Reflections from the Foam Frontier: A Conversation with John Meehan
Interview Transcript

This was transcribed by AI in May 2025 and reviewed by Patten Jr, however, please excuse any lingering typos, misspelt names, or grammatical errors.

00:00:00 Patten

All right, here we are in St. Petersburg, sitting at the bar drinking a couple beers hanging out at the PFA Polyurethane Foam Association 2024 with John Meehan, who's retiring this summer, and been in the industry for a long time. So I guess the first question is how did you get into urethanes? Tell us about the early days.

00:00:29 Meehan

I got into urethanes in 1960 when I was 17 years old at the Olin Research Labs in New Haven, CT, doing hand mixes. I was going to school part time. I worked there for 10 years. I had military time in between., and then I graduated in 1970. Before I even graduated I was offered a position at the Cleveland Sales Office. So I was doing formulating - flexible and rigid. Mostly rigids those days.

00:01:11 Patten

So back then, Olin was like a conglomerate, right? They have a whole bunch of different businesses. I mean, they made skis.

00:01:21 Meehan

That came after. Yeah, that came later. Well, I shouldn't say that. In the 60s, they had the skis. Yes, because I had Olin skis. They were in Middletown, CT and they had aluminum, they had craft paper. They were the world's largest supplier of Bible paper. Yeah, they had metal, brass. They were in the aluminum business. They work with the government and developing that coin - copper clad coin. The brass division.

00:02:00 Patten

Yeah. When they wanted to cheapen the coins, right.

00:02:03 Meehan

Right, exactly. Yeah. They had Winchester Western, which is arms and ammunition. Which is what supported the brass division because they made their own casings. It was all tied together.

00:02:19 Patten

And so who who owned the company? Was there a Mr. Olin at one time?

00:02:25 Meehan

There was a John Olin and a Spencer Olin. They owned Bloxham Chemical. There was a John Olin, yes, absolutely.

00:02:39 Patten

How did Olin end up in urethanes?

00:02:44 Meehan

I'm not sure what really precipitated that, but in 1970 they started to uh – 1960 they started to make polyols in Brandenburg, KY. Doe run operation. And then they got into TDI in Ashtabula, OH.

00:03:01 Patten

On the blog we actually have a picture I got from Dave Threlkeld of his dad - when they were building that plant, they were all like sitting - I think they stayed in the cabin and they didn't even have a hotel there.

00:03:12 Meehan

It was a 30 million pound plant, they have pilot plant is bigger than that now. That was a JV with General Tire. 50/50.

00:03:23 Patten

So General Tire was making foam then, right?

00:03:28 Meehan

They're in the Flex foam business. They took half of the output. Yeah, General Tire had three or four different foam plants.

00:03:36 Patten

So back then, DuPont was big into like isocyanates and stuff, right?

00:03:43 Meehan

TDI. 80/20 and they had the 65/35 yeah, I guess they made TDI 100 too then.

00:03:53 Patten

Right. I have this vision of trying to put together a timeline of all all the companies and how they've changed and how they've built up and Dave and I've been talking about it - we might figure out some way to present that and then have people that remember fix it. You know, for things that they know.

00:04:16 Meehan

Allied Chemical was another TDI manufacturer. I don't even think Allied is around anymore - as Allied, anyway.

00:04:24 Patten

I think they sold out to Honeywell, I believe.

00:04:26 Meehan

It was Honeywell, yeah. So they made TDI, and they made a crude TDI they called Nacanate, that was their trade name. Nacanate 20/20 and 30/30 or 40/40 something like that.

00:04:40 Patten

So what did they use crude TDI for?

00:04:43 Meehan

Rigid foams.

00:04:45 Patten

Huh. Oh, that's right, yeah. Before MDI. Well, I remember when I started - I worked with Bernie Weidenhaar, who we both know from ARCO - and ARCO thought they had this great process to make MDI, which never did work. But back then in the 80s, you know the idea was '*MDI is going to eventually pass TDI!'* - and boy has it ever.

00:05:12 Meehan

Big time, big time. Allied, DuPont, I don't think Carbide had TDI. Of course you had Mobay – or, Bayer, or Covestro? Whatever we would call them now.

00:05:30 Patten

And Mobay was a JV of Monsanto and Bayer, right? Back in the day.

00:05:34 Meehan

Yep.

00:05:35 Patten

All right. Well, that's a little history. I got to get another beer! [Laughter] Tell us about some of your craziest customers over the years. Well, I guess you should probably say what happened after you went to Cleveland. And then after that, some crazy customers.

