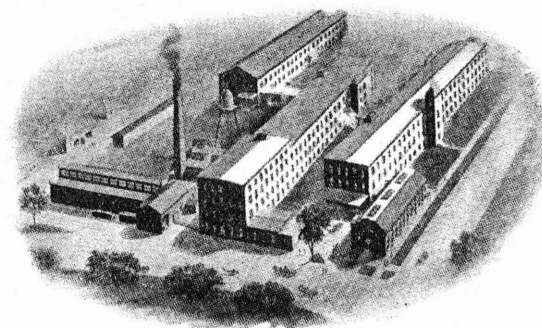


HISTORY
OF THE
PAGE BELTING
COMPANY
CONCORD, N. H.

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of the
PAGE BELTING COMPANY



1871 - 1927
CONCORD, NEW HAMPSHIRE

BY CHARLES T. PAGE

HISTORY OF THE PAGE BELTING COMPANY

The history of the Page Belting Company would be incomplete without referring to Moses Webster Page, who was born in Gilmanton, New Hampshire, February 27, 1820. Several of his ancestors were engaged in some department of the leather business. George F. and Charles T. Page, who, when mentioned in this record as associates, will be designated as the Page brothers, are sons of Moses Webster Page.

At an early age—the date cannot be positively known, but from other data it is evident that he could not have been over sixteen—the boy Page began a seven years' apprenticeship with David E. Dockham, of Gilmanton. Mr. Dockham owned a tannery and boot and shoe shop in the Iron Works Village on the banks of the river which flows from Lougee Pond (now known as Crystal Lake) to the twin Suncook Ponds in Barnstead.

Under the tutelage of Mr. Dockham, young Page learned the trade of tanner and currier and the manufacture of boots and shoes, and became a skilled workman. One of the preserved records of his work is that Mr. Dockham was proud of the achievement of his apprentice in cutting, treeing, sewing by hand, and finishing, in one day, a pair of leg boots. Men and boys universally wore long boots reaching nearly to the knees.

It is interesting to recall the methods in vogue in the

W. B. RANNEY CO.
PRINTERS
PENACOOK, N. H.

leather industry of that period. In many New Hampshire towns, even small ones, there was at least one tannery. Gilmanton had two, Barnstead, Pittsfield, Loudon, Chichester, Boscawen, Salisbury, and Franklin each had one or more. During a considerable period Concord was an important tanning center. In the East Village, Cyrus Robinson, senior, had a tannery on Mill Brook. Enos Blake, grandfather of Harold H. Blake, owned and operated a tannery on Blake street in the rear of the home of Dr. D. E. Sullivan. Capt. Richard Ayer carried on an extensive tannery on the lot now occupied by Sullivan's garage. Water was supplied by Tanyard Brook, which crossed Main Street just north of Gray's garage. James Moulton operated a tannery back of the old prison shop.

In those primitive days, which, as we count time by years, do not seem very remote, the maker of boots and shoes with his "kit" went from home to home, remaining long enough to see that each member of the family was properly "shod." Uneven places in the soles were leveled with a skiving knife, and instead of a rolling machine, a lapstone, flat and smooth on one side, and a broad faced hammer were used to make the soles firm.

A few years prior to the Civil War a new plan for making shoes displaced the house to house method. Factories in Haverhill, Mass., sent into New Hampshire towns, not too far from the railroad, cases of sixty pairs of cut uppers, soles and findings to be assembled in the complete shoes, and then reshipped to Haverhill. In the 1850's Mr. Page lived in Chichester and was engaged in this business. He employed several hands and his two elder sons—not over twelve and ten years of age—pegged shoes.

The better day of large units of manufacture completely changed the tanning and shoe making industry, resulting in an improved product at a reduced cost to the consumer.

In 1859, Mr. Page bought the tannery in Franklin, N. H., which he operated about eight years. Meantime he became interested in the manufacture of lace leather. At that time lace leather was tanned by the salt and alum process, and the product was very crude and unsatisfactory. Mr. Page invented and patented (dated May 8, 1866) a chemical process that completely revolutionized the lace leather business. The new product was yellow in color. Originally the color was obtained by the use of sweet fern, a shrub found in pastures in great abundance. It was cut and dried, then steeped in hot water. Later gambier was used instead of sweet fern. In addition to the lace leather made by Mr. Page, large quantities were manufactured in Pawtucket, R. I., and South Attleboro, Mass., under licenses of the Page Patent. In 1867, the business at Franklin passed into the hands of A. M. Stewart, who operated under a license which he purchased.

