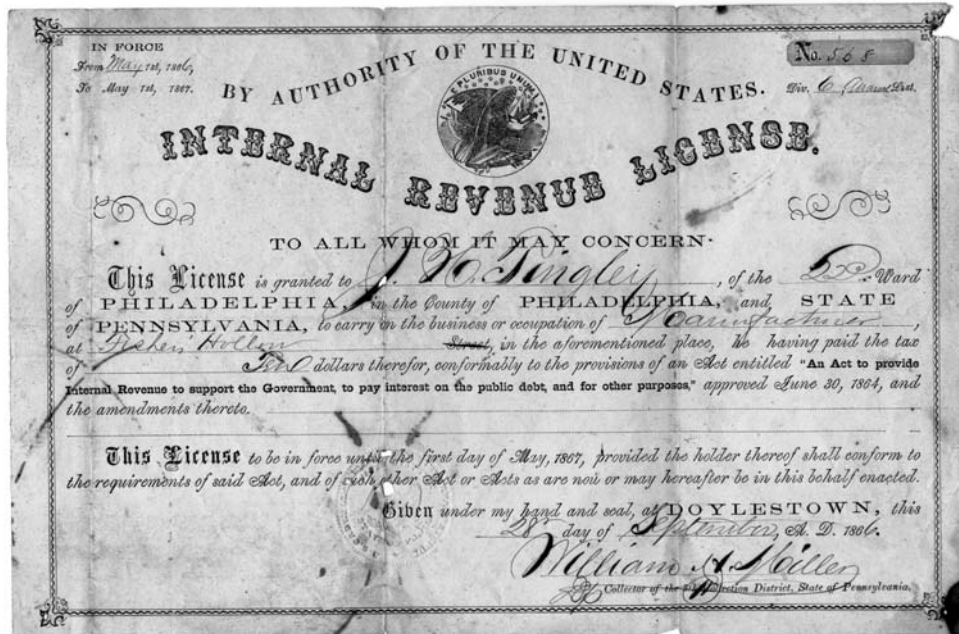


Three Accounts of the History of C.H. Masland & Sons

A History of C. H. Masland and Sons

By R. P. MASLAND, Treasurer and Secretary JUNE, 1953

IN THE fall of 1864, following his discharge from the Union Army, Charles H. Masland was employed by John Tingley at a dye house located at Fisher's Hollow in Germantown, Philadelphia. He was twenty-three years old, and for the long hours that he worked he was paid \$9.00 per week. After two years, Charles, his brother James, and Joe Scargle formed a partnership and purchased the business from Tingley.



They operated the dye house in Germantown for a year and then had difficulty with the boiler. The owner of the property would not repair it, so Charles and his brother left Germantown and moved to Frankford. In Frankford they rented a small dye house located on Frankford Creek, which they operated until 1868, when the brothers purchased an abandoned vinegar plant and converted it into a dye house. They named the plant the Allegheny Dye Works and traded under the name of C. H. Masland and Brother. This name was used until Charles bought out his brother, after which he traded under the name of C. H. Masland.

C. H. MASLAND & BRO.
Allegheny Dye Works
Trenton Avenue, above Clearfield St.

Philadelphia, 187

C. H. MASLAND & BRO., we send
..... pounds of Yarn,
to be dyed and returned soon as possible, as follows,

Pounds	Tan,
"	Brown,
"	Red,
"	Green,
"	Blue,
"	Black,
"	Purple,
"	Yellow,
"	Orange,
"	Slate,

For

.....

The dye house on Gunners Run Creek was crude when compared with the dye houses of today, but the business prospered. The customers were the many weavers of ingrain carpet located throughout the Frankford-Kensington District of Philadelphia. The early settlers in that section of Philadelphia were largely English, Irish, and Scotch, and many of them had been weavers in the old country. There were several large plants operating in Philadelphia, but there were a great many producers of carpet who had one or two hand looms which they operated in their homes.

Charles H. Masland had six sons.



Walter Edgar, John Wesley, Charles William, Walter Edgar, Frank Elmer, Maurice Henry

His oldest son, Maurice H., after finishing grade school, went to work for his father in the dye house, and a few years later was joined by the next brother, Frank E. Both brothers worked in the dye house, and Frank also doubled as bookkeeper. The story is told that prior to Frank's joining the business his father had had a very simple but apparently adequate bookkeeping system. In the left-hand drawer of his old wooden desk lie kept the unpaid bills, and in the right-hand drawer, the paid bills. If at the end of the year the left-hand drawer was empty and if there was money in the bank, he knew he had had a good year. There was no concern about income or excess profits taxes. Before entering the business, his son Frank had taken a bookkeeping course at a business school in Philadelphia. He immediately set to work to revising his father's bookkeeping system. Later in life he confessed that his elaborate system had them all so confused by the end of the year that neither he nor his father knew where they stood.

The Allegheny Dye Works was sold in 1886 to Brehm and Stehle, which company still operates under the name of Allegheny Dye Works.