00:05:59 Meehan

When I went to Cleveland, I was responsible for the tire companies – well, all the tire companies were in foam. Firestone, Goodyear.

00:06:15 Patten

Was that because they had SB latex?

00:06:15 Meehan

I guess for cushioning? I don't know. Urethane was an up and coming replacement for Latex and some of the other cushions, so they got into that. That's why General Tire invested in the JV with Olin. They had Firestone foam. Closest plan was Corry PA it was called CorryFoam. That was all run out of basically East Providence, RI, before Bob Hill. Lee Brodeur was his name. So my first sales call I ever made -with Sam Polis and he took me, we went down to LaGuardia, we flew to Buffalo, drove down Corry and had dinner with the CorryFoam people. I mean, they're out in the woods. The place closed down for like 2 weeks-

00:07:27 Patten

Deer season?

00:07:33 Meehan

Nobody would show up for work! Everyone is deer hunting so they just closed down. For two weeks! Pretty wild. [Laughter]

00:07:36 Patten

Sounds like Midland. [Laughter]

00:07:38 Meehan

Goodyear, we never sold a drop of Goodyear but I I got to know a guy there. I don't even know his name anymore. But he was Vice President of the foam operations. Had a plant in Lucky OH and Logan OH. Lucky was on the way to Toledo. That was a slab plant. And I made the first sale of TDI and Polyol for Goodyear there.

00:08:04 Patten

When I started there were a lot of entrepreneurs making foam. How did it shift from big rubber companies to become so entrepreneurial?

00:08:21 Meehan

I don’t know. I mean the big companies stayed in as big companies. You had smaller guys like Burnell up in Buffalo and some of the others - Morristown Foam, Harry Marks is the guy’s name outside of Knoxville. Just small guys that got in the TDI business, they figured, well, I can do it better than the big companies. A lot of them went under. Yep.

00:08:48 Patten

Tell the story about Joe Dimaggio's brother.

00:08:54 Meehan

Vita? Not related to Vitafoam, but they were a small company out in the Boondocks, even beyond Corry, they were around just in my tenure, at least a small period of time. Then they shut down. I don't even know why it made me think of that when we think of the small companies. Leewood Foam is the name of the company, I believe. It was owned by-

00:09:33 Patten

Lee Wood? [Laughter]

00:09:35 Meehan

It was owned by Joe Dimaggio's brother, Dom Dimaggio. I don't even know if Joe had any kids. I don't think he did. Married Marilyn Monroe - nobody had any kids. At any rate, they owed us money because we were supplying them. So I'm one day making sales visits and Bill Boneless is my tech service guy, so he's in the car and we go up - I had to go up and collect the check from him. I've never done that in my entire career and I'll never do it again. You don't know if a guy like that might have had an argument with his wife that morning, and you're fair game now.

00:10:25 Patten

It's funny, the professional athletes back then just didn't make money like they do now.

00:10:31 Meehan

Nothing.

00:10:34 Patten

I know this one guy that won the Super Bowl for the Raiders in the 70s and you know, he was doing logistics work in the offseason to make ends meet.

00:10:45 Meehan

Stabler? Kenny Stabler?

00:10:45 Patten

No. [Laughter]

00:10:55 Meehan

So you had a lot of small guys. You had Hood Foam. Which is now a part of Future - Future bought Hood.

00:11:04 Patten

I was thinking of different names like Cone Mills, Cartex. General Foam of Minnesota.

00:11:14 Meehan

Right. Right. But they weren't... like. I find like General Foam where Weintraub worked? They only had three plants, but when you compare them to like Hood or some of these other guys. They were much bigger sized plants. Brinell foam up in Buffalo, and then he built a plant or bought a plant in Elkhart. So he had two foam plants. Good guys, nice people. I can't think of any of the other smaller guys.

00:11:51 Patten

What was the plant that Chuck Mouller bought? Flexible Foam Products that was in, what was it Rhode Island? That eventually burned down.

00:12:00 Meehan

It was in Shelton, CT. I was living in Milford, which is not far away, and I went out one Sunday morning to get the paper - I wasn't getting the paper delivered - I go get the paper and I look at, and it tells the story of the plant, a foam plant in Connecticut - burning basically to the ground. And I knew immediately who it was, you know. And apparently he had a mystic--

00:12:39 Patten

A Mystic or something that said that God told him to burn down the plant. [Laughter]

00:12:40 Meehan

Yeah. [Laughter]

00:12:44 Patten

He had insurance on it.