The success of the lace leather was so marked that Mr. Page thought that the same process would ensure good belting, especially in flexibility and strength. In a modest way he began that branch of business in the winter of 1867-68. The leather was tanned by A. M. Stewart and the belting was made in the shop of B. H. Chase, Manchester, N. H., in a building owned by the Amoskeag Corporation, located on Mechanics Row, in the rear of the Langdon Mills. Mr. Page did most of the work, and sold the goods.

Early in the summer of 1868, the Page Brothers began work for their father. On July 16, 1868, they bought the

business, and in the firm name of Page Brothers began to "carry on." The investment was small and the capital was nearly all borrowed. Most of the manufacturing was done by the members of the firm, and for a few months the product was sold by the father of the two brothers. The business was continued in Manchester until December 1, 1868. In the meantime A. M. Stewart made an old barn, in Franklin, into a suitable shop for manufacturing belting, and the Page Brothers leased it for a term of years. The necessary machinery was purchased with money borrowed of Daniel Barnard, a lawyer and friend, who was secured by a mortgage covering the machinery. The plant was ready for use December 1, 1868, and on that date operations began in Franklin.

Partially tanned hides were bought from E. G. & E. Wallace, of Rochester, N. H., and of tanneries in which they were interested in Concord and Saco, Maine. The tanning was completed by the Page Patent Process. Of necessity the volume of business was small on the limited capital. It was the day of small beginnings, but the most was made of a little. The demand hardly exceeded the product of ten hides per week when the business was started in Franklin. The merchandise inventory on January 1, 1869, amounted to only \$1,877.28. The inventory July 31, 1869, amounted to \$7,156.69. On the latter date the net capital, aside from borrowed money and profits, was less than five hundred dollars. The net profits from January 1, 1869, to July 31, 1869, were \$820.87, making a net capital of only \$1,267.57.

August 17, 1869, Enoch Jackman was admitted to a one-third interest in the firm and contributed \$15,000.00 on cer-

tain conditions. Late in 1869, Mr. Jackman moved to Franklin and became identified with the work and management of the business, the arrangement continuing until December 31, 1871. The product was generally satisfactory, and through advertising and other efforts the goods became quite widely known. Considerable money was expended to establish the business, but not much profit was realized. The firm labored under many disadvantages in using leather from several different tanneries, and the belting lacked desired uniformity. The three and a half years ending December 31, 1871, was a period of hard struggling, attended by many discouraging conditions. The profits were small, but a real gain was registered in the matter of foundation work for future business.

In the early summer of 1871, conferences were held with E. G. & E. Wallace relative to the formation of a corporation to do business on a larger scale in Concord. The negotiations resulted in the organization of the Page Belting Company, under the general laws of the state, on August 3, 1871, in the Senate Chamber, Concord. The officials chosen were: Ebenezer G. Wallace, Edwin Wallace, Enoch Jackman, George F. Page, and Charles T. Page, directors. Daniel Barnard, clerk, George F. Page, president, and Charles T. Page, treasurer, the latter holding that office, with the exception of a brief interim, until January, 1913.

During the autumn months changes and additions were made to the tannery plant in preparation for the removal of the goods and machinery from Franklin, in December.

On January 1, 1872, the business was fully established in Concord, with George F. Page in charge. At the same time a branch was opened at No. 1 Federal street, Boston. The

treasurer's office was there until February, 1875, when it was permanently located in Concord.

The June, 1872, session of the New Hampshire legislature passed an act granting a charter to the Company. Governor Ezekiel A. Straw signed the charter July 4, 1872.

The great Boston fire occurred November 10, 1872. The branch was burned, and, with the exception of the books which were saved, the loss was a total one. The net loss in excess of insurance was considerable, but in spite of that the results of the first year of the new enterprise were very satisfactory.

At the annual meeting held January 9, 1873, the corporation was reorganized under the charter, without change of officials.

The business began with a capital of \$75,000.00. Early in 1873, it was evident that the increasing demand required a larger investment. The sale of 500 shares of stock was authorized, making the capital \$125,000.00. The sale, by subscription, mostly in small lots, was completed in the middle of the year.

September, 1873, marked the beginning of a panic which lasted six years. It was supposed to be the aftermath of the inflation incident to the Civil War. Business was greatly depressed, but the corporation held its own and paid dividends in spite of large losses.

The year 1876, memorable as the Centennial year, was one of heavy expense in connection with the Philadelphia exhibition, which was in the nature of advertising and attendance. It provided many new connections at home and abroad, and led to increased trade.

Previous to 1877 lace leather had been supplied by tanneries

in Pawtucket, R. I., but that source having failed it became necessary to enter upon the manufacture of that article in Concord. Sales had been about 1,000 sides per month. It was hoped that the amount might be doubled. Within four months the output was 1,000 sides per week, and a little later the demand was 1,800 sides per week. It became an important part of the business.

