

At the request of Ken Olsen, I have prepared the following historical documentation of the 21 years from 1953 to 1974 that the former American Woolen Company Mill in Maynard Massachusetts was owned by Maynard Industries Incorporated, hereafter called MII. This project has been coordinated with John Sims.

It is now the summer of 1982, and the place Colorado Springs, Colorado. The sources for the documentation are newspaper articles, letters, reports, and in the main, my own recollections.

I managed the industrial property known as The Mill, for MII during that twenty-one year period. My name is Irving Burg. The complex of buildings known as the Assabet Mills, some of which predate the civil war, made up the largest woolen mill in the world in 1899 when purchased by the American Woollen Company, hereafter called AWC, from the Assabet Manufacturing Company. The magnitude was determined by the number of cards and looms used in the textile process, rather than the square footage of the buildings. At its peak of operation The Mill employed anywhere from twenty six hundred to forty four hundred. I have seen both numbers as the maximum. In the latter part of 1950, The Mill closed permanently and AWC put the property up for sale. The advertisement referred to the

real estate consisting of various plots of land, numerous buildings, power plants, water rights, and privileges, as well as certain machinery. The floor space was listed as approximately one million, two hundred thousand square feet. The power plant was to be sold as one parcel, the machinery as a second parcel, and the balance of the property as a third parcel. A local group of citizens in Maynard was organized to negotiate with AWC for the purchase of the property. Whatever the reasons, nothing came of that, and AWC did not dispose of the property until its sale to a group of eight businessmen from Worcester and one from Fitchburg in July 1953. Suggested reading about the Mill prior to 1953 is the Maynard Historical Committee's "History of Maynard, Massachusetts, 1871-1971" printed by the Beacon Publishing Company in 1971.

The property, aside from the twenty-odd brick and wooden buildings, consisted of the upper and lower mill ponds, Lake Boon in Stow, sixty percent of the land under the Fort Meadow Reservoir in Marlboro, miscellaneous parcels of land in Hudson, what was officially described as flowage along the waterways including the Assabet River from Fort Meadow and Lake Boon and the Ben Smith Dam in Maynard. Flowage is a certain footage along either side of the waterways. It should be noted that in the late 1950's title to Lake Boon was turned over to the Town of Stow in lieu of several years real estate taxes due them from the new owners, MII. With one or two rather minor exceptions, the property was not diminished any

further. MII paid two-hundred thousand dollars in cash for the land, buildings, and power plant. The machinery was not included. With the completion of the transaction between AWC and MII on July 1, 1953, Ernest Holbeck, an associate of MII, was to act as temporary resident manager of the property. He was also an officer in a new manufacturing company being formed called Bradley Container Corporation, hereafter called BCC. BCC and MII were negotiating a lease at the time for the former to rent the first and second floors of building number five. Included in this ten year lease was an option for BCC to purchase the building for two hundred thousand dollars. In view of this possibility, all the property purchased from AWC, with the exception of building number five was in the name of MII. Title to building number five and the power house was in the name of Maynard Development Company, Inc. More about BCC later.

From July 1953, until December of the same year, a great deal of effort went into preparing the buildings for leasing. Extraneous manufacturing items such as piping, wiring, foundations, overhead shafting and wheels, etc., had to be removed. There were a few small tenants inherited from AWC and a few more came in during the first five months.

Of the nine principals involved in the purchase of the Assabet Mills, those who played active roles in the endeavor were: Louis P. Penstein, President. Lou, as an astute and

experienced businessman was a logical person in the group to be the leader.

Sidney B. Feingold, Treasurer. Sid, as a Certified Public Accountant had in his long and varied career been involved in real estate holdings. He wasn't the most popular partner when, before the operation was in the black, about year three, he requested additional sums from the principals to see the project through its infancy. Nevertheless, his efforts contributed to a successful operation.

Hyman Burrage; Hy was the one person on the Board of Directors who had years of on hand experience managing large properties. As a novice in the business, I spent many hours with Hy. His knowledge, as well as his good judgment, helped me through many a crisis. Even after I thought I knew a lot about Industrial Real Estate, Hy was my sounding board.

Abe Rohm was a realtor. He represented MII when the mill was purchased from AWC. As part of his commission, he received an interest in the corporation and as such was also a part owner. Abe was one of only two associates in the corporation whom I had never met prior to my being hired to manage the mill. As resident manager, I usually dealt with prospective tenants who appeared at the property, and saw them before Abe. However, his responsibilities and ensuing commission, when a lease was consummated, depended measurably on the first impression I

made on the company looking for space. The transition from being strangers to becoming a smooth working team, seemed to happen over night. During the many years we worked together, we never had a sharp disagreement or misunderstanding. I respected Abe's seniority and experience, and he relied upon my contributions. Shortly before his death, we were working on an arrangement whereby I would become his partner.

My first dealing with Abe is worth telling. In order to understand the tenants responsibility, as well as those of the landlord (MII), I had to have copies of the respective leases. Our board of directors asked Abe to see to it that I got the existing documents when I first started the job. Heretofore, billing had been done from our treasurer's office in Worcester. Now, I was to do that from my office in Maynard. In short order, I received the papers from Abe. Our biggest lease then, (this is sometime in late December 1953 when we had about eight or ten tenants), was BCC. Their ten year lease was for forty-eight thousand dollars per year. As I read the BCC lease and came to the rental section, I noticed that both the annual and monthly charges had been neatly cut out, evidently with a razor blade. When I called Abe to tell him what I'd found, he replied that I was new to the operation and questioned my being privy to such classified information. I followed this with, "but how can I bill them their rental charges. There was silence for a few moments, then he gave me the figures. In jest, I told him that I would have my

secretary blindfolded whenever she did the billing. I don't believe Abe ever withheld anything from me after that. He was a very warm and compassionate person and I learned a great deal from him. Abe did an excellent job of advertising the property and the word was known near and far as to where we were and what we had to offer. He was another of the fine people I had the good fortune to work with in my Maynard experience.

My arrival on the scene for my new job is still very vivid in my mind, albeit from thirty five years past. It was a beautiful sunny morning in December 1953 as I drove from my home in Worcester to Maynard. I was excited and apprehensive about the new endeavor I was starting. I approached The Mill buildings, which I had never seen before, and drove around them twice. The excitement increased, but now the apprehension turned to fear; I was scared. What did I let myself in for when I accepted the job to manage this mess of red bricks. I'd be lucky not to get lost in the maze, let alone control it. My B.S. degree from New York University School of Education, where I majored in Secondary School Instrumental music, with my masters in Educational and Vocational Guidance interrupted by enlisting in the Army five weeks after Pearl Harbor (on December 2, 1941), didn't do much to prepare me for this formidable task. I had told the owners I had no experience in managing real estate so there was nothing to worry about on that score. However, having a wife and two

sons gave me cause to be concerned about the secure job I was leaving for this one. But it was that job that got me this one.

For the previous seven years, I had managed a textile operation. It was a wool waste plant where by products of various wool processes are collected, blended, and ultimately used in making felt and similar materials. Most of the owners of The Mill were also in the wool waste business so they had known me for some years. They were aware that I was interested in leaving that job and made me an attractive offer to accept the Maynard position. They did not place a high priority on experience, they wanted three things: 1) trust, 2) trust, 3) trust; and two other things: management/people skills and business acumen.

For the next twenty one years, I drove the twenty eight miles from my home to Maynard. The mileage changed during that time with the construction of routes 290 and 495, but making the trip during a snowstorm never became easier. Snowstorms remind me of the many times I would stay overnight in Maynard at Arthur Dawson's house. More about Arthur Later. Going home was not prudent because of driving conditions, but of equal consideration was the problem of getting back to Maynard the following morning. Furthermore, for the first several years, the gentleman who did our plowing, Mr. Gately, (owner of the gas station across from The Mill) would have me ride

with him as he pointed out fire hydrants, sprinkler indicator posts, and other potential obstacles that were not to be removed with the snow. Sometimes sleep wasn't much more than a nap, as we plowed through the snow. The place had to be ready next morning for business.

After my first week on the job, I visited old vacant mills in Lawrence and Lowell. I had to learn the business quickly, and what better way than to pretend I represented a substantial company and was interested in renting space. "Sorry," I would say to them, "but I am not at liberty to disclose at this time the name of the large company I represent." Through this ploy, and I'm sure it was worked on me more than once, I learned prices, facilities, terminology, incentives, and many other things the competition offered, or lacked. I'd been criticized for paying too much attention to details. I'm guilty as charged. However, there is no need to lose sight of the big picture while paying attention to details. As manager of the mill company, I wore many different hats; working with the tenants, town and state agencies, local Chambers of Commerce, employees, insurance issues, and always negotiating. I'm not ashamed of paying attention to details. I wish someone had when it came to the O-ring on The Challenger.

A word about the office I was to have in what was then known as the office building located on Main Street. There was a

small entryway just inside the main gate which had a lovely marble sink. From there one entered my secretary's office which had four windows and was about one hundred sixty square feet in size. On the wall was a crank type battery operated phone which was connected to our maintenance shop in building number three. I installed this when I realized how often our maintenance people walked over to the office to ask a question, get a new assignment, or whatever. It was necessary to go through my secretary's office to get to mine, which had three windows facing onto the Millyard, was about three hundred square feet in size, had a private toilet, as well as a small room the size of a large telephone booth. I was told that the AWC resident manager used this room for private telephone conversations. The furnishings including a large roll top desk, were mostly oak, and had many years behind them. When asked by a Boston Globe reporter in an interview in 1960, "how would you describe your office, Mr. Burg?" I replied, "as nothing has been changed since textile days, I should say it is furnished in early American Woolen." Needless to say, the office accommodations impressed me. I should mention that after we reached one hundred percent occupancy in the late 50's and early 60's, my directors suggested quite often that the space I was occupying would bring a handsome rent and couldn't I move into our maintenance shop or some other obscure hole. My argument which constantly prevailed was:

a) the office as it was gave class to our operation; b) even though I was out in the property most of the time, when I was in the office, I could see what was going on in a good part of the Millyard, and; c) it was so convenient for potential tenants to stop in. Intermittently, this discourse was repeated but my reasoning prevailed.

The number of MII employees in December, 1953 was twenty two. There were fireman engineers to run the high pressure boilers to produce electric power, as well as heat the buildings. Three watchmen, several maintenance men called Millwrights, specializing in carpentry, masonry and electrical work. There was also an expert in repairing leather belting as there still was building equipment including a water wheel and 11 elevators, that were water driven. In addition, there were a few administrative types. As it was prohibitive to carry that kind of a labor force at the rentals we anticipated charging, one of my first major tasks was to reduce this labor force to bare essentials.

Within two years we were operating the property with four maintenance men, three watchmen, and a secretary. An interesting sidelight should be told about the watchmen. The service we provided had the watchmen go out every hour and walk through one-third of the buildings. This meant the entire property, every floor was covered once in three hours. Total distance to traverse every floor from end to end,

excluding vertical distances like stairways, was three and a half miles. It must have been very healthy work because the three men doing it went more than ten years without any loss time due to illness, and they were in their sixties when they started to work for MII. They had been AWC employees for many years prior to that.