00:12:44 Meehan

Somebody burned it down. Made a lot of people unemployed real quick.

00:12:55 Patten

Well that was in my early days at ARCO - we would sell Chuck polyol. And you know, he was always slow paying us. And he said *'when the insurance check comes in, we're gonna get you whole!'* [Laughter]

00:13:12 Meehan

He was a piece of work. I've never been around a guy running a company this size - running *any* company - that when you went to a meeting he used to come around, he came to PFA, he'd always have a styrene cup. You know why? Because he could split his tobacco juice in it. [Laughter] So he's running this multi-million dollar operation and he's just a country bumpkin. When went to see him in Ohio, he wanted to talk about his hog farms!

00:13:51 Patten

I remember he was an original sustainability fan because he had some project to to take the hog farm, collect all the animal waste - I forget what he was doing with it - but it was like a big recycling project for hog manure. [Laughter]

00:14:07 Meehan

Turn it into gas. [Laughter]

00:14:13 Patten

There were a lot of characters back in the early days.

00:14:15 Meehan

Absolutely. Adds a little color to the industry.

00:14:22 Patten

Right.

00:14:23 Meehan

And of course, they started the PFA in the early 80s and people got more religious. People got in line.

00:14:32 Patten

Yeah. So it's a pretty consolidated industry now.

00:14:36 Meehan

At one time there were like, I'm going to say 40 individual companies. And through acquisitions, Foamex acquisitions, whoever – Future Foam--

00:14:49 Patten

Scott Foam. A lot of different companies.

00:14:52 Meehan

Right. Yeah. Scott Dell is a company in Swanton as you know. I used to call on them. Scott Carson was the father, he founded the company. When I used to call on them they were making loaves of - with TDI, we sold them TDI. There's no MDI in the early 70s for that.

00:15:22 Patten Jr.

Right.

00:15:25 Meehan

Nice, nice guy. He flew his own plane - and that's what killed him.

00:15:30 Patten

Really?

00:15:31 Meehan
Died in a plane accident.

00:15:34 Patten
That's too bad.

00:15:36 Patten Jr.
What products did you sell over the years, and how did you see things change?

00:15:41 Meehan
I sold everything. [Laughter] I sold polyol, I sold TDI, I sold Flame Retardant. Rigid polyols. Then I was involved in industrial stuff or alkali products, fluorine, caustic - that's a horrid business. It's just not, it's not a good business. Now Olin's the world's largest supplier of fluorine and caustic.

00:16:16 Patten
Yeah, and you know, they went on this new theory to shut down all their plants. But now they've got a new CEO - Ken Lane, who worked at BSF at one time, and then Lyondell. So I don't know what direction they're going.

00:16:34 Meehan
They bought the DOW business, so that gave them a bunch of chloralkali plants. What else? Organics. They used to be in the phosphate business and in fact, in 1970 or '71, the City of Buffalo, NY banned phosphates, and that's what started the whole wave of phosphates being banned. All happened in Buffalo.

00:17:11 Patten
Was that like the Love Canal kind of thing or?

00:17:16 Meehan
Yeah, that's exactly what it was. Olin had a chloralkaline plant and it was a mercury chloralkaline. So you know there was a lot of contamination up in that whole area.

00:17:32 Patten
What are your feelings on how the industry has changed since 1960?

00:17:40 Meehan
From a sales perspective, I would say in those days, you could talk to a customer, you shook hands. You had a relationship. You went out and took them to lunch or dinner or something, you got to know him, you know? Is he married? How many kids? Where'd he go to school. All that stuff, it's different. It was more comprehensive selling you, you know, than it is now. Now you got guys on the phone. Nobody knows who the hell this person is.

00:18:10 Patten

They text you or they do an e-mail. They don't answer the phone, but then they e-mail you back. [Laughter]

00:18:16 Meehan

There's no loyalty. It's different. I'll take the good old days anytime. I mean, here we are - I'm seeing people here that I called on 30 years ago. 35 years ago. I'm not going to go any farther than that. [Laughter]

00:18:38 Patten

Well, I mean, your whole career with Everchem and - you have been with the company since we started it in 2002. Except you went in the military for a while. You've used your relationships that you established previously in your career to continue doing what you're doing without having to go travel and see everybody all the time like we used to do.