Again more capital was needed for the enlarged business, and at the annual meeting, January 10, 1878, the stockholders authorized the sale of 750 shares at \$105.00 per share. The subscription was immediately opened and in twenty-four hours it was all taken, thus making the capital \$200,000.00.

In September, 1878, George F. Page left for a business trip in England, Scotland, France, Germany and Russia. He opened the way for introduction of goods in France, Belgium, Switzerland and Russia.

December, 1878, the lease of the store at 50 Federal Street, Boston, having expired that branch was closed.

From 1879 to 1886, the affairs of the corporation held the usual course without incidents requiring mention in these records, except a few events which will be recorded under special headings.

In 1887, an addition to the capital was effected by the sale of five hundred shares, making the amount \$250,000.00.

In January, 1891, branches were established in Boston, New York and Chicago. In the same year 2,500 shares of preferred stock was issued, increasing the capital to \$500,000.00. The new issue was preferred as to dividends but not in liquidation.

In 1892, the construction of two brick buildings was begun

—the belt shop 260 feet in length and three stories, and the curry shop 84 feet and four stories. They were completed in 1893, and equipped with the most approved machinery. The plant was then equal, if not superior for the purpose, to any in the country. In the same year (1893) preparations were made for extensive exhibits at the Chicago World's Fair. These two events inevitably interfered with the regular course of business. There were many unavoidable interruptions involving much expense and loss of financial returns. During the years 1893-95, the "tide was running out," seemingly without possible restraint, and the situation was serious. Dividends were impossible, but were accumulating on the preferred shares, and the capital was impaired. Under such conditions good men, all of whom were animated by a desire for the shareholder's interests, would naturally differ in judgment as to the causes that led to the disaster, and the best methods to repair the loss and restore the business to its former prosperity.

The foresight in planning for, and construction of an ideal home for the business was amply justified. Without it the resoration would have been much more difficult, if not impossible of realization. The years 1896-99, were given to the solution of the problem in hand. Slowly but surely it became evident that there were better things to come. By 1899, work and patience were rewarded, and there was light ahead. The Company was again demonstrating a capacity for financial rewards. But there was still an unsolved problem, for with an impaired capital no dividends could be paid, and the accrued dividends on the preferred shares was still mounting and there was no hope of the payment of dividends for a long period of time. In this

situation it was evident that a reorganization must be effected. Early in 1899, a committee consisting of the president, treasurer and five other stockholders, representing both classes of stock, was appointed to formulate a plan of reorganization to submit to the shareholders.

The committee reported to the stockholders at a special meeting called to act upon the plan submitted by the committee. It was approved by a majority vote of those who were present. The first of June a letter outlining the reorganization plan was mailed to each stockholder. The plan involved the surrender of every share of stock of both classes, to be replaced by an equal number of shares of *common* stock having a par value of fifty dollars (\$50.00) instead of the original one hundred dollars (\$100.00). The holders of the preferred were to receive a dividend of four per cent (4%) or two dollars (\$2.00) per share, that being the only advantage accruing to the preferred class. The letter clearly stated that there would be no "trading", but that there would be absolute uniformity in dealing with the parties in interest. The dissent of a single holder would have defeated the plan. The alternative was liquidation, involving unknown sacrifice of assets.

There were 333 stockholders, one of whom was in Ireland, one in the Far East, and 331 scattered in thirteen states from Maine to California, many of whom, because of distance, could have no part in the meeting which approved the plan. On the day of the special meeting one of the keenest stockholders said, in private conversation, that the plan could never succeed for it would involve a miracle; he held that opinion until very near the end of the campaign. Humanly speaking it was an impossible task, but on Decem-

ber 1, 1899, the shares were all surrendered. The interposition of Divine Power was as manifest as the shining sun at noonday, and this is by no means a solitary incident of the kind in the experience of the Company. The new certificates were issued in December and the year closed with the capital fixed at \$250,000.00.

The year 1900, brought renewed prosperity like that of former days. As the years passed some new departments were added, the business was prosperous and increasing in volume. There are no special incidents to be recorded for a number of the following years. Additions were made to the plant to meet the demands of the business, the details of which will be given under a separate section of this record under the title "The Plant."

The World War introduced a period of great prosperity, and the Company shared this in a very remarkable degree, so that on January 1, 1917, in addition to the large dividends which had been made for several years, a stock dividend of \$250,000.00 was declared in the form of preferred, non-voting shares having the par value of fifty dollars (\$50.00) with dividends limited at six per cent (6%). Thus the "cut", which occurred in 1899, was restored and the capital again became \$500,000.00.