After the sale of the Dye Works in 1886, Charles H. Masland purchased the Anchor Carpet Mills. This marked the advent of the Masland family into the carpet business and the company name became C. H. Masland Sons. The two active partners in the business were the two eldest sons, Maurice H. and Frank E., their father having retired from active participation in the operations of the business after providing his sons the financial assistance they required to operate the carpet mill. Title to the property and machinery had to remain in the hands of C. H. Masland for two years because a legal partnership could not be formed by the two brothers due to the fact that Frank E. had not attained his majority. This occurred in August, 1888, and the partnership was then formed and the company traded under the name of C. H. Masland & Sons. A few years later C. William joined the partnership and in 1896 J. Wesley became a partner. Since the company's founding in 1866 the name of C. H. Masland has always been used, first as C. H. Masland and Brother, then C. H. Masland, then C. H. Masland Sons, and since

1888, C. H. Masland & Sons.

The Anchor Carpet Mill was located at 1732 Lieb Street, Kensington, Philadelphia. It consisted of about 30 hand-operated ingrain looms. Shortly after the purchase of the Anchor Mill, erection was begun on the first unit of the Amber Carpet Mills at Amber and Westmoreland Streets. The new unit consisted of a one-story and basement building, 52' x 116', with a boiler house, dye house, and stable. The records also state that the plumbing facilities were far superior to those existing in the old Allegheny Dye Works. It seems they had been moved indoors.



This picture of the old Philadelphia mill is dated June 15, 1891. It was known as the Amber Carpet Mills.

On completion of this building the looms were moved from the Lieb Street address. At this time power looms began to supercede hand looms, and in 1887 the first power looms were purchased. The first order was for 12, 36" width ingrain looms. The hand looms were disposed of, but, fortunately, one was kept. This is preserved in Carlisle and is still in operating condition.

At this time another company was formed known as C. H. Masland Sons and Company, the partners consisting of C. H. Masland, M. H. Masland, F. E. Masland, Charles William Masland, and James Diffenderfer. This company operated a yarn store located at 318 Market Street, Philadelphia. It seems the family was in the mood for organizing companies because about the same time another one was set up consisting of M. H. Masland, F. E. Masland, C. W. Masland, and Jacob Rheim. This company was known as Masland Brothers and Rheim and dyed the yarns for the parent carpet mill and for the store on Market Street.



Masland Brothers and Rheim operated for about five years, after which Rheim was bought out and the dye house consolidated with C. H. Masland & Sons. The yarn store apparently was not too successful, because it was closed after operating for only two years.

About two years later three additional stories were added to the carpet mill. At that time Charles H. Masland owned the real estate and the sons rented from him. Additional ingrain looms were purchased each year until the decline of that type weave, at which time the company owned 197 ingrain looms and 24 Artsquare looms.

During the first few years of the operation of the carpet mill sales were made direct to retailers and jobbers who called at the mill to make their purchases. The records show that the first sale was made to W. & J. Sloane of New York City. This sale consisted of one roll of ingrain carpet, 36" wide, known as "Union." It was a blend, believe it or not, consisting of 50% wool and 50% cotton, and was sold at 230 a square yard. The sale was on a net basis, cash discounts and volume allowances not having as yet made their appearance. A few years later the brothers signed a selling agreement with W. & J. Sloane under which Sloane became the sole selling agent, with the reservation, however, that Masland could sell direct to Marshall Field in Chicago. In later contracts this reservation was removed and W. & J. Sloane acted as selling agents for all floor coverings manufactured.



In 1898 C. H. Masland & Sons first entered the Wilton business. The company leased from W. & J. Sloane a Wilton mill in Mt. Holly, New Jersey, known as the Mt. Holly Brussels & Wilton Carpet Mill. To get to the Mt. Holly Mill it was necessary for the brothers to take a trolley to the Market Street Ferry, cross the river on the ferry, and take a train to Mt. Holly. This was a rather tedious trip, and it is told that the first winter was so cold the Delaware River froze from shore to shore and Maurice Masland would frequently skate across the river to Mt. Holly, thus saving the long trip by trolley, ferry and train. The Mt. Holly venture was cut short by a fire that completely destroyed the mill. It was not until 1936 that the Masland Company again entered the Wilton field



Around the turn of the century tapestry and velvet carpets became increasingly popular and the demand for ingrain declined. At that time velvet and tapestry looms were purchased and a drum printing plant was installed. The Masland brothers were not pleased with the results obtained by drum printing, so they purchased a roller printing machine which printed the pattern into the carpet after the carpet had been woven. Later a machine was purchased to print scatter rugs, size 27" x 54".

Seamed rugs were made by printing strips of 27" body carpet and then printing strips of 27" border carpet. The strips were sewed together to form the body and then the borders were sewed on with mitered corners. This proved satisfactory until a later machine was built which printed the carpet in such a way that the body strips and the border strips could be joined with seams running the length of the rug and eliminating the need to miter the corners. This machine was operated in the Philadelphia mill for many years, and later, with the advent of seamless looms, was widened so that it would print seamless 9' x 12' rugs or seamless carpet 9' wide.