I did have a serious problem with the watchmen when I first started. For years they carried kerosene lanterns which was excellent for their purpose in providing light. If two hands had to be used for unlocking a lock, or performing a function requiring two hands, placing the lantern on the floor provided excellent illumination. Certainly much better than the flashlights I wanted them to use. My concern was, if they stumbled and dropped the lantern, the kerosene could possibly cause a fire. A scary thing in the old Mill, so I wanted that risk eliminated. I certainly didn't endear myself to three great guys, but finally convinced them that our insurance company insisted upon the change.

The day I first came to The Mill I met Arthur J. Dawson. A gentleman, as well as a gentle man. I remember him with reverence, he was both like a father and brother to me. Arthur was receiving a pension from AWC and was one of the few in Maynard who could make that claim. He started working with The Mill in his teens as an apprentice electrician, and in time, became the chief electrical engineer of The Mill,

responsible for the hundreds of electric motors on the property. Once he reached his senior position with AWC, Arthur didn't vacation, and when he went out in the evening to a movie, they knew where he was in case there was an electrical problem. In the small pamphlet entitled "Digital's Mill, 1847 to 1977," published by Digital, there is a picture of Arthur as a young man standing in the power house which was located at the Northeast end of building number five. Without a doubt, the major part of whatever success I had managing The Mill, I owe to Arthur. For without him, I don't think I would have made it through the first year. Arthur was a special man. He was anxious to impart his knowledge and experience so that those around him could learn quickly. He held nothing back, his loyalty and devotion to his job was peerless. When Arthur reached the age of sixty five, he retired from full time work with MII, though we kept him on a retainer. Arthur analyzed problems during the nights, weekends, or any other time I was not on the property. If he believed it couldn't wait until I came in he would call me. If you have a person like Arthur Dawson working with you, you are blessed.

The Board of Directors of MII, at least for the first two years or so, met monthly at The Mill. They were anxious to see what was happening to their investment, get progress reports on new tenancies from Abe Rohm and myself, as well as see the physical changes in the property. These included work done mostly in the Millyard, building exteriors and common

ways. By about the third year, and thereafter until the property was sold to Digital, every year showed a profit. The frequency of Directors meetings diminished as the years went on, until they averaged about two a year. I never had a budget as such. We could pretty well estimate our annual income through rents, and the whole game plan was to spend less than that income. The bigger the spread, the more financially successful the year. Sounds simplistic, it was, and it worked. To make more money, it is not necessary to do more business, as you can't when your property is fully rented. Lower your expenses, and you can end up with more.

One of the greatest challenges in having a large, multi-tenanted operation such as The Mill, is to have every occupant able to avail himself of proper access to his space by employees. Another is unencumbered shipping and receiving facilities. At the same time, I always had to work the issue of keeping common areas to a minimum, since they were not income producing and also increased the areas MII had to maintain. During the twenty one years of managing the property, a total of eighty two different companies or entities leased or rented space there. I have at this point resurrected the name of seventy-three of them. I would like to go through them alphabetically, and if there are any interesting anecdotes, I will include them.

Admiral Shoe Sales Corporation - A division of Mutual Shoe

Company - Manufacturers of Footflash Shoes

Of interest with Admiral was, when they looked at the space and claimed that they had to have exclusive rights to the manufacturing of footwear in the property. Well, we took exception to that since the property was ours and we didn't feel anyone had a right to tell us to whom we could lease space. However, then they explained that the shoe manufacturing business being what it was, they could spend two or three years training a labor force, and then suddenly someone new comes in and for an additional ten cents an hour could take away their employees. They had a good business point, so we agreed to that exclusivity, in turn for which they promised to do certain physical changes to the property such as permanent offices etc., which would enhance our property in the long run. Also of interest was that at the final negotiating meeting when we were down to just about everything being set except the rent itself, there was a difference of one cent per square foot and Lou Penstein finally said, well why don't we flip a coin gentlemen. They agreed to that. They lost the toss. .At that point one of their principals said "do you realize that one cent per square foot for sixty five thousand square feet on a five year lease costs three thousand two hundred fifty dollars. Which thirty years ago was a substantial sum.

Other tenants are:

American Dynamics

Anderson Brush Company out of Worcester

I negotiated the Anderson Brush lease with a young man called George Chamberlain, and lo and behold, just a few years later, I saw George and he was working for Digital, and still is.

Arthur's Furniture - more about Arthur's later

Asquith Associates

Baldwin Lema Hamilton - the manufacturing people. They still have some very, very heavy crates on our property.

Beacon Publishing

Bonny Manufacturing - I recall Bob Barnett (this goes way back near the beginning) coming in looking as some space and deciding on a very small area which AWC used as a first aid room. The rent was to be twenty five dollars per month. Bob did not have his checkbook with him, but he was so concerned that he would lose the space that he offered to let me hold his watch until the following day. I told him I was pretty sure the space would be available and assured him that he did not have to leave his watch. In fact, the space most likely would have been available for many months thereafter. In any

case, he came back the next day and Bonny Manufacturing grew into a very nice size tenant.

Boston Wool Bag Company - they manufactured burlap bags

Boston Woven Hose and Rubber Company

Bradley Container Corporation - more about BCC later

California Spray and Chemical Company - a division of Standard Oil of California. We were impressed having such a famous company as a tenant. However, they were the only tenant we actually had to ask to leave for reasons other than financial. Fortunately, they were a tenant at will and as such there were no legal problems. They stored insecticides and fungicides in the space they had and when the weather warmed up, the odor that came out of that place permeated adjacent floors and buildings and was so unbearable we just had to ask them to leave.

Canto Corporation

Capital Molding - they were the first tenant and they had come in under AWC.

Carlisle Screw Corporation

Chaffee Millwork

Chemplast

Colonial Shutters

P.N. Condit

Country Store - I believe the Country Store was the last tenant to leave The Mill.

Chromit Products

Channing Davis

Crown Container

Dennison Manufacturing - Dennison, an old yankee company. Having such a prestigious name, when they came in with their holiday line of gift wrap, printing papers for Christmas, Birthdays, Halloween, etc., they gave a boost to our property. As the years went along, they changed from the gift wrap being in flat sheets, to being put on cardboard cylinders, the amount of space they required took a big jump because the cylinders had a lot of air as compared to the flat sheets and we liked that change. As they grew, they required additional parking and it was decided to fill in part of the mill pond

along what is now known as the Main Street Parking Lot. A meeting was held, at which I was not present, between MII and Dennison. It was agreed that the lot would be constructed based upon bids that I had received and there would be a split of sixty per cent - forty percent for the two companies. When told about this, I asked, "who pays the sixty percent." The answer was not forthcoming because the director who called to tell me about it (and who had been at the meeting) said "oh, I'm not sure, I'll find out. A few minutes later, I received a call from Don Prince of Dennison who related the same information to me. When I asked Don who pays the sixty percent, he too wasn't certain. I guess the meeting was so amiable, that no one realized how it ended. In any case, Jimmy Dennison, heir to the company name, said that he thought it was sixty percent on Dennison's part and that is what it was. The contractor, by the name of Ernest Bartelone of Maynard (the low bidder), who was going to do this job, had spent two or three days sounding the pond along that area to estimate how much fill would be required. He had almost a mountain of clay soil that he owned and he started his three trucks just dumping load after load into the pond. After two or three days, nothing happened. Each load would go down, there would be a bunch of bubbles, it would get very murky, but nothing was on the surface. It wasn't until about day four that we finally saw some fill on the surface. It seems that the bottom of the pond is very muddy, and as such, when this clay substance went down, it just pushed the mud out

further and the clay substance followed. Mr Bartelone ended up by using three times the amount of fill that he had estimated. Fortunately, he owned it, so it wasn't much of a financial burden. Ultimately, we had a parking lot for about one hundred cars or so. Another interesting thing with Dennison, is that they used colored dyes for printing their paper and occasionally there would be a spillage in the printing section and the inks would go into a little drain in the floor which ultimately would go into the surface drains throughout the Millyard. When there was a heavy rain and water was added to this, the dye would end up at the Assabet River near building number six. So from time to time for a distance of about two, to three hundred linear yards, the river would be red; other days yellow, or very green; orange, and so on. Since this is well over thirty years ago I don't know what environmental issues there could have been in this. It may have even been vegetable dye, I don't know. In any case, it was a strange thing to see and occasionally we would flush the drains to try to clear the color out.

Dewey and Almy Chemical Company

Digital Equipment Corporation

The Dolan Company

Draper and Company - Draper Warehouse Wool in buildings

twenty, twenty one, and several others. The main thing was in building twenty one, which is built on the pond with water underneath, similar to building one. They found it very desirable to store wool there as the moisture from the pond reduced the shrinkage of the wool and kept it from drying out.

Electronautics Corporation

Employers Assurance Corporation

Farrington Manufacturing Company

Fine Fabrics of Maynard, Incorporated - an unusual thing happened with Fine Fabrics. Fine Fabrics manufactured blankets and sold to department stores and other retail outlets. They were with us for several months when I received checks, several checks over a period of a few weeks made out to Maynard, Incorporated. I couldn't tell what this was for. I accumulated these checks over a period of time and one day when I was sitting in the office of Fine Fabrics of Maynard, Incorporated, I noticed their billhead which read on one line; Fine Fabrics; next line - of; and the third line Maynard, Incorporated. I asked the owner if he was having any trouble getting paid for some of his shipments. He said that retailers were usually slow, but there were several outstanding. I mentioned a few of the names. He said "those are customers of mine." I said, "well, I have the checks."

It seems that instead of making the checks out to Fine Fabrics, Incorporated, they just shortened it to Maynard, Inc. and mailed it and the Post Office gave me all checks that were made out to Maynard, Inc. I straightened that out with Fine Fabrics and he in turn advised his customers how the checks should be made out.

Hudson Brothers Manufacturing

High Comp, Incorporated

Imagination

Inforonics, Incorporated

Information International

Interdyne

International Textile

Louis Shepard

Lionel Repair Company

Marchant Sign Company

Maynard Drill Steel and Bit Company

Maynard Forging Company

Maynard Mill Outlet

Maynard Pattern Company

Maynard Tool and Die

Maynard Upholstery

Naftech, Incorporated

New England Telephone

New England Vinegar

New England Woodworking

Novick Products

Old Colony Sales Company - also called Colonial Sales Company, was a mail order operation. A club plan whereby you picked items out of their catalog, and sent in an order with your check. You could get anything from pots and pans, they had a special nylons club, linens, and so on. They moved from

Boston where they were in either two or three buildings with a much higher operating cost, with a lot of pilfering going on because of where they were located . They were thrilled to come to Maynard where their overhead would be reduced appreciably. Business was good, but it seems that personally they spent more than they made and before long they went into bankruptcy. There was an auction that was going to take place in September or October of 1955 and at that time we were negotiating with Raytheon for that floor. Raytheon specifically told us that they would take the space, but it had to be available by November 1, 1955. I sat down with the auctioneer, explained the situation and he said instead of allowing people two or three weeks to clear the floor, he would allow them only one week. Old Colony stuff would be cleared out in one week, giving us time to straighten out the place and Raytheon would have it on November 1. This was another name we were anxious to get in. Raytheon Manufacturing Company would make a great tenant. The day of the auction came, and the auctioneer in describing the ground rules stated that everything had to be out of the floor by the end of three weeks from that day. I rushed over, called him aside and said "you can't do that, that will take us past December 1, you know about the Raytheon situation." He said "yes I know, but there is a fellow who is going to bid on the boxes;" now these are huge boxes, wooden crates that were used for shelving, and picture this sixty five thousand square foot floor with perhaps fifty to sixty percent of it just loaded

with these crates that couldn't be nested. It was quite a moving job to get them out and the fellow who was going to bid said he needed at least three weeks in which to move them out. Several of my directors were there, they came over to me and said "we're going to lose Raytheon." Gray hair number one. I approached the gentleman who bid on the boxes and asked him if he would like to spread it out for two months instead of three weeks to get the boxes out at no extra cost to him. He wanted to know how that could be done, I said I would give him a floor in building number four which was the adjacent building with a connecting bridge from building number five and he could put the boxes in there and over a period of two months, at his leisure, just move them out. He had to be out of building number five in one week. It was fine with him, he preferred it to the three week arrangement. Fortunately, it worked. The floor was cleared by the end of that week and Raytheon came in on November 1.

