that was not good. They didn't last, they didn't stay. I shouldn't say, no, two of them did stay, out of eight. So the government finally figured out that that quota was not the best way of handling the minorities or handling your [life?] or handling your total employment figures. So they did make a change on that which is pretty good. But still maintained, most companies today look at, are not looking at one particular race, they are looking at all races. They look at the individual more than they do... there again, we're going back to your question. You said "what do you look for?" You look for – no matter what he or what race he is – is he motivated? And you find that many of them were very excellent workers.

AMPE: What new products were added over the years?

BROOKS: What products? Oh, this... well, for example, this plant here we had one of the few plants that had the alcohol plant, wood alcohol, and the Q.broxin™ and the ligninsite, all the byproducts that came out of it was all patented by employees here. We had a fellow by name Theo Erickson who's in charge of Lab, had many of the patents. We had [inaudible name?] who was the senior vice president of the company at that time – he was general manager when I came to work there - he had many of the patents. Many of them... Bellingham was noted for their patents and for their usage of... some of the things at this plant. And, by the way, there's still Q.broxin™ that was taken down from the stills of the alcohol plant now, all in it stainless steel plant. That was some of the changes that were made here, which, not being the only one that had an alcohol plant – there was, over in Europe, they had Northspeck Pulp and Paper, they had alcohol plants over there – but this is the one that had all the byproducts from the wood. Like I said, when we got done with the wood it was about 99 percent of each log – piece of the wood – that came in was utilized.

AMPE: How did these new products – because obviously no one else had hired employees – would you plan on training those employees that came in?

BROOKS: Oh yeah, always. Every employee that came in always started out in – ninety... well, obviously not all, there was one in the in lab that [inaudible] – but in the plant itself, would always start out as a laborer and then they took courses and studied and moved up. We promoted within, everyone was promoted from within. Our supervisors, they were all promoted within, the [inaudible] foreman or the ship foreman, whatever you want to call them, were always promoted within. The company never did go outside and hire outside chemists or chemical engineers or something like that. For engineers, [inaudible] they would hire right directly out of that particular... But as far as the plant was concerned was all hired and trained within.

AMPE: How do you think that affected the dynamics between the supervisors and the plant...?

BROOKS: Well, okay, if you promoted within – take yourself, for example – you start out as a laborer in the department. You work yourself up to the next job, then the next job next job, then the next job. Then when you get the top job – you moved up into maybe a supervisory capacity – you have worked in every department. You've done every job in there and, therefore, you have more of a feeling [for] each and every person [and for the] problems that they have because you had their problems when you were in there. So, therefore, that was one of the advantages of

promoting within. But that was one of the of the things... one of [inaudible] of working for Puget Sound Pulp and Timber and Georgia Pacific here, because you did have that opportunity. And you had opportunities to go up into the salary bracket or supervisory bracket, but each and every person had that. But by knowing the jobs you were a better supervisor and you'd be utilized... you could sympathize with them and there problems, let's put it that way.

AMPE: What were some historic events that you remember while working at Georgia Pacific, and how did they affect the plant?

BROOKS: Historic would be when they come out with a new product. Then there was always... everybody sits there and oohs and ahhs, like when they came out with the ligninsite and Q.broxin™, and all of those different byproducts. It was oohs and ahhs and... what we could do, we just broke the surface. Another one was the fiberglass, when they had that... we had the Eagle Plastic Corporation lab personnel here for a while, doing experimental work on the flexibility of plastic. Then we had, well, you know, this table here [taps wooden table a Starbucks] is an example. It's got a lot of wood fiber in it. Three-M tissue... I mean the tapes – fiber tapes - had some of the wood fiber in them, which is some of the things that they use to do experiment with. Another thing here was... one of the things that really got me was at one time many years ago this was the only plant that made photographic paper for Kodak, because it was so... Again, we had the water, the clear water, we had the better fiber, we had the... and therefore we were... see the pH and everything on that, that had to be perfect, had to be zero, practically, or it would not get the photo paper, and you couldn't get the [inaudible]. So, we had them here for, gosh I can remember them being in the lab for a long period of time and they'd check every lock of pulp that went out for this particular one. Just check and recheck by their chemists and their lab. So this was the only plant in the United States that was making it for Kodak in that period of time. Now there's several, in fact they are using different types of material now for your photographic tape, than they were just the old fiber.