In January, 1907, the partnership, which then consisted of Maurice H. Masland, Frank E. Masland, Charles William Masland, and John Wesley Masland, was dissolved and a company was incorporated, again continuing the name of C. H. Masland & Sons. The officers were Maurice H., president; Charles William, vice-president; Frank E., treasurer; and John Wesley, secretary.

The Philadelphia Mill located at Amber, Willard, Westmoreland, and Collins Streets was operated as a unit until it became evident that the multistoried buildings were not adequate for the weaving and handling of broadloom carpet and seamless rugs. It was decided at that time to build a new plant, and after giving careful consideration to many localities, Carlisle, Pennsylvania, was selected.

The property purchased in Carlisle in 1919 had been for many years operated by the Carlisle Agricultural Society as a fairground. The stables, grandstand, track, and other buildings were on the property. While the first manufacturing buildings were being erected, looms were set up in the building which had been used for the exhibition of fancy chickens brought to the fair by the farmers. Several of the Associates still working in Carlisle were trained in that building. The office was located in the fairgrounds gate house, to which a wing was added as more space was required.

Operations continued in Philadelphia until 1928, when the Carlisle unit was completed and all the machinery moved from Philadelphia. The Carlisle plant continued to expand, manufacturing

principally the famous Argonne rug and large quantities of automobile carpet.

In 1936 C. H. Masland & Sons went back into the Wilton business, acquiring the mill that had been operated by The Barrymore Seamless Wiltons, Inc. The mill had been idle for several years and a complete line of Wilton rugs, carpets, and contract carpets had to be developed. The Wilton Mill was acquired on January 1, 1936, and the first rug was shipped in March of that year. It soon became evident that additional wide Wilton looms would be needed, and as 12', 15', and 18' looms were purchased they were installed in the Carlisle plant.

The expansion program was curtailed by the advent of World War II. Early in 1941 the officers of the company, feeling that war was imminent, converted a number of looms to the weaving of cotton duck. By the end of 1941 substantial quantities were being produced for the government. Following Pearl Harbor the entire Carlisle plant was converted to war work. All of the velvet looms, both narrow and wide, wove cotton duck throughout the war. A contract was taken for the manufacture of canvas truck covers. It soon became evident that the duck treating facilities of the country were inadequate, so the drying range was converted to a duck treating unit which ran continuously throughout the war, flame proofing, waterproofing, and mildew proofing wide duck for the Armed Forces. Additional contracts were taken for tarpaulins, bomber hangers, Red Cross markers, bunk bottoms, sectional tents, and all types of truck covers. The facilities of the main plant were inadequate and additional space was leased in Carlisle and neighboring towns. Duck was shipped to Carlisle from other carpet mills and from many of the largest duck weavers in the country. Storage space was at a premium and at one time there were over seventy carloads of duck on railroad sidings between Harrisburg and Chambersburg.

In addition to the items mentioned above, the company also took sizeable orders for the manufacture of foul-weather clothing for the Navy. This department later became the Sportswear Division of C. H. Masland & Sons.

In recognition of the war work done by the company the Army-Navy E was awarded on December 19, 1942. This was the first Army-Navy E presented to any carpet mill and was followed by four other awards as the war progressed. Later in the war the labor supply proved inadequate and to produce an order for sectional tents the Army agreed to furnish the company with German prisoners of war. Over 200 of these prisoners worked on tents until the end of the war. It has been stated by officials of the government that during the war C. H. Masland & Sons was the largest fabricator of duck in the world. For many months, over 100 miles of duck was being fabricated each day in the various plants operated by this company in and around Carlisle.



Aerial photo of the Carlisle Mill, taken in 1951.

At the close of the war the Carlisle plant bore no resemblance to a carpet mill and it was necessary to reconvert and in many cases relocate the carpet making machinery. This gave management an opportunity to further streamline the production equipment. The Wilton Mill in Philadelphia had not been converted to war work, but had continued to weave Wiltons on a greatly curtailed basis. Following the war it was able to step up production quickly, but a longer time was taken to get the Carlisle Mill operating. However, by the end of 1947 it was running full force.

Since the war there has been a continuous expansion in Carlisle, with additions having been built to the weave shed, the office, and the yarn storage warehouse.

From the earliest days of the company until 1938 W. & J. Sloane acted as sole selling agent. In 1913 Sloane withdrew from this field. At that time they had been acting as sole selling agent for Alexander Smith & Sons Carpet Company and C. H. Masland & Sons. Alexander Smith decided to take over the W. & J. Sloane sales force and at that time an agreement was signed under which Smith became sales agents for Masland. This pleasant relationship continued until it was mutually agreed that the interests of both companies would be best served if each company maintained its own sales organization. Thus C. H. Masland & Sons on June 1, 1953 began to sell direct to the trade for the first time in over sixty years.

During its entire existence the ownership of C. H. Masland & Sons has remained in the hands of the decedents of the founder, Charles Henry Masland. There were originally five stockholders, but as the family grew and estates were settled many more stockholders came into the picture, but they are practically all members of the family.