Pace Plastics

Radiation Engineering Lab

Raytheon Company - Expected to have hundreds of people working and just had to have parking somewhere in the area. We worked out an arrangement where we would create a parking area in what is now known as Lower Thompson Street Parking. I hired an engineering company to do some test boring to determine

whether the mounds we had out there were hills or just gravel and as it turned out, they went down in perhaps a half dozen places about thirty feet and it was all gravel except for an occasional boulder, so we hired G. Bonizonne and Sons to bring in three bulldozers and they just kept pushing the earth back and forth until we had a parking lot with a roadway going up to Thompson Street which at that time was the only way in or out.

Ready Fit Door Company

Rentco Electric Company

Rex Corporation

Rowe Corporation

H.H. Scott

Skycrafters Corporation

Spectran Electronics Corporation

Standard Wrought Iron Manufacturing Company

Stark Tool Company - ran a specialized machine tool operation. After being with us for several years, they ran into financial

difficulty and reached the point where their rent was in arrears. We took action to have them leave. They were negotiating with Raytheon to sublet their space. However, the arrangement didn't come through early enough and they were on notice to leave the premises. In any case, they were interested in leasing space to Raytheon for one dollar per square foot. This was space for which they were paying forty cents per square foot. We advised Raytheon not to sublet the space from them, since they would get it directly from us as soon as we got Stark Tool out. Because their attorneys had given them poor advice initially, to make up for it, they promised to represent Stark at no cost and would sue MII for interfering in the arrangement they were trying to make with Raytheon. It actually came to a trial date being set. In fact, I think that it was the only time during my twenty one years at The Mill that I was ever in a courtroom with regard to something that took place at The Mill. Outside the courtroom, Lou Penstein met with the Owner of Stark Tool and said that we were not interested in going through litigation that could run into several days, higher attorneys fees, and so on and so offered one or two thousand dollars to call the whole thing off. The owner of Stark Tool grabbed the money and the case was canceled. Shortly thereafter, Raytheon moved in there at forty cents per square foot.

Stuart Metal Industries

Thayer Manufacturing Company

Tobins Vending Service

Universal Toy and Container Corporation

U.S. Air Force

Valcon Associates

Woodland Brothers

The activities of those tenants included, manufacturing, distribution, storage, publishing, retailing, machine shops, dental supplies, woodworking, paper products, upholstery, sign painting, and a pattern maker.

Among manufacturers, the products manufactured were, extruded plastic tubes, bottles and containers, corrugated boxes, burlap bags, injection molded plastics, systems modules and computers, radar systems, baby furniture, jewelry cases, woolen blankets, Orlon blankets, pressure sensitive tapes and labels, reinforced plastics, and food tray carriers for the airlines.

Tom Peters, of "In Search of Excellence" fame, recently emphasized the importance of having the conditions of an

agreement very clear. Up front, during the initial negotiations, the seller should not oversell and find himself in a position unable to deliver as promised. In our leases at The Mill, we pursued a similar method. . . .

Leasing space, unlike just selling a product, means living and working with that company. Misleading or unrealistic statements in order to sign up a tenant can end up in years of bad relationship. There must be as many derogatory jokes about landlords and tenants as there are about mothers-in-law. We would rather have a tighter lease that we could ease up on than have a looser lease that we couldn't keep over the life of the lease. We may have lost a tenant or two with this philosophy, but it paid off in the long term.

I spent about eighty percent of my time outside of the office walking the floors of the property. This accomplished the following: it strengthened our lessor/lessee relationship and helped identify problems for either side before they became out of control. It showed the lessees that we were interested in fulfilling our obligations. Furthermore, by observing a companys' operation, one could see if there were any potential fire or other hazards to the property and other tenants. Moreover, if there were signs of financial problems, i.e., reduced activities, etc. We had a minimal amount of lost rent considering our lenient financial policy because we were close to the situation. Most of the turnover of tenants, even though we had a very large percentage of start up

companies, was due to the need for more space that we couldn't provide, construction of their own building, or relocation to another geographical area. For rentals starting as low as twenty to twenty five cents per square foot per year, and reaching a maximum of fifty to sixty cents, we provided a broom cleaned space, window glass and repair at start of lease, heat, watchman service, and exterior maintenance of the buildings. We paid real estate taxes, building insurance, elevator maintenance, snow removal in The Millyard, roadway maintenance, and cared for all common ways. The tenant could fit up his own space if he wished. He was responsible for obtaining his own electric power service, providing air conditioning, if desired, and generally being a good neighbor in The Mill Complex. Sometimes as many as six or seven tenants had to share the same elevator. This meant that when one was through with it, the elevator had to be returned to the common floor where it was accessible to all. Occasionally, through lack of consideration, a tenant would leave it on his own floor which prevented others from getting it, that's where I, as resident manager, would intercede and solve the problem.

Our low rent often attracted start up companies with limited capital. Therefore, our leases had to be simple with no provisions for possible unexpected increases in rent. If a tenant had an option to renew a lease for an additional period, there would usually be a five cent per square foot

increase. There were no escalation clauses for increased cost of real estate taxes, insurance, fuel costs, or anything else. Only if a tenants operation was hazardous and could cause an increase in insurance rates would there be an increase. This was to protect MII as well as the other tenants. One clause in our standard lease invariably solicited a call from our tenants attorney before it was signed. That was in regards to no parking of private vehicles within The Millyard. As only two or three tenants, (sometimes we had as many as thirty at one time) had made arrangements, the prospective tenants attorney found this clause unreasonable and unacceptable. I had to explain that under all normal circumstances, we did allow parking in designated areas in The Millyard. However, the only way we could control the parking of vehicles in designated areas as well as the speed of the vehicles through the yard, was by having the right to prohibit parking. Furthermore, when snow removal was necessary, we had to keep the cars out. Several times we almost lost a prospective tenant because of this clause, but we had to hold the line on the issue. I usually convinced the skeptic to talk to the existing tenants about how I ran the yard, the traffic and parking situation. They just had to trust me. With about a dozen shipping and receiving areas, for thirty companies at one time, it was imperative that a cooperative ambience prevail so that everyone could conduct their own business with minimum hassle. That was another good reason for me to move about the property to keep things running smoothly.

July 2, 1957 was an unusual day at the mill. Five tenants, and two sub-tenants (all rather small), moved to different locations, which for their own reasons would better suit their needs. Some increased their space, some decreased, but what was a logistical nightmare, did work out fine. MII didn't rent an additional foot of space, but we did have happier tenants.

A word about Bradley Container Corporation (BCC). Bradley Dewey was co-founder and CEO of Dewey and Almy Chemical Company, which was later purchased by the Grace Company. When he reached the age of Sixty-five Dewey announced to his Board that he was leaving the company. Sixty-five was the customary retirement age at that time, and although the Board didn't believe that it would apply to the CEO, Dewey was never one to ask or receive considerations different from those of the company's employees. He left Dewey and Almy and immediately went to work starting a new company to be called Bradley Container Corporation. The goal was to make the first extruded polyethylene tubes, bottles, and containers. Volumes can be written about the early tribulations of these new products in an infant industry. The fact that the extruders were a foreign make, I believe some French and some German, meant a search for engineers familiar with those languages to read design prints, instructions, etc. Time after time, they would get a linguist in the necessary language but, few could

explain the technical terminology involved. Dewey's decision to locate in The Mill was significant to our future. He gave our property its first acceptance by a known industrialist. If Dewey decided it was the place to set up shop, there had to be good reasons. And, if his operation was to grow as much as he said it would, there would be a need for support functions of various kinds. This happened and in the ensuing years, other tenants engaged in plastics, machine shop, pattern making, and various services, had a good customer in BCC.

Two BCC related situations are worth telling. One was with regards to their first years rent which was forty-eight thousand dollars. They had a ten year lease for the first and second floors of building number five. The half basement of that building had a dirt floor and at that time was nothing but a dark, useless cellar. The other half of under the first floor was The Mill Pond. So, half the basement was included, rent free. The agreement called for the forty-eight thousand annual rent to be paid in advance in two months and placed in a separate account. The moneys were to be used solely to pay for permanent improvements to BCC space that were generic to the building and not related to their manufacturing process. It was decided that the money would be used to fit up a six thousand square foot office area on the Thompson Street side of the second floor. There would be a dropped plastic ceiling, with fluorescent lighting above it, rubber tile placed over The Mill flooring, permanent offices, and air

conditioning installed. The latter created a problem of its own. The day before Christmas, 1953, Dewey advised me that twenty or so of the windows in the projected office space were in very poor condition and as new second windows were to be placed on the inside, the others had to be repaired and in place by the time the new ones were to be installed. That was to be the day after Christmas. My explaining that it was impossible to get that much work done in time, fell upon deaf ears. Dewey was accustomed to giving orders, expecting them to be carried out and didn't care much about anything else. Within the hour, I had an idea. As the fourth and fifth floors of that building were then unoccupied, instead of repairing the second floor office areas windows, we would take entire good sashes from the upper floors and substitute them for the poor ones which could later be repaired at our leisure. With instructions to my maintenance crew as to what to do, I walked away feeling more comfortable. The good feeling didn't last long. The windows of the upper floors were not of the same size as the second floor. I didn't enjoy my lunch that day, but then I realized there was another alternative. That was to remove windows from the areas of the second floor where BCC had no activity at that time and put those in the office section, and then we would later repair the bad ones. Three hours later, the project was completed. I couldn't wait to see Dewey the day after Christmas. After passing him two or three times and he still didn't say anything, I brought the window situation to his attention. "I

knew you could do it," he said. "But you don't know how I did it" was my comment. "Nor do I care," was his reply.

Some twenty years later, with BCC no longer at The Mill, and that same floor in building five now occupied by Digital, I passed an office and noticed a nameplate on the outside, it read Bradley Dewey III. Yes, Brad Dewey, the grandson of the man that I had done business with back in '53, '54, '55 was now working in an area just several hundred feet away from where his grandfathers' office was.

The separate account to pay for the office area fit up was to be managed by S. Levitt Kent III, treasurer of BCC, (also Dewey's son-in-law), and myself. We opened the account in a local bank with two twenty-four thousand dollar checks over a two week period. All expenditures required our two signatures. The local banker was thrilled with the establishment of an account of that size, big money in those days, but he must have been puzzled when there were no further deposits and within six months or so, the balance was zero.