AMPE: How did those events affect your job, specifically?

BROOKS: They never affected my job except when I was in the lab doing testing work. But that was way back when and I was only in there for a very short period of time. But, no, it never affected mine, except like I could sit back and ohh and ahhs [laughing] and like that, and watching it, and observing.

AMPE: Are there any things that happened in either the community of Bellingham or in worldwide history that affected the plant like the Cold War or...?

BROOKS: One of them that did affect us one time was we were shipping pulp, overseas and I understand that there was a freeze put on some shipments to certain countries which did effect this shipping of some of the pulp from here. But it was only a short period of time out of the Port of Bellingham. But that was a short period of time. Pulp, back in those days, was a very needed commodity. Now there's many, many countries that are going into pulp and paper industry so, therefore, I understand right now there is a little bit of a glut on the pulp. So pulp prices have dropped when it use to be a very high premium. We are very fortunate in Bellingham because we made a make a very high grade pulp because we did have the water. A lot of the places they

really have hard water, they have the mineral types, and so forth. And our water here is much purer than the average area so, therefore, our pulp was graded very high... high grade pulp. So, therefore, we weren't affected as much. But that was one of the effects that we had was that particular period of time when there was the freeze. Our government put a ban on shipping to certain countries.

AMPE: How did environmental legislation affect your job?

BROOKS: Well, [laughing] some of it good and some of it bad. Sometimes you get the environmentalists and ecologists get carried away some kinds of the product. They are needed but sometimes they get that pendulum swung too far over and therefore, instead of helping an industry, it's hurting an industry. But I say they are needed like any other. They are needed but there are some of them... the majority of them is the personnel within organizations that cause the problems.

AMPE: How so?

BROOKS: Well, you put a badge on some people and they get carried away with their project. They demanded a few things over and above what was really in the book, and that's some of the problem. Oh, but all industries have that today. We weren't being picked on at any time by any one group ever, you know, and all you think you are but you're not.

AMPE: What was the best thing about working in Bellingham and at this plant in particular?

BROOKS: I said it was the attitude, it was like, you go to work down at the plant and in the mornings you would always see the attitude. I used to go out to the clock house and watch them come in. They would come in happy about work. Shift work is hard, any type [inaudible]. They'd rotate every two weeks or once a month from day shift to swing shift to graveyard shift, that was hard on the family and hard on the personnel. But you always have a few that are going to be crackers. Like you have at the school, you always have a few professors that are a little bit, you know. Overall it was... years ago they said it was a family-owned, I mean – well, I shouldn't say family-owned – but it was locally-owned company and therefore everybody was [good?]. Another thing about the plant was that the majority of the employees had stock in it. It was very, very unusual to find a company where a plant that has the majority of pulp have employees that own stock in that company as they do here. Because back in those days when it was locally owned everyone had stock in it. We all bought stock because you could buy it cheap. And then when it transferred over to Georgia Pacific when we merged with them in 1963, when we merged with them they moved the stock holder into GP, which is kind of unusual. You won't find that in very many plants today. But the employees owned a lot of the stock of that company.

AMPE: Do you still have stock in it?

BROOKS: No, well I'm retired. I sold all my stock after I retired, and I had a lot of stock, yeah.

AMPE: Have you ever had to compromise your beliefs for the sake of the company?

BROOKS: Pardon?

AMPE: Have you ever had to compromise your beliefs for the sake of the company?

BROOKS: No, not to my knowledge, no. Okay, my feeling was that the door swings both ways. If I didn't like it I could leave and vice versa. And if they don't like me then they can open the door and let me out. But no, this was [what] my feelings was. The other thing, we had we always had an open door policy. If you had a problem you go to the vice president or the general manager and the door was always open. That was one of the things that I did like about this company. We only had one general manager that pretty well closed his doors, but outside that, ninety-nine percent of them would... all the rest of them had wide open door policy. So if you did have a complaint we had the union. We had a meeting with them monthly and you always knew that if you had a problem you could come in and it could be discussed, which is unusual also because that was the attitude of our management.

AMPE: How did people respond when you told them you worked for Georgia Pacific?