The fourth generation is now active in management. The first generation was represented by Charles Henry Masland; the next by four of his sons who were in the business, namely, Maurice H., Frank E., Charles William, and John Wesley. The third generation is represented by grandsons of C. H. Masland, who are the present officers of the company, namely, Frank E. Masland, Jr., president; C. H. Masland 2nd, vice-president; Maurice H. Masland, Jr., vice-president; and Robert Paul Masland, treasurer and secretary.

The fourth generation is represented by four of the great grandsons of Charles H. Masland, namely, Frank E. Masland, III; William S. Masland; Charles Henry Masland 3rd; and Daniel L. Masland.

The company is 87 years old, which makes it neither the youngest nor the oldest in the industry, but 87 years is a long while. When this company was founded the country had just gone through the throes of the worst civil war in history and was struggling with the problems of reconstruction. Andrew Johnson was President and the Union consisted of 30 states. The cities in the East were almost village-like compared with what they are today, and the great West was largely undeveloped. Since 1866 our country has had 17 presidents; it has gone through panics, depressions, and scandals, good times and had times; and has participated in four wars. During the life of the company it has seen the advent of telephones, radio, television, automobiles, submarines, airplanes, millions of new gadgets, and the atomic bomb.

The carpet industry has changed from hundreds of small plants to approximately 18 large companies. The trends and styles in carpets have changed from the old ingrains to today's sculptured, embossed, and textured fabrics. In spite of the tremendous changes that have been made in the way in which we live, carpets and rugs have continued to be the preferred floor covering of America.

C. H. Masland & Sons is proud of the part it has played during the last 87 years, but realizes that history is only a base on which to build the future.

Teamwork of Three Generations Did "Impossible" in Rugs

Forty Years of Family Devotion to a Vision Enabled Maslands to Apply
Quantity Production Methods to Rugs of Oriental Design and
Coloring Weaving and Dyeing in Continuous Rolls



C. H. Masland, Sr.
Who founded the firm of C. H. Masland
& Sons in 1864. Mr. Masland, who
retired some years ago, is now more than
eighty years old.

By Wm. A. McGarry

IT WAS a chilly day in mid Winter. A wet snow was falling, drenching everything it touched. The slush was inches deep on the sidewalks and the crossings were quagmires. Residents of Roanoke hastened along the main business street intent on getting into warm stores and offices, ignoring the usual distractions of a busy street.

Suddenly foot traffic was blocked by two men who came from the door of a department store carrying between them a rolled up rug. Pedestrians grumbled at the delay and waited for them to carry it off. Instead, the men placed it carefully in the center of the sidewalk and then proceeded to unroll it, revealing a delicate oriental pattern against a background of softest blue.

There it lay in the slush for three days, surrounded at first by a wondering throng. In the beginning its velvety hues were in sharp contrast with the drab brown of the sidewalk muck, and pedestrians, still curious, walked gingerly around it. But in a few hours the mud concealed its colors, and it ceased to be a novelty. Remarking that it was a rather large and expensive doormat, thirty thousand people tramped across it. Back of that spectacular demonstration of utility is a manufacturing triumph produced by forty years of hard labor and continuous experiment by three generations of Philadelphia rug makers who refused to concede impossibilities. The Maslands, who made the rug, knew nothing of the test to which it had been put until, cleaned and dried, it hung in the window of the Roanoke store, an eloquent testimonial to their own enduring patience. But the fact that its colors were still fast and that ten cars of ordinary wear in three days had hardly torched its surface did not astonish them in the least. They knew the materials and the work that had gone into it.

As a family story the history of the Maslands is one of the most interesting in the annals of American business. But it goes deeper than mere commercial success. For the Maslands have kept alive under modern, multiple-production factory methods the best traditions of their ancient craft. They have taken the beauty of the East, available only to the few, and combined it with the utility of the West, made for the many.

It is now three years since this family perfected a method which has been the goal of rug makers since the first application of power to the loom—the manufacture of a large size rug in a continuous mechanical operation without sacrifice of quality.

When their experiments started they were told they were tackling a triple impossibility—mechanical, chemical, and artistic. Disregarding that, they buckled down to work. When finally they were able to announce their triumph it was hailed as the result of an inspiration. But to the Maslands it represented only the final step in an amazing series of operations based on prolonged study and experiment—a step they had foreseen years ago.

C. H. Masland, Sr., now more than eighty years old, founded the firm of C. H. Masland & Sons in 1864. He was born in Philadelphia and went to work in a hosiery mill owned by his father at the age, of 10, continuing his schooling at night. When he reached the age at which boys of the present generation are leaving high school he had an expert's knowledge. Then-young Masland was 18 - Lincoln called for volunteers. The Maslands promptly closed their mill and volunteered en masse. The elder Masland was 54 and thus beyond military age, but he didn't like the idea of leaving the war to youngsters. So he simply reversed the figures of his age and got into the army. C. H. served out his three months' enlistment, and then joined up again for three years.