Through that experience, MII learned not to accept money in advance and then have it spent on the building. It was not the best way, tax wise. It was better to receive no moneys and have an understanding with a tenant as to what was to be done, and have him do it directly. Of much more substance and importance was the option that BCC had to purchase building

number five. In about the second or third year of their ten year lease, there were efforts underway to unionize the BCC employees. The union believed that BCC with at least seven years to go on their lease, really didn't mean it when they said they would move before being organized. After advising the Directors of MII of the situation, I requested their permission to make the following proposal. MII would amend BCC's lease so that they could cancel their lease with one years' notice from the first day of January for any year. In return for which, their option to purchase building number five for two-hundred thousand dollars would be relinquished. Since building number five was fully occupied at this point, it was not financially the best thing for us to lose it for two-hundred thousand dollars. So, MII, or Maynard Development Company, Inc. to be more accurate, was very anxious to have the option negated. However, my Directors said, Dewey would never give up an option on a building that was worth perhaps three times what he could buy it for. My argument was that I didn't believe Dewey's interest was making profit on a piece of real estate. He was concentrating on being the first with new and revolutionary products, with the trade name BRACON, and wanted no deterrent to achieving that goal. My Directors agreed that if I had no problem making a fool of myself, go right ahead, make the proposal to Dewey. I met with him, and outlined my suggestion. His one word response was "done." The labor organizers had a setback and building number five no longer had a purchase option on it.

Following BCC becoming part of The Mill family, our next popularity boost came on April 4, 1954, when the New York Times Sunday Business Section ran a story on page 1 entitled, "Towns Challenge Closing of Mills." It featured three New England Towns where the American Woolen Company decided to close mills in a retrenchment move. Maynard was one of them and the part of the article referring to us reads as follows: "Maynard, according to Charley Dyson who put in fifty years with the company, took the closing of the big Assabet Mill more or less in stride just before Christmas in 1951. The handwriting had been on the wall since World War II. At the height of the war, twenty-six hundred workers were turning out ninety-seven thousand army blankets and close to five thousand yards of other Government cloth per week. There was a falling off at the end of the war. This was followed by a spurt of nine months duration during the Korean War when around two thousand were temporarily employed. Meanwhile, since The Mill had offered seasonal work at best, Maynard workers were finding jobs in nearby Hudson, Framingham, Marlboro and Saxonville. Since Maynard with a population of seven thousand, is a shopping center for an area of twenty-five thousand population, the eventual closing of The Mill was only a temporary setback. A citizens group raised fifty thousand dollars in working capital in an effort to attract diversified industry into the one million square feet of available space in twenty-one buildings comprising the

property. The feeling was that although Maynard people found employment elsewhere, they preferred to work in their hometown, if possible. This was before American Woolen had changed its policy toward abandoning towns, although a company agent was assigned to assist in the project. Taxes and reconditioning costs quickly ate up the capital but a Worcester textile man had been watching the possibilities. Last July 1, Louis Penstein of Worcester, and a group of other businessmen purchased the property from American Woolen. Irving Burg was installed as resident manager. Today Maynard Industries, Inc., the new operating corporation reported having rented fifty-two percent of the available space. The new industries include plastics, printing, woodworking, warehousing, and distributing. With an estimated two hundred still unemployed in Maynard, commuting residents are applying for available jobs as each new enterprise takes space."

A personal note, an older brother of mine lived on Long Island, and as was his practice, he would take the Sunday Business Section of The Times as he rode in to New York City on the train on Monday morning. He was reading the front page when he came across his kid brothers name and was quite excited. After all, his kid brother at that time was only in the job several months. As it turned out, he couldn't find a single person on the train that he knew that morning to share the news with, but he did call me as soon as he got to the office and told me that we had made the big time.

By November 1954, after seventeen months of operation, The Mill had thirty different companies occupying more than seventy percent of the space. An article in the Christian Science Monitor, of December 8, 1954 entitled, "Industrial Snowball Sweeps New Firms into Former Woolen Mill - Maynard Mass salutes success story." reads in part "Why is Maynard having such success? Several factors are playing a part. The town's location is easy to sell. It is mid-way between Boston and Worcester. Its' transportation facilities are good. Some seventy-thousand people live within a ten mile radius. There is adequate water and power. Bradley Dewey, President of Bradley Container Corporation, and retired president of Dewey and Almy Chemical Company, listed his reasons for coming to Maynard with his new firm. I was attracted by the availability of plant space of very high quality at a cost far below construction. The area contains many hard working people and it is close to some of the country's most active research centers. I am happy to report that my expectations seem to be proving out. His coming was the beginning of the snowball. So grateful are the residents to him, that last night, they held a testimonial dinner for him and the other industrialists who have since established themselves in The Mill. The dinner climaxed a week long salute to industry by the citizens." To interject an item. The industrial week was supported by all municipal functions and there was a display in the town house of products manufactured in Maynard.

Schools ran an essay contest on What Industry Means to Maynard. The winner was Angelina Anzara who later joined Digital and may still be a Digital Employee today. Continuing with the Christian Science Monitor article . . . "Private ownership of The Mills also seems to be a factor in Maynard's favor. When the citizens of a community pool their money to purchase a Mill property, usually their last penny is scraped up for the purchase price. Maintenance costs may run from fifty to one-hundred percent of the price during one year, Irving Burg, resident manager of the properties pointed out. The community would have to stand this cost until the space is rented. Its capital is usually not enough. Also, a community to satisfy its citizenry, must rent to industries that employ as many persons as possible. This eliminates many operations that want the space for warehouses or distribution centers. To rent an old mill successfully, some space must go to warehousing," Mr. Burg said "because so much mill space is available in New England, the owner can not afford to be too selective as far as the number of persons a firm is likely to employ." The town makes no concessions to new industry. However, to allow The Mill owners to offer low rentals, the property was reassessed so that taxes this year (1954) were one hundred thirty four thousand dollars less than in 1953. Their revaluation, actually was justified, town officials said, because Maynard Industries, Inc. has torn down all the wooden structures to make room for trucks to enter."

January, 1955 saw another prestigious company leasing space and that was the Dennison Manufacturing Company. As I mentioned earlier. Dennison took twenty-thousand square feet, one-half of one floor in building number one. This grew to three hundred fifteen thousand square feet before they left the mill thirteen years later. There followed other items in the press highlighting the progress we made in attracting new industries. On January 26, 1955, the Wall Street Journal ran a long story entitled "Converted Mills, former textile plants hum with diversified manufacturing skills, low rents, willing workers, lure industrial firms to New England towns." Some excerpts from that story are as follows: "At Maynard Mass for example, Maynard Woolen Company in 1951 shut down what had been the largest woolen unit in the world, its Assabet Mill. The plant had only two hundred workers when it closed, though during World War II it employed as many as twenty-two hundred. Now The Mill is home to thirty diversified industries with seven hundred employees. That total will rise by about three hundred fifty in the next few months as new tenants who have already signed leases move into the building. When Bradley Container Corporation was organized last year, to make plastic squeeze bottles, it found it would have to pay ten dollars per square foot or about one and one-half million dollars to build a structure comparable to the one it recently rented at the former Assabet Mill in Maynard, says A.I. Rohm, a western Massachusetts Realtor and exclusive renting agent for Maynard Industries, Inc. Bradley, on its long term lease, is paying

less than the interest it would have had to pay to finance a new building." To continue with part of the story. "What sort of accommodations do tenants find in the old mill properties. The owners usually offer them clean and freshly painted with floors in good condition. Many concerns move in without further alterations. Except, perhaps for partitioning off an office or two in one corner. Generally, space can be improved by an occupant to suit his needs. The two story unit at Bradley Container, for example, has been pretty well modernized. The factory interior covering one hundred fifty thousand square feet is painted white and green. Fluorescent lights have been installed and new covering has been laid over the wooden floors. Partitions separate the factory area from the testing room, the research area, and offices. The six thousand square foot office area is air conditioned, and divided into executive quarters, a conference room and accommodations for fifty clerical workers. The ceiling has a plastic covering with fluorescent strip lighting above it. Plastic tile covers the floor." That is the end of the excerpts from that story. I would like to make the comment, however, that the freshly painted floors were not freshly painted by Maynard Industries. That was the tenants responsibility if he wanted to do that.

We were really on a roll with news about us in leading publications. November 1, 1955, as I previously mentioned, Raytheon came in, took the fifth floor of building five

(approximately sixty-five thousand square feet). The beginning of 1956, the Massachusetts Chamber of Commerce weekly bulletin had an article regarding the more than one tenant a month that moved into the Maynard Industries Complex. Nearly forty industries in thirty one months, and the property was eighty five percent leased. Late in 1956, the American Can Company acquired BCC. Now it was called, Bradley Sun. This change didn't affect MII and now we had another nationally known corporation on the premises. American Can had a union shop, so it wasn't long before the local plant was organized. January 10, 1957, the Maynard Mill Outlet, a discount retail operation located on the second floor of building number twelve filed for voluntary bankruptcy. An auction was held on February 5, 1957 and several days later the floor was empty. Raytheon showed interest in taking that space and after several visits by different managers, told me on March 18 that they would take the floor if I could give them exclusive rights to seventy-five parking spaces in the Millyard. That was a very difficult request to fulfill and though Raytheon had a substantial amount of space in our buildings, and we were anxious for them to take more, we could not say yes. Physically and legally we could have given them seventy five spaces, but that would have broken faith with our other tenants who were also anxious, to have exclusive parking in the yard. On April 22, Raytheon advised us they had no further interest in the space. During the next ten weeks, Amass Instrument, and two manufacturers - one of men's pants

and one of ladies clothes, showed interest in that second floor of building number twelve.

On July 9, 1957, two young men came into my office. Ken Olsen and Harland Andersen, and told me that they were forming a new corporation and required some space. As a side note, if my office had been located deep in The Mill, we would never have met. I must have shown them whatever was close to their anticipated needs. We were then better than ninety percent occupied, which meant we had a total of plus or minus one hundred thousand square feet in various buildings. They thought the second floor of building twelve would suit their purpose. Two days later on July 11, they returned for another look. A second look usually meant the chances were better than fifty percent of having a new tenant. On August 8, Harland came in alone and told me they would have a decision during the following week. On August 20, both Ken and Harland came in, agreed to take the floor consisting of eight thousand six hundred and eighty feet at a monthly rental of three hundred dollars. Before I could prepare the lease there would be a delay until their corporate name was approved by the State House in Boston. On August 27, 1957, the three year lease between Digital Equipment Corporation and MII was signed. Together with Ken's brother Stan, the total Digital employment figure was three. At Digital's twenty-fifth anniversary dinner when Ken and Digital were honored in Maynard, I brought to his attention that Digital started with

three employees, two of whom or sixty six percent were officers of the corporation. Now in April of 1983, with about eighty thousand employees and thirty five or so officers, the percentage was down from sixty-six percent to a very tiny fraction of one percent. Now, that's progress.