BROOKS: It was always... I never had anyone that ever said – well, outside of a few, I should say, very few – well, we had one professor at the college up here that didn't... I don't know whether he had some gripe against GP or with the plant, I mean, when I say GP. But, no, I never had any problems any place I traveled, and I did a lot of traveling when I was in safety. [I] went up and down the coast and back east. It was always... GP was very well spoken of.

AMPE: What is the most memorable thing or event about working at the plant? What happened while you were working there?

BROOKS: Well, okay, my best feeling was always seeing these young fellows come to work and then turn around and then they're the supervisor. That's always just amazing. Again, pat yourself on the back that you hired them. You know, no, well that was [inaudible]. Well, like I said before, being promoted within made a big difference in any company. Many could have been easier for us to go out and hire one from Rayonier or from [Scott?] or one of them, and bring them in than it was promote within. Probably, you know, well, we wouldn't have to sit and train that person but no, I think that was the most memorable thing. That goes back... well, today, even today, going down... I go have a meeting – well I don't have a meeting – they have a meeting every Wednesday morning. A coffee group gets together with retirees and they're still chit-chatting about the days when working at the mill, and they are still talking about it. Here some of them have been retired a long as I have, twenty, twenty-five, thirty years, and they're still going back with fond memories of working at the mill, just like any other. Thank God we can remember all the good things and not all the bad. But, no, there are rough times just like in school. Your classes aren't always the best. Some days you go to class and you're motivated for that particular day and the next day you go and you're not motivated.

AMPE: How do you think future generations should remember the work you did?

BROOKS: For here, or for what? What do you mean by that?

AMPE: For the company.

BROOKS: For the company? What this company did for the area?

AMPE: The area yeah.

BROOKS: Oh well, like I said, how many... there's a couple of doctors here, MDs. In fact, there's some dentists. I can name three dentists here, four dentists now, who worked down at the plant while they were going to school. And there's several lawyers here in town. Many professionals here in town that worked down at the plant, many of them come up to me today and every once in a while they will stop for lunch, "Gee, I remember the days that you hired me and I worked down at the mill and those shift workers blah, blah, blah." [inaudible] That's another thing! Many of them come back to me... they go to work down at the plant in the summer, boy, they're going to go back to school and get an education because they are not going to work shift work all the rest of their life. Well that was... many of them say that today. In fact, one of the dentists in town here – just last week when I got back – he mentioned again about that. You know, it's too bad... he said it's too bad his son didn't have the opportunity to work down at the plant. See, they stopped that several years ago. We didn't have the [plot?] folding, we didn't have some... and GP, like any other corporation, started tightening the belt and therefore they did eliminate a lot of that summer work. That's fond memories of that, to look at them and talk to them or when they talk to me.

AMPE: How do you think future generations should remember the waterfront itself?

BROOKS: As an industrial field instead of, I don't know what they are going to do with it. I think they are going to make a park out of it, do something with it, I don't know. I don't know what the future has to do, but I do know one thing: we do not have the industries at the port that we had, oh, twenty-five years ago. [inaudible] To survive... for any community to survive it has to have employment of some kind. We can't live on base wage, we have to have some place to compete or get a high rate of pay. You can't all be clerical type, I mean, not clerical, but base wage jobs. We have to have some industry come in here that will create a higher rate of pay for a higher standard of living. Although we do have some very small outfits here that do pay very good, but that's the kind of thing we need in Bellingham. We have to create instead of un-creating jobs. You know, what they are going to do with the port, the GP property, I do not know and I don't think they know either. And I don't see too many industries looking at beating in the door for [inaudible]. And, you know, waterfront property is at a premium, especially in Bellingham. We have a big park on the other side... the water frontage in Bellingham is minimal, and each one of us have our own thing, okay? But I don't know what they are going to do.

AMPE: What has been your greatest lesson this far in life?

BROOKS: Working with [human beings?]. It is, it is, always. I don't know I enjoy working with people and studying them, and trying to analyze there thought... motivation. That's what my granddaughter's always talking about

[laughter].

AMPE: Is there anything I didn't ask you about your life or the plant or Bellingham that you want to add?

BROOKS: Nothing, you pretty well covered everything. You covered the entire field from A to Z.

AMPE: Great, well thank you so much.

[END OF INTERVIEW 51.03]