A Sunday school superintendent who had taken over a small dye plant as a bad debt took a liking to Masland and sent him to the plant as his representative. Less than a year later he offered to let Masland buy the plant and pay for it out of profits, if he could make any. The youth mapped up the offer, and in a few years owned the business. That was the beginning of the present vast enterprise headed by one of his sons.

One by one Mr. Masland brought four of his six sons into the business. Maurice H. and Frank E. entered in the order named. At first the plant was devoted to the making of dyes. But little by little it expanded. Dyeing yarns for carpets became one of its chief activities, and knowledge gained in this work

laid the foundation for later achievements. In 1886 the sons decided a bigger future awaited them in carpet making. In a single room they took over some hand looms and started weaving. Two years later Charles William Masland, another brother, joined them. From the small beginning the carpet business grew so rapidly that shortly after the third brother joined the enterprise it was able to put up a building on a new location, absorbing the dye business.

When J. Wesley Masland entered the partnership in 1896 the sole product of the Masland mills was carpets. The demand for a floor covering easier to handle and more sanitary than carpet was already making itself known, however. That is why the brothers began, in 1897, to produce small ingrain art squares. A method now perfected and applied to large sized rugs was next given its first trial.

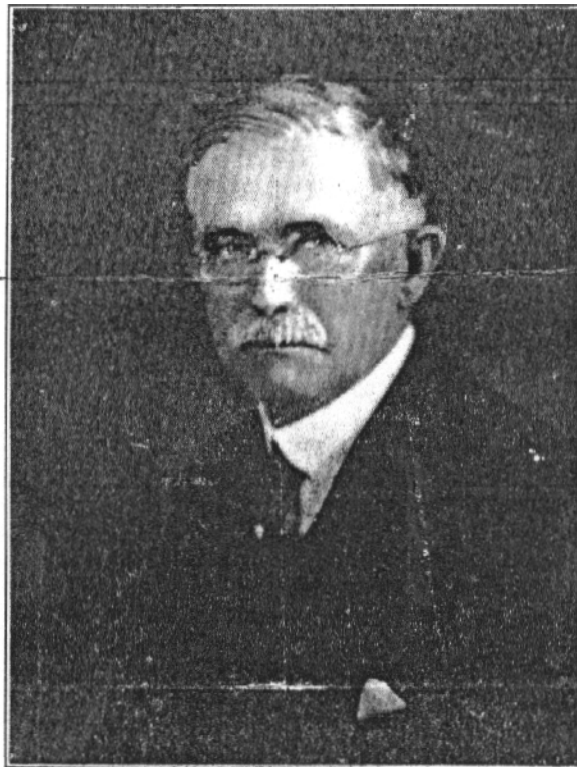
How Sons Solved Problems

In order to explain this method insofar as the interests of the makers will permit, it should be stated first that in the manufacture of any good rug What is brought to the surface is really a closely compacted collection of yarn tufts. The yarn, in other words, stands on end. Under the old process, wherever one color showed, all the other colors going into the manufacture of a rug were "buried." Rug makers for generations had been aware of the costliness of this process, with its unnecessary waste of material in the back of the rug and the restriction of relatively low loom speeds, but many experts had assumed that nothing could be done about it.

Rug making was one of the oldest arts known to mankind. It was an art that by common agreement had reached its highest perfection, from an artistic point of view, at any rate, in the famous handmade rugs of the Orient. The more valuable of these rugs were generally the product of an entire family, and often they required years to complete. That brought the cost far beyond the reach of the average householder.

When the Maslands began to study the possibilities of a speedier and less costly method, experts were still marveling over the wonders of the Jacquard machine. This made possible the use of five colors in a series of operations. They wanted more colors, in order that a rug of Oriental design could be brought within the means of every buyer. and to this end a continuous mechanical operation was essential. At the same time they recognized that seams meant wear, and that the ideal machine-made rug must be seamless, like the handmade product.

How the sons prepared themselves to solve these problems is a story of endless patience and of perfect co-ordination of effort. Maurice H. Masland, now president of the company, who was regarded as the directing genius of



Maurice H. Masland

President of C. H. Masland & Sons, well known rug manufacturers of Philadelphia and one of the oldest companies of its kind in the country.

the family and who is credited with visualizing the future of its product, made a special study of the mechanical problems involved. The late Charles W. Masland who died last September while, vice-president--turned his attention to the chemistry of dyeing, and to factory direction. Frank E. Masland's assignment illustrated the faith of the whole family that the supposed "impossible" problems would be solved. He went in for finance and economics, in order to be ready for a considerable expansion of facilities. He is now treasurer. J. Wesley Masland, now secretary, studied selling problems and business details. But each obtained also a good insight into the problems of the others. There was a constant interchange of information and ideas--thorough co-ordination.

One year after the art squares were introduced the Maslands succeeded in applying the continuous operation principle to carpets, limited, of course, to narrow widths. This method made possible a marked speeding up of production. In 1900 another forward step was taken when rugs in the 27 by 54 inch size were made. Five years later in 1905, when the demand for rugs in place of carpets began to make itself more apparent, full size rugs-9 by 12 feet-were made by sewing several breadths together with borders having mitred corners. In 1908 the fifth milestone was passed with the elimination of the cross seams, and in 1914 the real work of applying all the previous knowledge to the production of a seamless machine-made rug was launched.