January 1, 1923, another stock dividend of \$250,000.00 known as Class B common—non-voting, brought the capital to \$750,000.00.

January, 1927, the surplus cash permitted the purchase and cancellation of 1,000 shares of preferred stock, reducing the capital to \$700,000.00.

CAPITAL SUMMARY

1872	\$75,000.00	1900	250,000.00
1873	125,000.00	1917	500,000.00
1878	200,000.00	1923	750,000.00
1887	250,000.00	1927	700,000.00
1891	500,000.00		

THE PLANT

The lot comprises about twelve acres. In the allotment made by the original proprietors of Penacook (the former name of Concord) in 1726, the western half containing about six acres was assigned to Thomas Page. The Page brothers are descendants of that family. More recent records show that lot as it now appears was owned by the Northern Railroad, evidently as a supply of filling for the track, as a considerable amount of sand was removed. The railroad sold it to Charles Moody, who conveyed it to Thomas Clough on January 9, 1855, for the sum of \$2,500.00. At that time it appears that there was no building on the lot. Thomas Clough sold it to the Concord Steam Mill Co. A steam saw mill was built, the walls being of granite; this must have been in the year 1855. Horseshoe pond was used to float the logs, which were conveyed to the mill through a sluice under the street. February 5, 1856, a mortgage was executed in favor of the New Hampshire Savings Bank, as security for a loan of \$5,000.00. The deed was signed by directors Thomas Clough, Shadrach Seavey and Charles Smart. The sureties were said Clough, Smart and Isaac Elwell. The mortgage was evidently foreclosed, for on September 14, 1860, the bank deeded the property to Isaac Elwell. There is no available record indicating the period

in which Elwell operated the saw mill. January 23, 1857, the boiler exploded, both ends being driven through the walls of the building. The *New Hampshire Patriot* of January 28, 1857, gives the story of the fatal accident. Lorin A. Webster, an employee in the mill was warming himself in front of the boiler and was instantly killed. William H. Keniston, fireman, was blown into a pile of lumber fifty feet away but fortunately escaped with only the loss of one arm. The saw mill proposition seems to have been an ill-starred venture. The substantial chimney, built in 1855, by the late James Whittemore, is all that remains of the original structure on the lot.

On July 29, 1863, Isaac Elwell conveyed the eastern half of the lot, and the saw mill thereon to Charles E. and Cyrus R. Robinson, the consideration being \$7,300.00. The Robinson brothers did business under the name of C. Robinson & Sons, and for many years the father and sons operated a tannery in East Concord. They made such changes in the mill as were necessary to adapt the building to the tanning industry, and built a wooden structure for a curry shop.

E. G. and E. Wallace were admitted to an interest in the business as silent partners, but the arrangement terminated unfortunately, involving legal action resulting in turning over the property to the Wallaces, by deed and otherwise on September 24, 1868.

In the latter part of 1868, a three years partnership, known as Cherry, Coon & Wallace, was formed to continue the business. The members of the firm were: William Cherry; Coon, Crocker & Hobart, leather merchants of Boston, and E. G. & E. Wallace.

October 15, 1870, George A. Pillsbury, assignee for Isaac

Elwell, sold a three-fourths interest in the western half of the lot to E. G. & E. Wallace, for the sum of \$687.37. On the same date said Pillsbury conveyed the other one-quarter to Coon, Crocker & Hobart for \$229.12. November 25, 1871, Coon, Crocker & Hobart deeded their one-fourth interest to E. G. & E. Wallace, presumably at the price they paid for it, thus making the lot, containing about six acres, an investment by the Wallaces of \$916.49. Through the wise foresight of E. G. & E. Wallace the two lots were again united, as one of about twelve acres.

January 15, 1872, E. G. & E. Wallace conveyed the property to the Page Belting Company, including buildings, machinery and tools in consideration of the sum of \$28,000.00.

NEW BUILDINGS AND ADDITIONS

1874—An addition was built on the tannery.

1882—Engine and boiler house, and installation of new engine and boilers.

1883—Addition (70x40) to the wooden building for a lace leather curry shop.

1892-93—The belt shop (260x54 three stories) the curry shop (84x50 four stories) both of brick and fireproof.

1906-07—The wooden building, except the oldest section which was dismantled, was moved and refitted on new foundations; a new boiler house with modern boilers and full equipment was built; an addition was made to the curry shop (200x50 three stories); a storehouse (130x48); and an office building (104x40). The new structures were built with brick and fireproof. The cost, including water tank and tower, walk-ways, sewers and laying water pipes was \$108,755.12.