00:19:07 Meehan

Establish your credibility. Know your customers. This is stuff you can learn Dave [Jr.] as you get more involved and live by your word. If you can't do something for a customer you gotta tell them right up front: we can't do it. Don't string them along because then they just get annoyed. Tell them you can or you can't. Simple.

00:19:31 Patten

I feel like Everchem is kind of a - I try to be a throwback company, you know, and still have customer service and answer the phone.

00:19:40 Meehan

You have good customer service! The people I deal with are, I'm very pleased with Amanda. That's just an example. Lee. You know, they've known 'em over the years.We have nothing but accolades for the people. Here's an example, we wanted to get into the binder business. We've never been in the binder business. I called up Jack Lenz. Remember this?

00:20:08 Patten

Oh yeah.

00:20:10 Meehan

Jack Lenz and his father – it's a small company, right there - Crest Foam. Jack and his father. His father ran Crest Foam in Moonachie, NJ. I had a good relationship with Carl, he was very good to me and Jack. And they sold the business, and years later Jack's President of the foam, the carpet underlay business, with Mohawk Carpets. I called him up, I said, can you help us? We want to do the binder and we're getting it made in Cleveland, and he said, well, I got a plant in Columbus. What's that, two hours away? We got the plant in Connecticut, we had the Torrington and we had the Columbus plant. It just took a phone call and a little work.

00:21:05 Patten

So Dave has a pet project or something that he talks about a lot is, it seems like the industry is getting older. We're all getting older and there's a gap between--

00:21:20 Meehan

I heard you last night and you're right.

00:21:21 Patten

What can we do to get some of the knowledge transferred to the younger folks? Any ideas?

00:21:30 Meehan

They don't have mentors anymore, you know? I mean, all of the companies are cutting back on staff. You know you don't have the R&D like you used to. When I was at Olin I can't tell you how many people we had in R&D for urethanes, doing work on isocyanates, doing work on rigid and flexible polyols, doing work on non-foam polyols. We had a ton of people, and all the competition did too. Now you can't find that. Everybody's cut back. There's no mentors or very few of them. Well, you know, when we got into the urethanes in the early 60's, the first thing we did was buy a Martin-Sweets machine. A small one.

00:22:14 Patten

Right.

00:22:15 Meehan

Across the street. Which means nothing to you [Dave Jr], but it was--

00:22:18 Patten

Yeah, nobody has pilot machines anymore.

00:22:19 Meehan

No, it was a pilot plant machine and they could take the work from the lab, and make either large box pores, or conveyor pores. They don't do that anymore. Martin Sweets isn't around. They don't exist.

00:22:39 Patten

Is it just because the industry has matured? Or is it just because these guys are publicly traded companies and they're living for the returns of this quarter?

00:22:50 Meehan

I think that's it. It may be mature, but there's still new products that people are thinking about and people are going to go forward with. I don't know how mature you have to be when you don't have anything anymore.

00:23:07 Patten

Or you're just trying to be a low cost producer and not have any sales/marketing overhead.

00:23:15 Meehan

Well, then you'd need to be one of those open cell rigid guys and you got to sell your product like at A&P. High volume, low margin. If you don't sell the volume, you're dead.

00:23:28 Patten

A&P, that's something I haven't heard in a while. [Laughter]

00:23:32 Meehan

I think of that when I think of low margin, and you got to move a lot of volume, it's like. You can't move it? You're out of business. I shouldn't have said A&P. Publix! like Publix. [Laughter]

00:23:50 Patten

Yeah. There we go. [Laughter]

00:23:53 Meehan

I'll miss doing it because I always enjoyed it. It's all I've done.

00:23:57 Patten

Well, you've been a good friend to me for all these years.

00:24:00 Meehan

You were very good to me, David.

00:24:00 Patten

I appreciate everything that that you did and I'm going to miss you. When I come down to the Carpet Cushion Council meeting, we'll play golf.

00:24:15 Meehan

Your father hired me at Penn. He was my first boss.

00:24:19 Patten Jr.

Oh yeah.

00:24:23 Patten

Which was kind of weird because the only reason you were available is because ARCO chemical where I used to work, bought the Olin TDI plant and ADI business. And, you know, brought some folks over, but all of a sudden the flexible foam market wasn't important anymore, right?

00:24:43 Meehan

No, I know. The price was so high, I mean. They paid Olin $665 million for the TDI. It was not worth anything near that. Whoever your chairman was and I don't remember his name, had been after us for years to get in the TDI business. And they were just willing to drop trough as often as they could to get what they wanted. So they got the TDI business and how long were you in TDI?