"The problem was peculiarly complicated because of the thickness of the material, and the fact that a rug to give service must be tightly woven," said J. Wesley Masland. "It must be pliable, yet hold its shape under the hardest kind of usage. Disregarding for the moment the problem of a complicated pattern with borders, the task in even a single solid color without a border is difficult.

Saving by New Method

"When a pattern is used the problem is made more complex by each color, and also by the variations of the design. A method that would work very well with a single color would be of no use in attempting to implant a delicate patterns of two or more colors, each of which must be sharp and distinct. And ordinary methods would be out of the question with seven colors.

"I do not know how many separate experiments were made in our mills before the present method was developed, and before we had finally worked out its application. Fifteen years ago we knew we were on the right track; and by 1914 we were convinced we could apply this method to the making of seamless rugs in any reasonable number of colors and any complexity of pattern.

"The utilization of live steam in our method is of the utmost importance. For example, the delicate colors are set by the use of it. Steam gives even more assurance that the dyes will be fast. The rug used for the demonstration at Roanoke had a blue background, and blue is the most fugitive color used in rugs. The dyes are the best made--clear, definite, and as fast and lasting as those used by the Eastern weavers in the more costly Orientals. By the Masland method the colors go to the heart of the wool and last as long as the wool itself--and this is a positive guarantee back of Masland method rugs and carpets.

"Long before the present Masland rug was put on the market, however, we had made usage tests. Cutting up a rug to find that the dye has gone to the heart of it is far less satisfactory than actual wear and tear. When the present Masland method was first established we made carpets that are still in use after more than twenty years of service. For years we inspected a church carpet in Philadelphia regularly for signs of color loss, but it is to-day bright and good.

"The first and most obvious saving by the new method is in the handling of the yarns. These get their dye now in a single operation, instead of five. A second saving is made in the weaving. When that was done with the Jacquard it was a slow process. The Jacquard is really a pattern machine. It is equipped with a pattern from which each color is brought to the surface so as to form the colored figures. That, of course, takes time. Rugs by the new Masland method are woven in continuous rolls. Then from a gigantic original the rich Oriental designs are transmitted to the fine woolen texture "

Spirit of Teamwork

Just what quantity production at quantity prices means may be indicated by comparisons. Under the old method, makers of Wilton rugs rarely produced more than 500 of a single pattern. The reason was that this number met all the demands of the market at prices necessitated by the higher cost of manufacture. The Maslands found after introducing their new rug that at the lower prices possible it was necessary to make runs of 5,000 and more of a single popular pattern to supply the demands of the trade. Rugs of that type previously had been confined to the homes of the more well-to-do. The lower prices put them within

the reach of a much wider market.

What struck me as the most remarkable feature of this development is the fact that not one of the Maslands in three generations who contributed to it will claim the larger share of the credit. That more than anything else in this firm illustrates the complete spirit of teamwork that has prevailed. When it is considered that every forward step was pioneer work in which there was room for unlimited opinion, but no actual rule of guidance, this becomes even more amazing.

Plants Working' Day and Night

Another point of interest, as illustrating the confidence and vision of the family, is the factory launched some years ago at Carlisle. Up to that time all the manufacturing the company had been done in a series of big buildings in the Kensington will district of Philadelphia. Long before the new method was ready for marketing the Maslands realized that when their plans developed there would be a sudden demand for expansion. They met this by building one of the finest mills in the world at Carlisle, PA. "Expansion in a congested district is always a matter of compromising with efficiency," Mr. Masland remarked. "Scientific routing is becoming of greater importance every day, but it is impossible to carry it to its ultimate possibilities in old plants where space is at a premium. Accordingly we built the Carlisle mills on a large tract where there is plenty of room for expansion without loss of efficiency."

Events have confirmed the judgment of the company. Since the new rug has been put on the market it has been necessary to add to the Carlisle mills, and most of the time both Philadelphia and Carlisle units have operated on day and night schedules. By the time the demand jumped the Maslands had the factory capacity to handle it, and also the trained force necessary to a large output. The rugs now include virtually the whole range of designs to be found in the costly handmade products of India, China, Persia and Indo-Persia. Almost any color combination that may be woven into a handmade rug is possible.

For a time three generations of Maslands were actively engaged in the business, but some years ago the founder retired. The members of the third generation now with the enterprise are Maurice H. Masland, Jr., son of the president; Charles H. Masland, 2d, son of the late Charles W. Masland; Frank E. Masland, Jr., and Robert IP. Masland, sons of the treasurer. Maurice H., Jr. and C. H. 2d, are located at the Philadelphia plant, and the two others are at Carlisle. All are being trained as the founder trained his sons to handle specific tasks, but also to do anything that might be required of them for the good of the business.