FIRES

May 30, 1874—A small fire in the tannery; loss trifling.

April 5, 1881—Tannery partially burned, loss \$25,000.00; insured.

April 4, 1894—Tannery fire, the alarm was rung in at 11:54 A. M. The department was much delayed by a standing freight train on the Penacook street crossing. The destruction was so near complete that the Company did not resume that feature of the business. The property was insured.

November 26, 1926—The alarm was recorded at the station at 6:13 A. M. The fire was in the four story building; loss small.

PERSONNEL

The purpose of this section is to show the kind of men who have made possible the success of the Company, and to record the fine qualities which have been dominant in their lives. Besides these there is a large number—too many to be named here—of office men, salesmen, foremen and shopmen, and women, not a few, who have contributed to the prosperity of the corporation. The pictures and names of these people will ever hang on memory's walls.

George F. Page laid enduring foundations for the Page Belting Company. His genius as an organizer and administrator sent the corporation on its prosperous career. He was president and general manager until his voluntary retirement in 1895. The 260 foot belt shop and the four story curry shop with the equipment were planned by him, and constructed under his supervision, and they are his visible monument.

In 1898-99, he traveled extensively, for business purposes, visiting Italy, Egypt, India, Siam, the Straits Settlement, China and Japan.

He is now living in Boston, and though nearing his eighty-third birthday he is actively and efficiently engaged in business.

Enoch Jackman was a director of the corporation in all the years of his investment, and was the first clerk of the board, serving in that capacity until January, 1875. He was actively identified in the management of the business. He was always dependable. He died February 25, 1907 full of years and left an unblemished record of a life well-lived.

Daniel Barnard was the corporation's attorney and clerk from the organization to his death in the latter part of 1891. He maintained an unfailing interest in the Company and served it with consistent devotion. In times of prosperity he freely spoke his words of approval, and when temporary reverses came he was never critical.

Ebenezer G. and Edwin Wallace and their sons Albert, Sumner and George E. were all, at one time or another, members of the board of directors. Albert served as president from September 24, 1895, to January, 1914. Their investment in the Company was large. They were men of wide and varied business experience, and possessed abundant financial resources. They were ever ready to aid with valuable advice, and on several occasions when extra funds were needed, they freely rendered financial assistance.

Frank L. Sanders. His connection with the business began with the Page Brothers in 1869. He came to Concord when the transfer from Franklin occurred, and was made foreman of the belting department. In 1885, he was appointed superintendent of the whole plant, and continued to render faithful service in that capacity until April 1, 1895, when he retired to enter business for himself in another line.

John Brooks. In 1869, when fourteen years of age he began to work for the Page Brothers. With them he came to Concord and was employed in the belt shop. He was advanced on merit and became assistant to superintendent Sanders. He invented and patented a device for stretching leather, which proved to be more economical than the usual method. The Company had the exclusive use of the patent. Soon after the resignation of Mr. Sanders, he was appointed superintendent. He held that position when he retired for a well-earned rest May 1, 1921, having served fifty-two years—the first man to make such a record. The respite was all too short, for when his family and home, made life most desirable he was stricken with a fatal disease and died August 16, 1923.

John P. Jewell began his notable service with the Company on January 1, 1872. His first work was with the Boston Branch as assistant, and in 1875, as manager. In 1876, owing to a change in the Boston connection, he was transferred to Concord. In 1891, the Boston Branch was again opened, and he was made the manager, and continued his connection with that store until his voluntary retirement March 31, 1922, leaving an enviable record of fifty years

service. He was always loyal to the corporation, of unquestioned honesty, and a trusted and faithful man. Someone has said, "There are few men who can stand the test of intimacy." The friends of Mr. Jewell, and he has many, will all witness that he "stands the test of intimacy."

Theodore H. Ford. In July, 1872, he was elected a director to succeed Edwin Wallace who temporarily held the position for organization purposes. Mr. Ford acceptably served as director until his death July 15, 1892. In 1846, with his brother the firm of W. P. and T. H. Ford embarked in the business of iron founders. The partnership was dissolved in 1865 and the junior partner, with Benjamin A. Kimball, as Ford & Kimball established a foundry for iron and brass castings. Their specialty for many years was car wheels. Mr. Ford was an important factor in the business of Concord, and was an esteemed citizen. He left a large landed estate.