When at the next meeting of the MII Board of Directors, after the Digital lease was signed, I reported on tenant changes and on this new company that had come in. I was somewhat embarrassed to answer the query put forth as to what checking I had done regarding their financial stability. I must have mumbled something like "they looked OK to me." It didn't seem to be the appropriate time to tell them that the first Monday after Digital came in when I asked the watchman how things were over the weekend - he said a couple of fellows from the new company were in over the weekend painting a couple of walls. Digital was the first company that came in that did not hire a professional contractor to come in and paint the area. Gave me a little cause for concern, but I was accustomed to that. In 1971 when the town of Maynard had, "Digital Days," honoring Digital's contribution to the world of computers, Howard Prescott, a local paint manufacturer, speaking on Digital's first days said, " Digital called me over to advise on some paint, I told them I doubted what they wanted could be hand painted. Ken, Stan, and Harland worked all weekend. Next Monday, I got a hurried call. They had a long way to go, however, they wanted to order some paint. I

called Irving Burg, manager if the Maynard Industries and asked how their credit was. He said we're going along with them, so I did too."

That was the beginning. For the next seventeen years, the relationship between MII as the landlord, and Digital as the tenant, was as compatible as two businesses could possibly be. We had a mutual respect for each other with no ulterior motives to best the other. Honesty and fair play took precedence over everything else. After obtaining capital to start the corporation, acquiring space was next in the order of business, so I suppose we were Digital's first vendor and through the next decade and a half, continued to supply space to meet their needs. Without being aware of it then, we functioned in a Just-In-Time (JIT) mode, supplying the product when it was required, without their investing in a large space inventory.

More about the new kids on the block. The October 3, 1957 issue of the local newspaper The Beacon had an article which read, in its entirety: "New Firm in Maynard - The Digital Equipment Corporation, partially owned by the American Research and Development Corporation of Boston, has leased space in the Assabet Mills, Maynard Industries properties, it has been announced. The newly organized firm will be engaged in the manufacture of digital building blocks used in the testing of digital computers. According to Vice President,

Harland Andersen of Concord, the company expects to employ approximately ten people when it gets production underway and hopes to employ about forty at a later date. The computer testers which are used to verify the reliability of computing machines, both for commercial and research purposes are made by a new method. They are comprised of resistors and transistors assembled using printed circuit techniques and are housed in artfully painted aluminum holders. President of the company is Kenneth Olsen of Bedford. The new firm is housed over Arthur's furniture in the space which once housed the now defunct Maynard Mill Outlet."

Now for a word about Arthur's furniture. A furniture retailer, Arthur's occupied the first and third floors of building twelve, so Digital was sandwiched between their two floors. Ken tells of the etch solution that was used on the printed circuits and how it occasionally spilled over to the furniture below resulting in his paying for damaged furniture. Perhaps the same piece more than once. With Digital growing as quickly as it did, their floor was reaching a point of saturation. Arthur's got wind of this and offered to sublet their third floor space to Ken at a price per square foot substantially higher than Arthur's was paying. Or at least supposed to be paying MII. When the wind blew my way, I intervened and suggested to Ken he hold off doing business with Arthur's and that I would shortly get the floor for him. To Arthur's who was behind in their rent, I urged them to

immediately consolidate their two floors into one which would reduce their rental obligation. I would cancel their rent for one month on the third floor and we would all live in harmony. Shortly thereafter, when Arthur's vacated the third floor, we added that floor Digital's existing lease at the same price Arthur's paid for that floor, twenty five cents per square foot per year. Although we had no objection to tenants subletting their space to other acceptable tenants, we didn't take lightly those who we had to chase for the rent, leasing the space to others at a substantial increase. Thereby, creating the perception that rents in that property were higher than the low base we had established. I cannot recall the exact year, but when Digital had reached substantial size and was occupying space in buildings three, four, five, and twelve, the Digital controller at that time negotiated with me to lease a floor across the board in buildings eight, eight-a and eleven. The space was of marginal quality, and the price was twenty cents per square foot per year. A few days after the controller signed the lease, Ken asked to see me. He wanted to know if in fact Digital has acquired space in eight, eight-a and eleven. I told him yes and gave him the details. He said they had no need for it, and the controller should not have taken it. I left his office, returned shortly with the original amendments to the lease, which included the floors in question, wrote canceled across it, signed and dated it, and gave it to Ken. I asked him to do the same to Digital's copy of the amendment, and get it to me. When I reported this to

the MII Directors, they questioned my action. But by that time they had sufficient faith in my judgment to make the best business decision, and they voiced little objection. Even Abe Rohm, who for the moment lost the commission, thought I did the right thing. Two or three months later, Digital took that same floor at the same price. Once again, our relationship was strengthened.

Some other Digital anecdotes

It was about the mid 60's when there was an incident that could have resulted in slowing Digital's phenomenal growth. One of the floors occupied at that time was the third floor of building number four. And Raytheon had equipment stored on the second floor. At approximately two A.M. as the MII watchman was making his rounds through the Raytheon floor, he smelled smoke and shortly found the source. A soldering iron had fallen off a bench from the Digital floor above, landed between two floor boards, and still plugged in, started the wood smoldering. What the watchman saw about nine hours after the Digital employees left for the day, was a dangling soldering iron through a burned hole in the top flooring and the sub flooring. The hole being two to three inches in diameter. In the darkness, the smoldering wood gave off a glow. The watchman called the fire department and the problem was resolved without any damage. The fire chief was amazed that the smoldering floor did not flare up into flames.

Needless to say, from that day forth, all soldering irons were unplugged whenever Digital employees left their work area. Ken has been quoted as saying that "it has been very easy to keep track of the seventy thousand dollar American Research and Development invested in Digital to start the company". In his words "there are so few of them, you can watch everyone". An example of Ken's watching the dollars was regarded working on weekends. MII's responsibility for supplying heat to the buildings during the heating season was for the normal five day forty hour work week. During the dead of winter, it was necessary for us to keep the heat on around the clock everyday to prevent water pipes from freezing, but during the intermittent spring and fall seasons, we would not run the boilers evenings or weekends, if the outside temperature was only moderately cool. From the boiler house, the heat into the buildings could be controlled by three main steam valves, so one third, two thirds or the entire property was less heated. Anyone requesting heat during those times at MII did not normally supply it, could request any number of hours at any time. The charge for this extra heat was fifteen dollars per hour. Obviously, if someone on one floor in building five, for example, which was one third of the plant and had one of the main valves, wanted heat, the entire building was heated. Quite often Raytheon had their people work on one or two days of the weekend. The arrangement was for Raytheon to call me by noon on Friday to let me know their heating requirements for the weekend. The areas involved were usually in space Raytheon

had in other than in building one or five, which in effect was the remainder of the property. Coincidentally, at that time Digital housed space in building twelve, three, and four, which meant that if Raytheon was getting heat so would all the other tenants on that line, including Digital. A typical Friday was a call from Raytheon at noon detailing what they wanted and a call from Ken at one o'clock wanting to know what to expect. He would send the word out as to whether or not it would be warm enough to work on the weekend. That was one way to watch the seventy thousand dollars. Ken was not one to deter anyone from working at any time, especially if engaged in something creative or innovative. He believed an inspirational time should not be thwarted or regulated, therefore, it was not unusual to find several engineers working on weekends, while simultaneously having a young offspring or two in their care.

At the time, our elevators did not have gates on them as now. There was only a Z shaped wooden barrier. My concern was that a young child could easily find a Z barrier a challenge to climb through. I don't know how, but Ken got the working engineers to keep their charges within their work area and we never had any accidents, just worries.

An advertisement in the June 30, 1960 issue of the Beacon stated that Digital now employed nearly one hundred with a number of new jobs still open. It further stated that Digital

has invested in substantial property improvements in the buildings it occupies at Maynard Industries. Moreover, it said that Digital already has already become the recognized leader in its field in the booming electronics industry.

Harry Mann was the Digital Vice President of Finance in the latter part of the sixties. He was also responsible for lease negotiations. His untimely death was a blow to the company. I can not recall working with anyone who was so supportive of the people he represented and yet fully appreciated the situation of the fellow sitting on the other side of the table.

The first real large space addition to what Digital already had was the American Can Company area consisting of two hundred thousand square feet. Harry was involved in this transaction with us which was in June 1967. This one move more than doubled their space at The Mill at that time. The negotiations went very smoothly and aside from the relative size of the space, there was nothing unusual. Eleven months later, in May of 1968, an even larger addition was made and that was the Dennison Manufacturing space of three hundred and fifteen thousand square feet. What was different about this was that Harry did not think that Digital should have that much space in one location in Maynard. This would now bring their total to nine hundred thousand square feet. As Harry put it, "I'm against taking more space in The Mill, but the

boss wants it, so let's get to work." At no time did Harry's personal feeling about his boss' opinion cloud or affect the proceedings. That's the kind of man Harry was; fair, straightforward and extremely capable.

One of the issues to be worked out in the deal was Digital's need for more parking areas, MII agreed to give Digital permission to fill in more of the pond to create the parking space at their expense and maintain it and pay any taxes that might be levied against the improvement. When Harry realized that MII was not seeking any compensation for granting this permission, (in our opinion, the increased parking space would ultimately enhance the property and that was compensation enough). Harry made a blanket offer in return. He knew we only had four on our maintenance crew so he said that any time we ran into a problem and were hard pressed for help, Digital's maintenance people would be available. Harry just thought that was the right thing to do.

For the next several years, the more than one half million square feet of additional space Digital acquired, at The Mill in 1967 and 1968 was being fit up and unoccupied. This growth brought with it a problem that required a solution. Up to this time, my office received many requests from Digital managers and supervisors with regard to building or property issues which the requesters believed to be the responsibility of the landlord. The number of complaints, kept growing.

Because I responded so often that the problem was not the responsibility of the landlord, (for example, air conditioning or electric power problems), the good relationship between some Digital managers and myself (MII), was deteriorating. Most requests being made were reasonable, but whence the remedy should come from was not always understood. Ed Schwartz, Vice President, along with his Chief Counsel responsibilities, also had real estate and facilities. After several meetings with Ed and Harold Chernouth, plant engineering manager at The Mill for Digital, we set up the following procedure. No Digital employee could contact me directly on any building or service issue. Everything had to go through Harold, as he was familiar with our respective lease obligations. He would filter out those items which were mine to address, and he had the resources to handle the others. He appreciated the fact the MII could not give Cadillac services at Chevrolet prices. Almost overnight the new arrangement calmed the troubled waters. From that point, until Digital took over The Mill, land or tenant relations were as mutually pleasant as before.

On July 1, 1974, Digital purchased the Mill from MII for two and one quarter million dollars worth of stock. No cash was involved. An interesting footnote, if Digital had not purchased the Mill, and the various leases that were in effect with extensions in 1974, were to continue until 1984, MII would have received an annual rental in total of approximately

six hundred thousand dollars and the cost to run the property would have been in excess of seven hundred thousand dollars. This would have been, due to the main increase in fuel oil costs, real estate taxes and insurance, without escalation clauses in our leases.

I became a Digital employee at that time, June 27, 1974. My career with Digital, in brief, was as follows. From 1974 to 1976, Facilities Manager in Marlboro, MA of the at that time the newly acquired RCA buildings. 1976 to 1979, Corporate Facilities Manager working out of Maynard. 1979 to 1982, European Administration Manager, working out of Geneva, Switzerland. 1982 to 1986, Facilities Manager, Colorado Springs, Colorado. 1986 to 1988, Community Relations Manager, Colorado Springs. I retired on January 29, 1988. If I were to offer a one liner with my opinion of Digital as a place to work, it would be, "Digital, where you have the freedom to fail and the opportunity to succeed".