Members of the third generation of Maslands, who are playing important parts in the development of the company founded by their grandfather. They are, left to right, Frank E. Masland, Jr., Robert P. Masland, C. H. Masland, 2nd, and M. H. Masland, Jr..

9/8/75

Retyped 2/28/84

Mike and David:

My mind goes back to my earliest memories of C. H. M. & S. I didn't know my dad too well until I was old enough to play football at Friends Central. He was rather totally wrapped up in the creation of C. H. M. & S. As you know, he started at the age of eighteen.

I do have memories of the rolltop desk and the high stool on which my dad and others in the office at Amber and Westmoreland Streets, worked, keen memories of the great Percheron horses and the wagons they used to haul raw materials and finished products. I have a vivid memory of when Dad was shot in the leg during one of the perfectly terrible strikes that used to tear Kensington apart, of how worried and tired he was when he came home at night. No employee who worked was safe. I can recall when Dad took me to Philadelphia to walk with my grandfather in the GAR parade on the cobblestones of Market Street. I was a country boy when I took the train from Bustleton to Frankford Junction. I would be met by Richard Nickum (who started with our company at age fourteen) who would take me to the office at Amber and Westmoreland in Kensington. Incidentally, I was born on Allegheny Avenue in a row house in Kensington - the mill district - perhaps a prenatal influence - for at an early age I loved to visit the office and in the care of Billy Scott - a weaver who taught me to weave and who later came to Carlisle - to wander through the mill. The clatter of looms was always music to my ears and the smell of wool being dyed, attar of roses. How impressive was the overhead shafting everywhere and the long belts running from the pulley on the shafting to each machine and the rumbling, shaking wooden floors. Later on, I loved and hated that great two-story print machine; loved it since it was the child of our own conception, hated it for we were tied to it since Axminster and Wilton were the people's choice. Incidentally, I have watched the office force grow from a dozen or so at Philadelphia to whatever it is now - plus computers.

Then, there were easy days and years when business was making money and life for my brother and me was a bowl of cherries. The world was at peace and anything but a peaceful world was inconceivable. We were abruptly jolted out of all of that by World War I. Five days after war was declared, R. P. and I were aboard ships in the Navy.

As soon as the war was over, I went into the mill at Philadelphia. I started on a Highspire loom and worked through the various departments. One job I had was to take my Stutz open car, drive down to the Corn Exchange Bank at Second and Chestnut and pick up the payroll in cash and drive back with it on the seat beside me. Also on the seat was a .45 caliber automatic.

When it was decided to leave Philadelphia, my brother and I were the determining factors in the decision to move to Carlisle. Other sites were considered. The negotiations were carried on by M. H., your grandfather and me. The other parties were Guy Carlton Lee, Carlisle's leading citizen and Clarence Liggett, Realtor. I participated in all those negotiations. Since I did and since I was the first Masland to move to Carlisle in July of 1919, and since I turned over the first shovelful of earth here at the old Fairgrounds, it might be said that "I was present at the birth."

That I started work at \$30.00 a week is of little moment but that is what it was. Gin and I lived in the Molly Pitcher until, with Dad's help, I could buy a home.

My office was in the Old Gate House. We moved Highspire looms into the Chicken House and trained weavers while buildings were abuilding. I supervised the building. We can skip a good many years here. R. P. came up and ran the office while I ran everything else. Subsequently, we were joined by C. H. and M. H. Jr.. It was fun, it was challenging. It was a great opportunity for a young fellow, a tremendous learning experience. Fortunately, Bill Barnitz was my friend and through him, I became acquainted with the community, the people in the countryside and soon, I found myself involved in just about every civic activity that existed. At one time or another, I was chairman of virtually everything. All of that was also a great learning experience.

I came to Carlisle determined there would be no union. I substituted the term "Associate" for employee, organized a semi-pro baseball team (that drew crowds), bowling, basketball, picnics and participated in all of them. We also established an Athletic Association with profits from the cafeteria going to the Association. We were among the earliest to install a profit Sharing Program. Three times, the Textile

Workers Union tried unsuccessfully to organize the Associates.

In 1922, we were broke, so broke that I unsuccessfully sought employment elsewhere. I tried to get a job with a coal company. They offered me the company. It was broke. That was the time of the "instant depression." Our jobbers shipped back their inventory and we had to store it in railroad cars on the siding. I participated in discussions with the banks and with W & J Sloane in an effort to keep the Old Ship afloat. I accompanied M. H. to New York to negotiate with Sloane on every occasion and I was with Dad when he called on the banks. We pledged our shirts and prayed and the Good Lord pulled us through - to a great year in 1923 that enabled us to clear the slate and keep going until the Great Depression hit. During that period, we had a Velvet print machine. We were selling through Sloane and jobbers. Those were the disadvantages. However, it was during that period that we got into the automobile business. Auchterlonie and I put us into that business. I traveled to Detroit almost weekly - in an upper or lower berth. As time has proven, it was worth it. 1922 and 1923 provided more learning experiences.

The country boomed. I learned what it was to live during years when optimism was rampant and then, the bottom fell out. With it went all that Dad had accumulated in Florida, with it also went M. H.