"Honest John Abbott," was elected a director in July, 1873, and continued as such until his death. For many years he was in the lumber business, and filled numerous public offices, including selectman when Concord was a town. After the incorporation as a city he was an assessor, alderman, water commissioner, and the second mayor, to which office he was elected five times. In his later years he was a public surveyor of lumber, wood and bark, and was often called to settle disputed claims. An incident in the late 70's illustrates the fitness of the title, "Honest" conferred upon him by the people of Concord when he was a young man. A Massachusetts lumber operator, keen for his own

interests, cleared a lot near the Mast Yard. He had about two hundred cords of bark which he wished to sell to the Company. The question of the survey was debated. Finally, knowing that Mr. Abbott was a director and an interested party, he said: "I'll take John Abbott for I have looked him up and find that he is honest and capable." That was agreeable to both parties.

Mr. Abbott died suddenly in the evening of March 18, 1886, full of years and honors. "An honest man is the noblest work of God."

George A. Pillsbury was chosen a director in July, 1873. He was prominent in the business affairs of Concord. At one time he was wood agent for the Concord Railroad. He was interested in banking and was president of the First National Bank for a considerable period. That he was trusted with important interests involving business ability and responsibility is evidenced by the records in the Merrimack County Registry of Deeds. His connection with the Company terminated in 1878, when he removed to Minneapolis to join his brother, Governor Pillsbury and his nephew Charles A., in milling "Pillsbury Best" flour. He was the donor of the Margaret Pillsbury Hospital, Concord, so named in honor of his wife.

Arthur G. Stevens entered the service of the Company August 19, 1873, at the age of nineteen years. He came from a farm—that university of industry and thrift. His first work was as night watchman—seven days per week and thirteen hours each night. The wage was ten dollars per week. From the first day he was watching for chances to

make profitable business for the corporation. He organized, and made profitable, the hide and skin department. The machinery business, another paying line, was his child. He was ever seeking new fields of endeavor to yield profits. In January, 1896, he was appointed purchasing agent and filled the position with his usual success. Thoughtless of self, almost, if not quite, to the verge of indifference to his health, on April 1, 1926, he felt compelled to retire. His record of service is fifty-three years, the longest in the history of the corporation. It is a great privilege to pay this deserved tribute to one, while he still lives, of whom it can truly be said that no man ever served the Page Belting Company with more unselfish devotion.

Lyman D. Stevens, chosen clerk of the board of directors, January, 1875, elected a director January, 1878, and served in that capacity until January, 1888, when he declined a re-election.

Mr. Stevens was born in Piermont, N. H., September 20, 1821, and died in Concord, March 26, 1909. He graduated from Dartmouth College in 1843, studied law with Hon. Ira Perley, of Concord; mayor of Concord, 1868-69. He was connected with the National State Capital Bank, as director from 1865, and was its president for many years; president of the Merrimack County Savings Bank from its organization; president of the New Hampshire College of Agriculture and Mechanics Arts; served terms in House of Representatives, and State Senate; member of the Governor's Council in 1881. He was appointed commissioner of the State of New Hampshire to attend the dedication of the National Cemetery at Gettysburg, and stood near President

Lincoln when he delivered his immortal address on that occasion.

He was deeply interested in religious and philanthropic work. For many years he was vice-president, and later treasurer of the New Hampshire (Congregational) Home Missionary Society. He retained his interest and activity in public affairs until within a few days of his death.

"A long life filled with good deeds, crowned with honors and affection."

Charles S. Parker, in August, 1876, took an office position with the Company and remained in that capacity and as salesman until March, 1886, when he resigned to join the Aetna Life Insurance Co. After about a year he was made the New Hampshire manager, and continued in that office until May, 1926, when he retired with honors, closing a successful service of forty years. January 10, 1889, he was elected director of the Page Belting Company and is the dean of the present board, having served thirty-eight years. He has held responsible offices in other institutions, including Masonic bodies of which he has been a member sixty years.

John H. Burghardt, an expert tanner, came to Concord, March 14, 1877, to superintend the tannery, and continued in that capacity until September, 1885, when he went to India to secure information concerning hides for lace leather. The mission was successful, and he returned early in March, 1886. He was then given an opportunity as a salesman, and at once showed marked ability in that field; his success was immediate. Since January, 1891, his work has been in connection with the Boston Store. He has the record of fifty years service, and is still identified with the corporation.

He has the distinction of being the dean of the Company's salesmen. He was a member of the board of directors from October 25, 1895 to January 20, 1899.

Ruel W. Poor, in October, 1877, at the age of seventeen years, began serving the Company. After nearly four years he decided that banking ought to be his life work, and, at his request, he was recommended to the bank in Littleton, N. H. There he came under the instruction of Oscar C. Hatch noted for the thorough training he gave his men. In due time, without solicitation on his part, in fact without his knowledge, Mr. Hatch recommended him for a teller's position in the Garfield National Bank, New York. There, in what seemed to his friends an incredibly short term of years, he was advanced, step by step from one position to the next above to the presidency of the bank. He won his promotion, without pull, by merit and faithfulness.