00:25:12 Patten

It lasted until there was a hurricane and they shut the whole place down. But that was just a bad mistake cause I you know, I was the NAM then, so I was selling propylene oxide to Olin and I had friends that were in the polyol business, urethane business. They had their M&A group that was doing the valuation - they had an average TDI price of at the time like $1.30 or $1.40 because there was a shortage. But they never even went and asked the the actual working urethane group, what's the real price in the market? Because the real price was significantly lower. So they probably put $0.30 or $0.40 a pound more profit when they did the numbers on that thing. And then there was 200 rail cars of crap that was squirreled away there in Brandenburg. It was just a mess.

00:26:09 Meehan

TDI bottoms, that's the ones you're talking about. To me, no oil company belongs in the chemical business. In my opinion. Texaco was in it in the early 60s, and they treated the chemical people like trash. They were in White Plains, NY - and if you were a sales guy and you're in the office, guy would come down *'I need your car'* and he'd take the car. Nobody gives a **** how you get home. Or anything else. Because, well, you're chemicals are I'm petroleum. They weren't in that long. They got out of it. It was in the early 70s they got out of. ARCO, in my opinion is very similar. They were willing to drop trough to get what they wanted without, like you said, really understanding the value of what they were getting and whether you're going to survive in the in the market.

00:27:05 Patten

Back in those days, the oil companies all thought well, I'll have a chemical business. So when oil is bad and prices are low, chemicals will do better. When oil's great, chemicals won't do as well, but you know, you got a balanced portfolio. But then I I then I think they all got into the mode of we just want to be a pureplay energy guy and get rid of the chemical business. That seems to be what pretty much everybody's doing now. I can't think of any. Exxon still has chemicals, I don't know who else does.

00:27:40 Meehan

Mobile, I think has some companies.

00:27:46 Patten

Well, they're part of Exxon. Exxon bought them. Exxon Mobile.

00:27:48 Meehan

Yeah, I beg your pardon.

00:27:51 Patten

There's been a lot of changes and since 1960.

00:27:57 Meehan

And it's going to continue to change, it's like a moving target. If we were to talk 10 years from now, the portfolio would be pretty different than it is today. It's the way it is.

00:28:11 Patten Jr.

Question on the way that products shift and you know, emphasis goes one way or the other. It seems to me just with my limited experience, that a lot of the shift is from these government agencies that come out and arbitrarily ban certain products. Is that always what it's been?

00:28:30 Meehan

No, this has happened in recent - 20 years? 10, 20 years.

00:28:36 Patten

Other than in Buffalo, right. [Laughter]

00:28:39 Meehan

Well, the phosphate thing I can understand, I mean the phosphates were great products. We made them in Joliet, IL. And one of the byproducts was HF, hydrofluoric acid. Which nobody wants to go near. It's one of those products you have to put in stainless steel because we put it in glass, it eats the glass. So HF is a particularly nasty, or could have been a nasty product. So when they stopped making phosphates, we got out of - we had a complete phosphate product line. We got out of HF and then they got out sulfuric. You wound up, of course, always having muriatic. Get out of TDI you have no muriatic.

00:29:25 Patten

TDI always had those acid byproducts that you had to get rid of, I remember I used to calling this guy worked for BASF and that was his whole job, was just getting rid of that stuff.

00:29:39 Meehan

Is that right?

00:29:42 Patten

Tank's getting full, I gotta get rid of it! [Laughter]

00:29:50 Meehan

It's different. The cast of characters is a lot different. And, I'm not sure which one of you said 'well they don't even return phone calls,' you know how difficult it is to get some of these guys? This guy that called me today [redacted]. Purchasing director or national or international director, he's up in [redacted] I've called him probably a dozen times since January for no reason other than touch base. How are you? Never.

00:30:28 Patten

It's not not like the old days when you go out and see Raul Ajamil and all those guys, they'd have lunch.

00:30:39 Meehan

Got to tell you, in my opinion, I've been doing this sales thing since 1970. This is the best job in the world. Sales and marketing is the best career in the world and John Margherio, do you know John, he was the director of Vice President of Sales for Olin? He made it his business to make sure that it was not a stepping stone in our company. If you wanted a sales career? You could advance in silence. A lot of companies, particularly DOW, as you know. You get into sales and it's like, well, we're gonna get your feet wet and well, you'll be there two or three years and then we're moving you to something else.

