

Ironically, he never intended to open his own shop. He expected to take over managing Garman Welding, where he worked for nearly a decade in the 1960s and '70s. But he was passed over for the promotion.

"Back in 1976," when he opened his shop in Mount Joy, Pa., "The economy was not very good. It was not the best time to go into business."

"Settle for nothing less than excellence."

So Greiner outworked his competition. He had enough work from farmers and excavators to make a living— necessary, because he put up his home and all his possessions as collateral to start the business.

"The excavators gave me a lot of work," he says. "They would run their equipment during the day, and then I would repair at nighttime. They really liked that, because they could use their equipment and they didn't have down time."

In the meantime, he built a small 30,000 square foot shop along Route 230 where he could get back into custom metal fabrication. For about 10 years, Greiner worked all day, went home around 5 p.m. for dinner, and returned to the shop to work until 11 p.m. or so each evening.

"In those days, I could go on five hours of sleep," he laughs. "I can't do that anymore."

Greiner is living proof that hard work pays off. Today, his company is situated on a 200-acre industrial complex with more than 440,000 square feet under roof. It's the

largest job-shop structural steel fabrication company in the area with some 280 employees—all of whom know their boss's history.

"It's huge for the employees to know that he can do the work, that he's done the work," says James Gillespie, the company's business manager. He tells the story of a particularly challenging welding project the company won in the mid-1980s at the Baltimore International Airport. Try as they might, none of the company's welders could pass inspection.

"And we had some excellent welders in those days," Frank says. After sending some \$50,000 in aluminum to the scrap heap, Greiner got behind the mask and completed the job himself.

"It goes back to my time at Garman," he says. "We were welding aluminum in the late 60s, and other shops wouldn't touch it."

Gillespie says employees also see and appreciate how much Greiner reinvests in the business. Since moving to the new site in 1986, the company has added millions in equipment and facilities, including a machine shop, crane division, blasting and painting facility, and vehicle maintenance garage.

Looking to the future, Greiner sees continued growth for a number of his divisions and hopes to break ground soon on a new three-story home for his corporate offices.

"Frank is a visionary," Gillespie says.

The challenge, both Greiner and Gillespie admit, is finding enough workers to fulfill their workload and run their new equipment.



"Back in the 80s and 90s, I'd bring in a new piece of equipment and I'd have a bunch of guys who wanted to run it," Greiner says. "Now, things are so high-tech, sometimes I can't find anyone. That makes it hard to grow."

That's where Greiner felt his philanthropy could be a win-win.

This winter, he will celebrate the opening of the new, state-of-the-art Greiner Campus for Advanced Manufacturing at Thaddeus Stevens College of Technology. The campus bears his name after he, and his wife Sharon committed \$1 million as a lead gift to the college's capital campaign.

"The trade has been good to me," Greiner says. "I want others, especially young people, to have the opportunity to do what I've been able to do over my career."

"And," he adds with a smile, "we'd like to hire more Thaddeus Stevens grads."

Prepare for work. Prepare for life.