Benjamin A. Kimball, member of the board of directors, 1880-88. Graduate of Dartmouth College Scientific Department in 1854; at once entered the service of the Concord Railroad; resigned as master mechanic in 1865, and became a partner in the firm of Ford & Kimball, makers of brass and iron castings, and car wheels; director, Mechanics National Bank, Concord, from its organization, and president 1884, to the time of his death; president, 1895, the Concord & Montreal Railroad, and numerous leased lines; member of the Commission to construct the New Hampshire State Library building, Concord; trustee, New Hampshire Historical Society, and chairman of the committee which erected the beautiful building, provided by Edward Tuck

of Paris; trustee, 1895, of Dartmouth College, and chairman of the finance committee. He died July 20, 1920, lacking but a few days, of being eighty-seven years old.

Albion H. Knight, on July 7, 1927, completed forty-three years of service with the Company, and has filled various positions with marked acceptance. As an architect and draftsman he has placed the indelible marks of his skill and good judgment upon all the brick buildings. He not only made the drawings and specifications, but gave careful oversight to the details of construction.

Joseph B. Walker, Auditor, 1885-1893. He was one of the most distinguished residents of Concord. The great grandson of Reverend Timothy Walker, the first minister of Concord, he was born January 12, 1822, in the ancestral residence, built by Parson Walker, and now occupied by the fifth generation. Following his graduation from Yale he studied law and was admitted to the bar, but practiced his profession only for a brief period, for his early, and lifelong, interest in agriculture and public affairs consumed his time. He was a trustee of the New Hampshire Asylum for the Insane, 1847-1907, president of the New Hampshire Savings Bank, 1865-1874, and a member of the board of trustees until his death; director of the Mechanics National Bank; trustee of the State College of Agriculture; president of the New Hampshire Historical Society, 1866-69. He was best known as a historian, having contributed many articles on the early history of Concord. He died in his ninety-first year, January 8, 1913, leaving the record of a life that added high honor to the family name.

Henry A. Emerson, Director, 1887-91. He began his active, industrious life at seventeen years of age in a paper mill at Pepperell, Mass., and later worked in Franklin, N. H. He was prudent and saved his money, and made a reputation that stood him in good stead in all the many years of his life. In 1880, he became the owner of the Contoocook Valley Paper Co., at West Henniker, N. H., which he operated for about thirty-five years, and acquired a remarkable degree of prosperity, made possible by his early habits of industry and prudence. He died April 28, 1924, lacking only three days of being eighty-seven years of age.

Seth M. Richards, Newport, N. H., director, January, 1888 to January, 1892; son of Hon. Dexter Richards, who established the manufacture of woolen goods, the leading industry of Newport; educated in the Newport schools, Kimball Union Academy, Phillips Andover; followed by a mercantile experience in Boston; returning to Newport, he assisted his father in the management of his mills; served in the New Hampshire House of Representatives, 1885; the Senate 1897; member of the staff of Governor Sawyer; presidential elector, 1900; Governor Bachelder's council, 1903; succeeded his father as president of the Sugar River Mills, 1898; president of the First National Bank of Newport; president of the Brampton Woolen Co.; actively interested in the Monadnock Mills, Claremont, N. H. Born June 6, 1850. Died September 26, 1910.

Henry W. Stevens, clerk of the board of directors, 1888-91. Member, New Hampshire Bar Association, and American Bar Association; senior partner of the law firm of

Stevens, Couch & Stevens; vice-president, Mechanics National Bank; president Merrimack County Savings Bank.

Theodore W. Kirkland was with the Company, as a salesman, from January, 1889, to December, 1894. Since January, 1904, he has been associated with the Holyoke Belting Company, Holyoke, Mass., and for the last twenty years has been the president, and the responsible head of that prosperous institution.

Eben M. Willis joined the Company forces in his nineteenth year, on December 16, 1889. In 1891, he was transferred to the New York Branch, as assistant to the manager. In 1893, he had charge of the Company exhibits at the World's Fair, Chicago. In the latter part of the same year he returned to the Concord office. In 1896, he was appointed sales manager. January 21, 1913, he was elected director, treasurer, and general manager, a record of advancement unparalleled in the history of the corporation. In December, 1918, he was stricken with the dreaded "flu" and on January 1, 1919, all who had ever known him, were inexpressibly saddened by the announcement that he died that morning. So closed a life of less than forty-eight years, a life full of promise, and apparently destined to an even larger measure of successful service.