To go back chronologically and pick up shortly after Digital came onto the property. In April 1962, I addressed the Maynard Rotary Club, a review of my talk, the history of Maynard Industries Inc. gave a break down of each industry there. Of the twenty nine concerns, fifteen were start-ups at The Mill, some of which turned out to be upstarts. The Boston Sunday Herald ran a feature story on August 5, 1962 entitled, "Town Gets Wool Out Of Eyes", with a subhead, "Maynard Weaves

a New Pattern". The story contained the following information: between 1952 and 1958, the local payroll in manufacturing industries jumped from six hundred and thirty three thousand dollars to nine million one hundred and forty seven thousand dollars, almost fifteen fold. There are twenty six firms employing almost two thousand persons at The Mill and only sixty three thousand square feet of manufacturing space available, which means it was about ninety five percent occupied. Since 1955, the town had built a new elementary school, a new combined fire and police station, a new high school gymnasium, and added substantially to its almost completed sewage system. The new three hundred and fifty thousand dollar town building was dedicated that week in 1962. A one million seven hundred thousand dollar high school is slated to be up and open in less than two years. That would be 1964. The population of Maynard was eight thousand in 1962, a bare increase of one thousand since 1950. Later in 1962 two U.S. Senate aspirants visited our complex to convince the voters of their respect of abilities. Ted Kennedy was there in August and George Lodge Jr. in October. The magazine section of the Boston Sunday Globe on September 6, 1964 in its feature article, "New Industries Give Little Maynard Big Boost" said the biggest and fastest growing of the new firms is the Digital Equipment Corporation with six hundred on the payroll. The story also stated that in 1962, the town was assessed at about twenty five percent of of market value and the tax rate stood at about one hundred and eight dollars. The town

officials retained a firm of revaluation surveyors whose crew visited every taxable structure in the town. The result was the full and fair valuation formula and in 1963 tax rate was at twenty eight dollars. In 1964, it was twenty nine dollars and fifty cents. This might be a good point to relate a real estate tax situation we had with the town of Maynard. In 1962, a citizens group was formed to urge the town to reassess all residential, commercial, and industrial properties. The intended purpose, while looking for more equitable property evaluation would, in their opinion, greatly increase the taxes of the now virtually fully leased out Mill space, as compared to the empty buildings when the property was last assessed at the time it was purchased from The American Woolen Company in 1953. A professional property evaluation team from New Jersey examined every piece of property in the town. When they came to The Mill, they wanted two days of my time to escort them through the buildings and show them anything else we owned like the Ben Smith Dam and the Fort Meadow Reservoir, etc. They wanted to study all the leases that we had at that time with our tenants. MII had no problem showing them through all that we owned as to their second request, we considered those documents privileged information between the tenants and MII and chose not to divulge the details. They said they had no legal right to compel us to show the leases, and they would evaluate the property without that information. There were three ways that an assessment on something like The Mill complex could be

made. They could base it upon reconstruction costs of the building as well as the land value at that time. Now, no one in his right mind would squeeze more than one million square feet of space in such an area with limited parking nor would they build five story high buildings like that, put up buildings of that configuration, so that method was eliminated, although the revaluation citizens committee would have been for it. Or, they could go by the purchase price of two hundred thousand dollars in 1953 when MII bought The Mill and add in the ten year period of inflation. We would have liked that, but it was unreasonable and unrealistic and the opposite extreme from reconstruction, so that was out. Even the citizens committee agreed that was no good. The only way left was to look upon this real estate venture, estimate the gross income, as well as the expenses through their own professional expertise, establish a fair appraisal. Now this made sense to all concerned, that is until we saw what fair appraisal was in their opinion. In dollars we would have had an increase of three hundred to four hundred percent. The citizens committee was elated. What caused this high appraisal was their estimate of income. For expenses they were pretty close, but for income, since we would not show them our leases they estimated the average rental. This was based on their experience, of seventy five cents to a dollar a square foot, per year. That was almost three times what we were getting. After some fast telephoning to our tenants, stating that I was going to show the leases and the reason why, they

all agreed. The professionals from New Jersey studied each lease. They also asked to see our income tax returns from the three previous years, which we gladly provided and they said they would have a new figure the following week. The new assessment figure together with the new tax rate resulted in the actual dollars we had to pay in real estate taxes the following year to be several thousand dollars less than we were then paying. Cries of collusion, tampering, and other less than flattering terms came from the citizens committee. They were considering taking the issue to court, but the professionals appraisals convinced them that had absolutely no case, which I believe was verified by other sources. It took awhile for the issue to pass on. The town assessors were embarrassed by the whole incident, even though the situation was really thrust upon them. Thereafter, as before, with the local assessors, all dealings were pleasant and fair. Perhaps that experience should have led us to include escalation clauses in future leases for increased taxes and so on, but we still wanted to do without the ifs and buts in future rentals to our tenants.

The Enterprise Weekly, a local newspaper, in its September 6, 1962 edition, had an article referring to Maynard Industries as the salvation of the areas economy and they went on to say that MII had done more for Maynard economically in almost ten years than many townships had done for themselves in two hundred.

Physical changes to the property played an important role in this era of The Mill history, 1953 to 1974. The first winter of ownership was 1953 to 1954. Heating costs were one of the three major expenses, the other two were real estate taxes and labor, not necessarily in that order. These expenses were too high for our anticipated low rentals, because we were running two one thousand horse power high pressure Heine boilers. Any one tube leaking meant that the boiler had to be shut down, but more about that later. To run high pressure boilers required at least four licensed firemen and a licensed engineer. Converting these boilers, or as it turned out just one boiler, to low pressure, although quite expensive, would pay off in several years. This meant not only extensive work on the boiler itself, as well as the pertinences in the boiler room, but as we were now going from hot water in our heating coils throughout The Mill to steam every trap had to be changed as well as many valves. Whether it was not realized or the engineering firm forgot to tell us, hot water pipes through many years of use, accumulate silt. When you switch to steam you loosen that silt from time to time, like the next twenty years and it does not take much to clog a pipe. Hot water pipes through many years of use accumulate silt. When you switch to steam, you loosen that silt from time to time, like the next 20 years, and it doesn't take much silt to plug a trap. This has the same effect as shutting a valve. Result, no heat in that coil or radiator. More time was spent

by the maintenance crew cleaning traps than on any other single function.

As the occupancy in The Mill increased, we found it necessary to open up the roadway space so trailers could navigate and all trailers were accessible for shipping and receiving. In 1954 and 1955, we removed several wooden buildings. Buildings thirteen and fourteen, opposite building two, building four-A, adjacent to the boiler house and a two story unnumbered structure at the corner of Main Street and the Assabet River. Also demolished was a six car garage west of the office building. The elimination of these wooden structures also reduced the risk of fire at The Mill. On the subject of demolition.... In early 1954, the local tax assessors made a tour of the properties. As they walked through buildings number seven and number nine, they assumed we were going to remove them both. We told them they were right about number nine, which was adjacent to eight and in front of number seven. We would not eliminate number seven, we had other plans. Here is what number seven looked like in 1954. It had been the dye house for The American Woolen Company. Huge wooden vats, half above and half below the floor, which was nothing more than wooden catwalks. Because of the steam that was used in the process of dyeing the woolen cloth, almost everything was in a state of rot and decay. The place had been stripped of most salvageable materials, i.e., cast iron piping and cast iron cables. In general it looked like a

bombed out area. The roof monitors as well as the roof itself were also in terrible condition. After cleaning out the tons of wool and other debris, all the wood except for the columns and planking over the raceway in building seven, we demolished number nine putting all the brick and masonry into number seven, thereby creating a tailboard level floor with two truck ramps. We covered the monitors with aluminum and plastic siding, repaired the roof and within ninety days had a new tenant occupying the nineteen thousand square feet. It was ideal for their operation; converting corrugated cardboard to boxes. Later on this is where Digital had their board shop. I had photographs of the dye house as it looked at its worse before we worked on it, as well as photos of the new clean, nineteen thousand square foot open floor. I had a poster made depicting before and after. The caption read "Dye House, Now Living . . ."

Another major change to the property was the installation of the bridge from Thompson street to the fourth floor of building number five. Although we had quite a few prospective tenants looking at both floors of building number five, three were no takers. The drawback was limited elevator service to those floors and the inadequate loading and unloading facilities to those elevators. We decided to make the floor accessible by tailboard. As Thompson street rises along the building, it was a very logical thing to do. That would also make the fifth floor the equivalent of a second floor. We had

the bridge designed so that it could carry the equivalent of six loaded trailers. This was similar to highway bridge construction, although it was actually three trailers wide. Before the state engineer would approve the design, he wanted evidence of the ground conditions that the steel columns would rest on. Since it was winter we couldn't do much outside the building, so he agreed to an opening right inside the first floor. As we were anxious to get this project going, we asked the state engineer to return the next day to inspect the excavation. We had a crew digging all night without much to show for it. For that end of building five is on ledge and without blasting, which we would not do in the building, we barely got the hole down a few feet. A ten second glance convinced the engineer to approve the design, and he was gone. The crew that worked all night, would have appreciated his studying their work for at least a bit longer for all their efforts. In any case, we could proceed. The construction of the bridge was done by G. Bonnizone & Sons of Hudson, Mass. We didn't bid the job because they offered us an arrangement we couldn't refuse. This was the winter of '54, '55. Bonnizone did a great deal of state work. During that time of the year, his men had little to do and he only wanted to keep them busy. His proposal was to do the job as designed on a pure cost basis. He would submit his weekly labor and material cost to us and we would pay his receipts and nothing else. The total cost was sixteen thousand dollars. The concrete was poured in the dead of winter, covered with straw

the old fashioned way, and to the best of my knowledge, this thirty four year old bridge is holding up very well. We had a problem for a time with trucks backing into the loading area bumping the building and causing some shaking, but the proper dock bumpers rectified that. Within a few months of the bridge being installed, we had a tenant on the fourth floor (Old Colony Sail Company), and shortly thereafter, a tenant on the fifth floor (Admiral Shoe Sales Corporation). The shoe company used the floor for distribution, and the installation of a conveyor from the fourth floor dock facility, gave them a near tailboard arrangement. The conveyor direction was reversible so it could be used for shipping or receiving. We believe that we had done well with the cost of the bridge construction, but couldn't be sure until about a year or two later when Bradley Container Corporation build a similar bridge to the third floor of building five at the center of the building. Although similar, the bridge was shorter, not as high above the ground, and also narrower. BCC acted as their own contractor to save that additional cost. Their construction took several weeks longer than the fourth floor bridge and the cost exceeded substantially the cost of the first bridge. We were lucky and had made the right decision. BCC also installed the pedestrian bridge from Thompson Street to the second floor of building five. Throughout the years, G. Bonnizone & Sons did a great deal of work for us in creating parking areas, resurfacing roadways and miscellaneous construction.

In 1960 we decided to go with the times and instead of just calling the properties Maynard Industries, Inc., we officially became known as the Maynard Industrial Park. After all, we did have a few (very few) trees, and the name gave us a touch of class.