Fortunately for me, M. H. had been like a second father to me. Where he went, I went. I had his complete confidence. He told me that he knew his son could not take his place and expected that some day I would - but neither of us suspected it would be so soon.

The shock of M. H. passing had, by no means, worn off when I was asked to assume the full measures of responsibility. I was but 36 and we were in the bottom of the Great Depression of all times. I inherited a two year supply of cotton yarn, carrying a 22¢ price that I could buy at 5¢. wool dropped from "1.25 to 25¢. It was tough. Again, we were broke. We simply wouldn't admit it. R. P. and I worked out a program. We were in hock to the banks and Penn Mutual. He would deal with them until they wouldn't deal. He called me his "defense in depth." At that point, we would visit the banks and Penn Mutual together. I guess the fact I always enjoyed a poker game may have helped since, in essence, I would simply say, "You have your choice, Mr. Bodine, carry us along or you are in the carpet business." Our team play worked. R. P. sweat blood in those days. He was a tower of strength.

There were two or three other factors that saved us. One was my invention of Hitap and it was solely mine. It could be made so cheaply that automobile companies stuck with it instead of going back to rubber mats. Another was the mutual faith men and management had in each other. There were no employees. We were all Associates, a happy family. I knew every one and, at least once a week, walked through the mill visiting. We played ball and bowled together. How different today.

I would return from Detroit with an order for a certain yardage at a certain price. I would call our people together, tell them the exact situation, tell them how much I could pay them, that what I paid was based on a break-even price. They always said, "Okay, take the business." Somehow, we weathered the storm. We managed to keep our head out of water through a depression, which lasted until World War II came along. During those years, my days were rather long. Usually, I was in my office at 8:00. Perhaps three or four days a week, I returned after supper and worked until 10:00 or 11:00 at night. Dad, as you know, had retired and gone to Florida but we never lost contact. I could always consult with him and did. He wrote me frequently, warning of situations that could happen based on the fact that in his experience they had happened. Though in his seventies, his advice was invaluable.

However, it was on my own that, a year before war broke out, I concluded it was inevitable and we tuned the Machine Shop over to war work and learned how to weave cotton duck on a carpet loom. I went to Washington and had our product approved. I almost had to force our company into war work. R. P. went along with me, but there were others, including stock holders, who made it difficult.

The war period was exhilarating. It was a monumental challenge. We had a marvelous organization - R. P.,

C. H., M. H., Jim Prescott, Paul Shearer, Frank Kitner, Ralph Maher, Jack Kelly and many others in positions of responsibility, plus all our people.

You know the complete confidence the government had in us and that not once did we fail. Our slogan was for God and Country and together, we came through. This was the first time in my experience that we had enough capital to enable us to realize our objectives. With capital available, we could and did become Number One in the cotton duck field. We were accorded every priority by the government. I traveled to Washington almost every week. I was the only non-York member of the famous York Plan and I have forgotten how many other Boards and Commissions. A sixteen-hour day was normal. I was young enough to take it and except for the fact that you boys (together with countless others) were overseas, to enjoy it.

You know the rest, something of the reconversion problem, (truly a monumental one), when we wrote checks for a million dollars to the government, the numerous visits I had with John Sloane when they decided to withdraw and subsequently with Bill Ewing and Fred Klein, all of which were unpleasant and difficult, all leading up to the development of our own sales force from scratch.

You are also aware of the rise and fall of the sportswear business. You probably know that I am the one who fought the battle to preserve the sewing skills that we developed during the war, having become convinced there would again be a need for those facilities and, as you know, that need arose with the advent of the Korean War. I believe you know that I was the one who insisted upon the acquisition of the Barrymore Mills at Philadelphia. R. P. backed me but we were advised by bankers and by others in the industry with whom we consulted to stay out of the Wilton business and not to touch Barrymore.

I am sure, as I look back, that our company made many mistakes as a result of my advice and the positions I took, but I honestly can think of only one that stands out and even as I think of that, I suspect that under similar circumstances, I would have done the same thing. I am referring to our tie-in with Mitsui. We had no way of knowing there would be a change in the tariff laws but as that developed, it sure turned out to be most unfortunate.

I have never looked at sportswear in the same light. Our mistake there was employing the wrong man. The idea of utilizing sportswear to preserve our sewing expertise was a good one and, in view of the prosperity of all those who remained in the sportswear business, I believe, had we been willing to provide a change in staff, we would today be in that business in a big way and find it as profitable as others do. In a sense, I compare that venture with Dawson. Sportswear started out beautifully. It was a one-man operation handled by Bracken. He was a super salesman. He was a lousy manager. Does it all not sound familiar at Dawson? Bracken and Kileen. There was and is a difference. We could afford to drop sportswear.

For more years than I can remember, I have nightly prayed for C. H. M. & S. and for you boys. I have included in my prayers, the plea that you might never be confronted with situations as uncomfortable, as potentially fatal, as those R.P. and I fought through together. I am proud of you, of your accomplishments in the world at large.