00:30:57 Patten

Yeah, that's tough. When DOW bought Union Carbide, I was the NAM so I sold a lot of products to Carbide and some to DOW, although DOW was a primary competitor. But remember Bernie Henry? Did you know him ever? [No] OK, well, anyway, he had a couple Carbide guys that got a contract to be on the integration team and they were looking at purchasing in particular and Carbide at the time was 10% the size of DOW, or 20%? Significantly smaller even though at one time they were the largest chemical company in the world.

00:31:38 Meehan

But you'd never know from that operation up in Danbury, you been up there? It was like a city.

00:31:43 Patten

Oh yeah, we called that Battlestar Galactica, that place.

00:31:47 Meehan

Really.

00:31:49 Patten

Anyway, so they did this analysis and they found that Union Carbide, in spite of being so small, bought a lot better on almost everything. Well, Union Carbide had professional purchasing guys that stayed there a long time that built relationships. DOW brought guys in for two years, they didn't want relationships, they didn't want you doing anything with your suppliers. And as a result, you know, at the end of the day, they were paying higher prices on everything. So I gotta believe relationships are really important.

00:32:27 Meehan

I think it's key, and of course I'm biased. I was in sales and marketing. I've known [redacted] 30 years. Pick up the phone and say [redacted], help me with this. Otherwise, if you don't know him, he's not going to do crap for you. It's that simple.

00:32:49 Patten

Right. So is there hope for small companies like Everchem?

00:32:56 Meehan

Yeah, absolutely! The point I was trying to make last night – we went through this with the RF230. I don't know if you know that product at all. And Dan Westerfield went to the various building codes, three major building codes. BOCA, SOCMA. I don't know the other. And he made the pitch to them, he'd go to their meetings and tell them, hey, there is technology available to help your foamers make a class one foam the meets the UL 25, less than 50 flame spread, no - 25 flame spread and less than 50 smoke. All of a sudden the TCBO based product became a very popular product.

00:33:47 Patten

Well, that's that's old fashioned marketing, right? That's going to the end users, or towards the end users explaining things.

00:33:55 Meehan

That's why I tried to point out last night. You've got to [redacted] because they in a lot of cases specify what they want. Maybe not from Everchem, but they want such and such type of product and if you've got [redacted]. Great. You really have a sales promotion on your hands here. You got to call on the guy who's going to buy it. And the [redacted] for all that stuff, but. If you can get [redacted] to specify something? I always think of this guy in the New Haven, CT we used to sell PTMEG too. I don't even remember the name of the company. I went to visit him a couple of times with the PTMEGs that we had at Penn. And he was speced in with BASF. Well he was spec'd into the government because he was making coatings for the government, coating fabrics for the government. I said, well, you know, we got product that we're making here stateside and you need a backup… And he said 'we're making the coat of fabrics for the government. We can't change anything!' The point goes back to what I was saying earlier - you gotta be the guy that gets speced in.

00:35:31 Patten

Yeah.

00:35:33 Meehan

You don't have to worry about the nickel and dime pricing because the guy's got nobody else to go to.

00:35:40 Patten Jr.

I've got one last question. When you came on with Penn Specialty, how did that happen? What was it you were looking for? Were you guys at a trade show, just shooting the ***?

00:35:55 Patten

No, it was John Margherio.

00:35:57 Meehan

Margherio, yeah. My my boss at the time, sales director. We got out of TDI and polyol, I was offered a position in Chicago. I said Chicago? I'm not going to Chicago. I got two boys in college here in Connecticut. I'm not going anywhere. Sayonara. And I left. I had known John for 50 years. So he called you, Dave?

00:36:23 Patten

I went over to a UTECH show in Europe. I knew John because I used to call on him with the PO stuff and I'm like yeah, I need to get a sales guy. He said I got a great guy for you! And so and I don't know, we connected and it worked out fine.

00:36:45 Meehan

They cut me a nice little package.

00:36:54 Patten

Penn was another experience of private equity owned business, and that's part of why Everchem has no outside money, no nothing - because those guys… If you're doing well, I think they treat you OK, but man, they run your balance sheet. They take all the money out. You're highly leveraged. There's pressure every day. You got to do 2 forecasts a week. It's just not very fun.

00:37:31 Patten

All right, John, I wish you the best of luck and Carol - enjoy yourself and thank you very much for everything.

00:37:36 Meehan

I appreciate it. You and your bride are more than welcome. I love your wife. She's a great girl. You're more than welcome anytime you come down.

00:37:46 Patten

Well, on that note.

00:37:49 Patten Jr.

All right, cool. Great first session.