Much has been written about The Mill Clock, or Town Clock, as it was also known. It was built in 1892 and is believed to be the oldest hand ground clock in the country. In 1957, the clock striker mechanism was acting up and I decided to do away with that weekly winding. That is, until the wrath of the Town descended upon me. I received many calls from irate local citizens who were so dependent upon hearing the clock strike both day and night that they were depressed without it. Initial attempts to repair the striker, were unsuccessful. I was on the verge of having the clock tower removed. For, not only did the clock require work, but the tower was in need of repair. The bid for four thousand, three hundred and forty dollars to remove the superstructure and install a new flat roof, versus two thousand four hundred and ninety dollars to repair the tower was the deciding factor. Of course, we still had the striking mechanism to repair, and that was ultimately done. Can you imagine what would have happened, had I removed The Clock Tower. Picture the thousands of Digital employees with their various key chains, pendants, belt buckles, etc., with a blank space where The Clock Tower is so prominently

displayed.

The Boston Globe ran a story on The Clock Tower in 1960, that made the wire services. We received suggestions from as far away as Alaska telling us how to electrify the clock so that the weekly trek to wind it would not be necessary. Suggestions such as, taking an old washing machine motor, etc. I never did explain that the weekly climb also provided a check of The Tower, its roof, etc., to make certain nothing was amiss. In 1961, MII granted the request of the Maynard youth center to use The Clock Tower as their official symbol. Later, the town made the same request to which we acquiesced.

The existing 270 foot original height chimney was built in 1892. Another chimney was built in 1916 of hollow yellow brick. In MII's second year, 1954, when we converted the boiler to low pressure, we no longer had need for the newer chimney. Furthermore, there were signs of deterioration and we had to either make repairs, or make it disappear. In 1956, we had it removed. Since there wasn't room to set a dynamite charge and drop it, the removal process was as follows: A large opening was created at the bottom of the chimney. For three days, two men sat on the very top and with hammers, and knocked the bricks into the chimney. Each evening, the bricks were taken out of the bottom by a front end loader and loaded onto trucks. The bricks were then dumped along the edge of the Dennison parking lot, now the Main Street Parking Lot, as

rack rack, to keep the lot from gradually eroding into the pond. By the fourth day, with the narrowest part of the chimney down, they used rocks to break up larger sections of the chimney, which again, fell inside the bottom and were scooped out at night. On the seventeenth day, the chimney was completely gone, now laying in pieces in the pond along the parking lot. Total cost two thousand two hundred dollars. An amazing incident took place one day during the demolition work. The treasurer of BCC came along side of me in The Millyard as I was observing the work in progress. "Must be costing you a pretty penny," he said. "Not costing us as much as it's costing you," I said. "What do you mean, we're not participating in that project, are we?" "Just look at those windows," I replied. For there in each window, in all three floors of that part of building number five from whence the chimney could be seen, were at least two or three BCC employees idly watching the demolition proceedings.

By 1961, the lack of parking space was creating an impossible situation. When I learned that the old Town House across from The Mill was going to be replaced by a new building further west on Main Street, I initiated action to obtain that site for parking. Ken was among the several tenants who sent me letters explaining that if they could not look forward to some relief in the parking problem, their future growth in The Mill would be questionable. Repeated appeals on my part to the Board of Selectmen and others to at least have open bidding at

an auction, or field bidding, if they preferred, to sell the property went unheeded and unanswered. There was no change in the original intent, and that was to move the Post Office from Nason Street to this spot, right across the street from The Mill. True enough, the Nason Street Post Office was inadequate, and a larger facility needed. However, this Main Street location, while having a larger building, would not have sufficient off street parking with it. To no avail, within the inner political workings of the town of Maynard, the decision was that was the only place for The Post Office. No consideration was given to sell the land for a restaurant, retail store, service operation, or as we wanted, a parking lot. This was quite a disappointment to MII and its tenants.

With no hope in sight for parking relief, MII took a bold step. The Draper Company was leasing a string of three buildings, number fifteen through nineteen, and their lease was about to terminate. They also had under lease buildings twenty and twenty one. Draper wanted to consolidate all their wool storage in the latter two buildings and give up the smaller five buildings. MII decided to raze these five buildings, creating a parking area for 60 vehicles. This meant marking smaller spaces for smaller cars, an innovative idea at that time and having the cars park three deep, bumper to bumper. This type of parking was by no means ideal, and through the years created many inconveniences, but they were desperate times and required desperate actions. MII did not

relish eliminating revenue producing property (thirty-two thousand square feet), but we had to show good faith to our tenants by taking some remedial action. The town lost real estate taxes on the demolished buildings, seven thousand one hundred and fifty dollars the next year. Within a week, after the Post Office opened, the citizenry complained there was no room to park, but the Post Office won their spot.

With the removal of these buildings, we reduced our rental space at The Mill to one million, one hundred thousand square feet. Some of the area residents enjoyed the project of demolishing those buildings, as they purchased the used bricks from the contractor for fireplaces, patios, and other outdoor purposes. Through the years, the town officers, such as town clerk, treasurer, town accountant, fire, police, and public works department were all very cooperative. Occasionally, they were some self proclaimed pats on the backs by some Maynardites as to the success of The Mill experiment. But the attitude was basically positive. MII preferred a laissez faire approach and made no effort to participate in local politics. We wanted to be considered as good cooperative citizens and I cannot recall any incident of major difference with the town, except for the one tax situation and the parking area instead of the Post Office.

We did have one prospective tenant come in who was going to require an inflammable storage room to keep flammable liquids.

I had the insurance company come down and they sat down with him and showed how he could build a room (this was on the first floor of building six-B) remove one of the huge plate glass windows and install wooden shutters instead, enclose the room on the inside of the building and if for some reason, there was an explosion, it would blow out the shutters, (the path of least resistance) and expel itself over the roadway along the building and the river itself. Just to double check, I had the fire chief come in the following day to explain what was anticipated to be build. No way, was his reply, you don't blow it out towards the town side. If you want to have anything blow out, blow it toward The Mill side. That of course, disagreed with the insurance company said could be done. We had a Catch-22 situation. The prospective tenant never became a tenant.

In the summer of 1971, Maynard had perhaps the biggest parade ever. The famous Mummers Band of Philadelphia and many other bands and floats made it a gala occasion. I am not certain, but I believe it was the 100th anniversary of the incorporation of the Town of Maynard. Digital and MII co-sponsored a float entitled "One Hundred Years of Progress and Industry." It depicted on one half "1871 Maynard Mill Complex" an old woolen loom with several overall dressed operators, one with a derby, and a young man with a pail of water for drinking. The other half of the float "Maynard Mill Complex 1971, had several pieces of Digital Equipment being

operated by four young men and women dressed in the then current mode in a modern office environment.

November 1971 was a highlight in the life of Massachusetts, Maynard, and Digital, when Governor Francis Sargent proclaimed Massachusetts the mini computer state and Maynard the mini computer capital of the world. On the last day of that month, the Town of Maynard had an appreciation night at the High School auditorium to salute Digital Equipment Corporation. It was a fitting tribute to both Ken and Stan and their accomplishments with the company.

At that time Digital had more than six thousand eight hundred employees-world wide, of whom about three thousand were in Maynard, and more than two million square feet of space overall. I was one of the program speakers who chronicled the fourteen years (in 1971) since its inception, as it related to the growth in Maynard. I also recall in referring to the success of the company that there was one person perhaps who could question whether or not he was successful. He was a young man who during the past 14 years, never received a promotion, his title had never been upgraded or changed, and there is reason to believe that one would have some doubt of accomplishment if no such appropriate recognition was forthcoming. The young fellow started in 1957 as president, and was still in that same position in 1971. After the festivities, I spoke with Ken and said I hoped he took no

affront to my remarks, he replied that what I had said was true and that he had not received any change in title. Since I did not work for Digital at that time, I only had to be concerned with the landlord/tenant relationship, not employer/employee.

Another very serious financial change which took place for MII was during the winter of 1973-74. This was not a near miss like the real estate tax situation of ten years earlier, this was a direct hit. We started that heating season paying two dollars and ten cents per barrel (forty-two gallons) of number six residual oil, also known as Bunker C. Due to the Arab oil embargo, the price by season's end, had gone up to more than eighteen dollars, an increase of more than eight hundred percent. Fortunately, as was our practice, we had topped off all six tanks of twenty thousand gallons each during the summer before that heating season, so we did have about twenty five percent of the total annual consumption on hand before any increase hit. For the record, there were seven twenty thousand gallon underground tanks but one was used for number two oil by Digital. I wrote to both U.S. Senators from Massachusetts, Ted Kennedy and Edward Brooke, explained that we had to absorb this entire increase, and unless something was done to reverse this situation, while at one hundred percent occupancy, we would be operating at a loss. They both expressed outrage at what was happening to fuel prices and assured me they were very concerned and giving the matter

their serious attention.

In the Beacon Publications Industrial Review of March 9, 1974, the newspaper interviewed several tenants at The Mill. Although the following comments concern me, if I don't mention them, they may never come to be known. Mr. William Locke of The Country Store, Incorporated, is quoted as saying in that Industrial Review, "We have ten landlords spread around in various towns, and Irving Burg is at the top in our estimation." Mike O'Buck of Maynard Pattern Company, "They are wonderful, exceptional people. Maynard Industries is an asset to this town." Public relations manager of Digital, Dick Barraby, on his opinion of MII and Irving Burg said, "He's great, our whole business climate is most satisfactory." Thomas McCoffee, owner of Carlisle Screw Corporation, "Our only problem is parking, and that is something Maynard Industries can't help. Pete Moles, plant manager of Chemplast Incorporated, "We're happy with the New England set up, it's our first experience with New England." Pete was from New Jersey. Bob Lennington, President of HighComp, Incorporated, "We find Irving Burg an excellent landlord, we're happy we picked the old Mill for our location because it is in the center of everything and near some good eating places."

In 1974, Digital was the town's leading taxpayer, paying more than one hundred forty three thousand dollars. Bear in mind that both the Parker Street complex and former H.A. Scott

Building on Powdermill Road were included. MII was fourth in the taxpayer line with almost forty thousand dollars. On June 17, 1974, just short of 17 years since The Mill was first visited by Ken, as a possible location in which to start a new business, an agreement was arrived at between Digital and MII for the purchase of The Mill and all its assets. Effective June 24, 1974, Digital was the owner of its birthplace. There were at that time, still ten other tenants under leases of various lengths. Digital honored those leases, and whatever options to renew that they contained. Through various incentives, some of these companies opted to relocate prior to their lease termination dates. As was once explained to me, of utmost concern to Digital, was the fact that the total value of their personal property in The Mill had reached such a substantial level that their insurance carrier was concerned about the multiple tenancy of the property. The possible risk of having operations that were not under Digital control had to be addressed. Digital had for several previous years, made major expenditures to improve the sprinkler system of The Mill. Including new underground piping, new sprinkler heads, and other major changes to reduce the risk of a major loss due to fire.

My first assignment when I became a Digital employee on June 27, 1974 was to visit the then tenants with Harold Chernouth to explain the change of ownership of the property and that their rent checks starting in July should be made out to

Digital. In addition, although Digital would not consider new lease period extensions, everything they now had would be unequivocally honored. The tenants were advised that Harold was now representing the landlord and he should be contacted for any appropriate reason.

One day in September of that year, I was now working in Marlboro, I received a phone call from one of the tenants that neither his July or August rent checks had cleared the bank. I got together with Harold and we finally traced the repository of the rent checks from all ten tenants for both July and August. A clerk in accounts receivable had them all neatly arranged in a drawer. Too shy to ask what they were for or what to do with them - no system for handling rents had yet been set up. Furthermore, invoices for rents were not being sent out yet. The tenants, on their own, were mailing in checks as they would ordinarily do.

What should be of interest to railroad buffs, is an article in the publication called Bulletin. In July 1977, The Bulletin which is the official publication of the National Model Railroad Association has a lead story by Steven Wagner, together with many photographs, both old and new of The Mill. Entitled "Assabet Mills," it gives an excellent history of the buildings as well as railroading information at The Mill. One interesting railroad detail worth telling regards the unique situation we had for many years in The Millyard. As we were

so pressed for parking places, we had no choice but to allow cars to park so that they would block the railroad tracks. However, under severe penalty of nothing but my wrath, my office would have the registration number of every tenants employees vehicle who might possibly park in the yard. Thereby, we could get the car moved in time for the train to go through to its terminus at the center door of building number five. Not because of who he is, but Ken's cooperation was perfect, without a single miss in moving his Pinto (as he often parked on the tracks). Should he be out of the plant and his car left there, he secretary Miss Carlson had a key and moved it post haste. We were not always so successful with others. Like the occasional locked car left on the tracks with the driver nowhere to be found and the train unable to load or unload at the proper dock facility. What I needed was more time to work the issues, and not only the few minutes that Boston & Maine Railroad would give me when they arrived in Maynard. So we implemented a new procedure. When the train was in Acton, my office received a call from the freight agent there, and that gave us about twenty minutes before we had to have the track cleared of obstructions. This arrangement, although still not perfect, allowed us sufficient time to get all vehicles off the track. We also had time to remove or salt the ice on the track which could cause the locomotive to derail. This happened more than once when the wheel flanges could not cut in along the rail itself and would just go awry. Since the locomotive was barely moving, if it

did leave the rail, it would be put in reverse to get back on and some ice picking was done before another attempt was made at going forward. In time, we reduced the problem by using an old Mill cart we had modified as a salt spreader. It allowed the salt to be distributed just where the flange was to go, and as long as the ice was softened a bt, the flange bit into it and the train proceeded safely.

No history of any period of The Mill would be complete without reference to several incidents of disaster or near disaster proportions. The summer of 1954 brought hurricanes, Carol and Edna to New England. We lost several hundred panes of glass in our windows and some roofing paper, but nothing more extensive. The summer of 1955 brought hurricane Diane. Reportedly the highest water level ever to our area. I recall a Commonwealth of Massachusetts Investigator asking me how much damage we experienced with the Assabet River overflowing onto our property. I told him we really had no damage but I'm sure some of our first floor tenants near the river had losses to some of their equipment, supplies and so on. He wasn't pleased with the answer because although he was going to see tenants separately, he had the building damages estimated at two to three hundred thousand dollars. Sorry about that, but I wasn't about to suggest some ridiculously inflated figure to exaggerate the storm damage.

As a result of Diane, I joined a group of building owners in

Hudson, Stow, and Maynard and for the next several years, we worked towards getting something done to reduce the flooding in the area. We addressed the Commonwealth Legislature, met with the U.S. Army Corps of Engineers, and other agencies. The result several years later was the Nashoba Watershed Project, which was a series of dammed areas where water would accumulate during heavy rains and gradually empty out into the Assabet River, reducing the sudden rise of the river preventing flooding, and it worked. Before the completion of the project we had a couple of occasions where between melting snows and several days of heavy rains, the Assabet overflowed onto our property. It was in such emergencies that the resources of Digital were put at our disposal, thereby reducing potential damages. Spending quite a bit of time helping during these emergencies was Ken Olsen. Setting an example by his leadership, similar to the famous battle cry of the Israeli Defense Forces, "Look at me and do likewise - do as I do." There was one instance where perhaps Ken overdid it. A main water pipe located in The Millyard near Main Street burst. The water shot through the roadway and in geyser fashion was flooding the first floors of buildings eight, eight-A and eleven. Although the water was shut off in rather short order, a huge crater was formed and we still didn't know whether it was a fire sprinkler water pipe or a town water supply pipe or really what had happened. As the emergency type people were preparing to enter the crater, putting on boots and other appropriate gear, Ken jumped in,

attired in his business clothes, to try to determine the nature of the problem. I believe he went deeper into the water softened soil than anticipated, but appeared as nonchalant as ever. He sank into the mud almost to his knees as he looked around for the actual break in the pipe. The effect was an inspiration to the men about to undertake the work, and they approached the task with enthusiasm. The various storms and other emergencies taught us to have in readiness, sand, sand bags, pumps, foul weather gear, ropes, plywood, roofing paper, and other related equipment supplies. I involuntarily wince when I think of another emergency which comes under the heading of disaster, and unfortunately happened several times each winter. I am referring to our heating/boiler problems. In my ignorance of the situation, I accepted the fact that by our second heating system, operating a boiler that was converted to low pressure, life would be simpler because I no longer had licensed fireman or engineers to run the boiler. It was now fairly automatic, had three oil burners in it, and did not require someone in attendance at all times. But what happened if the solitary boiler should have a problem, and at that juncture, my hair started turning gray. If a single tube of the five hundred and fifty in the boiler sprang a leak, the boiler had to be shut down, allowed to cool for two to three hours, and then have someone enter the firebox. The firebox was about twenty foot square and the first row of tubes eight feet above the floor and while someone plugged the tube at the back header, another man hosed

water in at the front header, meanwhile the man in the firebox had to watch for a sign of a leaky tube. This was done one tube at a time until the bad tube was found. Meanwhile, there was no heat going out to the buildings. It took anywhere from fifteen minutes when the leak was in the lower tube, and could be readily seen, to ten or more hours if the tube was high up. When the weather was extremely cold, (like in single digits) with the boiler down, and no heat, we had to decide whether or not to drain the water out of the sprinkler system in the buildings to avoid frozen pipes in the coldest areas, like stairways and other isolated places. Subject to the outside temperature, there was also the problem of inconvenience to the tenants. When the interior building temperatures dropped below reasonable conditions in which to work. Draining the sprinklers means the buildings and their contents would now have no protection in case of fire. It also meant that our insurance premiums, as well as those of our tenants, would be subject to review. We came close several times, but never did empty the sprinkler system.

I recall sometime around 1960, Digital had about one hundred or so employees and a boiler tube let go in the afternoon. About ten p.m. Stan called to find out how things were going. I told him we still hadn't found the bad tube. He asked if there was any way Digital could help. A typical Digital offer. He had to know whether or not to cancel their first shift. I told him I would get back to him in a few hours.

We were back on line by 2 a.m. and in time for the first shift everything was normal, except for some very exhausted maintenance men.

After a few winters, I convinced the owners to install on large oil burner in the unused boiler, making the necessary piping and valve changes and then we could at least have a standby that could adequately provide heat to the plant as long as the outside temperature did not go below twenty degree Fahrenheit. Now our vehicle at least had a spare tire, without much tread, and with a few patches, but at least it was a spare.

In 1967, we finally installed two Kleeever-Brooks fire tube package boilers, either one of which could satisfactorily heat the buildings. Now for the first winter in fourteen years, I received no calls at night or had my Sunday morning racquetball games interrupted because of a boiler tube failure. Of course there were other reasons at The Mill that would interrupt my peaceful home life.

Considering the complexity of The Mill Property, the age of the buildings, and the variety of tenants (82), and their operations during the twenty one years under MII, we were quite fortunate to have an almost total absence of insurance problems, either property damage or personal injury. Except for damages caused by hurricanes, Caroline and Edna, broken

windows, loss of some roof covering, etc., Maynard Industries did not file a single insurance claim. There were two suits filed against us for personal injury, one related to ice on a roadway in The Millyard, and another, a stairway injury, and in both instances, we were not found liable. We did receive, what we considered, some unusual recommendations from our insurance carrier. Such as, anchor the roof of building one. This was as a result of a building constructed in a similar fashion to building number one located elsewhere, and having its roof blown off in a hurricane. Also, in building number one they wanted all the sprinkler heads changed because it was believed that the lead in the heads manufactured in 1917 and 1918 when number one was built, was inferior. The heads could go off through weakness and cause water damage. We submitted a quantity of heads for testing. The insurance company's test results indicated the heads operated satisfactorily. The still recommended changing all the heads in the building. They also wanted sprinkler heads installed in the office building on Main Street. Only pure office type low risk activities less than a normal household took place there. No reductions in premiums would be forthcoming if we installed the heads. How could I sell that one to my Board of Directors. Spend several thousand dollars when no one but the insurance carrier felt there was commensurate risk involved and no payback. None of those three recommendations were considered by us.

During my term as manager of The Mill, the people I worked for

showed interest in other vacant mill type properties. So at least several times each year, we investigated each location. Among those we studied were The Kerr Mills in Fall River, Mass., and two other cotton mills in Fall River, Woodall's Carpet Mill in Worcester, The American Woolen Company Buildings in Andover, several large mills in Lowell and Lawrence, the Wickwire Spencer Plant of Colorado Fuel and Iron in Clinton, Mass., the Hudson Worsted Building, and the Victory Plastics Building, formerly Firestone, both in Hudson, Mass. The latter three, Wickwire, Hudson Worsted and Victory Plastics were purchased by the group. Although I was an employee at The Mill, closed Corporation, couldn't get in, as well as The Wickwire Plant, I was a full fledged associate in Hudson Worsted and Victory Plastics. I managed the three properties, visited them daily, while concurrently managing The Mill. We had the Wickwire Spencer plant for nine years, The Hudson Worsted for less than one year, and the Victory Plastics purchased April 1965, wasn't sold until 1977. Three years after I joined Digital. Obviously, I did not manage that property those last three years. Through the years there were various high school and college students who chose The Mill as a subject for writing. They varied from the study of textile mills, to industries going south, to New England and the age of electronics. Elizabeth Dickinson, a graduate program researcher at Babson College, in 1977 wrote "A Micro Study of Maynard Mill" Ms. Dickinsons study runs from the genealogy of the Maynard family in the Sudbury plantation in

1638 through the early 1800's and Amory Maynard's manufacturing of textiles, the first wooden structures to house equipment of the late Framingham Manufacturing Company, then to The Assabet Manufacturing Company, its purchase by The American Woolen Company, through the MII era, and finally, the part that Digital played and its influence upon the area. At my retirement dinner this past January, one of the attendees, Paul Riekennan, a double digit year Digital employee, called to my recollection, his bicycle riding in The Millyard, with his friends when they were young teenagers. He said I used to come out of my office and ask them to leave, as the yard traffic made for dangerous riding. That goes back some thirty odd years. No, he does not look the same, nor do I.

As I end this coverage of a portion of The Mills history, I would like it to be known that I can make myself available to anyone regarding this period. It is to those who were at The Mill during this period from '53 and '74, and who recall something of interest to them which they believe I may be able to corroborate or amplify, I would like to hear from them.

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Thank you for listening.