Frank S. Streeter, elected director, January 20, 1891, and held that position until his death, December 11, 1922, thirty-two years. Mr. Streeter was the leading Concord lawyer of his time, and was largely engaged in corporation practice. He was prominent in political, and in business circles; a graduate from Dartmouth College, in 1874, and a trustee,

from 1892. He was the Company's attorney, wise in counsel, and gave to the corporation the fruit of his years of business experience.

Arthur H. Chase, lawyer, firm of Streeter, Walker & Chase. He was chosen clerk, of the board of directors, January 20, 1891, and was elected a director, January 22, 1894; resigning the former position November 12, 1894, and the latter, March 1, 1895, due to his appointment as librarian of the New Hampshire state library, which position he held twenty-eight years. He was secretary of the New Hampshire Bar Association, and served ten years in the New Hampshire National Guard, retiring with rank of major.

Samuel W. Kirkland, salesman, from February 15, 1891 to October 28, 1926, a long service of over thirty-five years. Nearly all the time he represented the Boston Branch, his territory being Eastern Massachusetts, Rhode Island and Connecticut.

Granville P. Conn, M. D., elected a director, January 20, 1892, and served that year and a part of 1893. He was born in Hillsboro, N. H., January 25, 1832. In 1862, he enlisted as assistant surgeon in the 12th Vermont Volunteers. After the war he settled in Concord, and practiced here for fifty years, the dean of the medical profession in New Hampshire. He was the pioneer of the State Board of Health, and from its organization in 1881, was the president, holding that office until his retirement from active practice. It was largely due to his effort that the first public hospital was established in Concord. He was lecturer

on hygiene at the Dartmouth Medical College, 1886-96; secretary of the New Hampshire Medical Society, 1869-1914, except in the years, 1880-81, when he was vice-president and president, respectively, of the society. He died March 24, 1916, a few weeks after his eighty-fourth birthday.

Herman J. Odell, director, 1892-94. "Herman," the name by which he was affectionately known by all his friends, was born in Sanbornton, N. H., February 4, 1846, and died in Franklin, N. H., June 23, 1903. He was an able, and successful business man, and everybody's friend. It was Montaigne, who said: "The most manifest sign of wisdom is continued cheerfulness," measured by that test, this friend of man, was wise. "It was first nature to him to make others happy," and wherever he went he radiated happiness.

Harry E. Dolloff, a carpenter by trade, was, in September, 1892, employed in the construction of the two main buildings, and upon their completion in 1893, George F. Page was so much impressed with Mr. Dolloff's worth that he induced him to remain with the Company. He was assigned a position in the cutting room where the process of belt making begins. Sometime later he was made assistant superintendent, under Mr. Brooks. January 20, 1915, he was elected a director, and January 2, 1919, he was chosen general manager. Suffering from ill health, he resigned from the office of general manager in January, 1926, but still retains his membership on the board of directors.

John T. Fiske, auditor, November, 1893 to January, 1896. Mr. Fiske is a member of one of the old families of Concord, but his business connections do not permit of his continued residence in Concord.

Charles H. Roberts. Colonel Roberts was elected a member of the board of directors in January, 1893, but served only for a limited period, probably due to the fact that so much of his time was spent outside the state.

In early life he was in business in Farmington, N. H., but about 1861, made Concord his place of residence, though much of his life was spent in Boston, and Washington. In 1863, William E. Chandler appointed him Sergeant-at-Arms of the New Hampshire House of Representatives. He was the military storekeeper, and, during the Civil War, equipped all the New Hampshire volunteers, this position gave him the title of colonel.

Upon his death, at Young's Hotel, Boston, April 8, 1913, aged eighty-four years, Senator Chandler wrote his personal tribute, which appeared in the editorial columns of the Concord Daily Monitor. "For fifty years we have been warm friends, with never one harsh word between us. Numerous friends of that length of time are passing away before me, but no one whom I loved and cherished more than him. Mr. Roberts was an honest upright man, he never resorted to untruthfulness or unfair and ignoble deeds, and was trusted of all men." He was an ardent Republican, but was on terms of cordial friendship with leading Democrats, among whom was Alexander H. Stephens, one time vice-president of the Southern Confederacy.

Allen Hollis. Elected clerk of the corporation and board of directors, November 12, 1894, and acceptably filled that office for more than seventeen years. It was his first official corporation experience, and the beginning of a notable career as a corporation attorney and business man. He was educated in the Concord public schools, and Harvard Law School; studied in the office of Chase & Streeter, and admitted to the bar in 1893, before his twenty-second birthday. He has large interests in public utilities; in 1901, he reorganized the properties now owned by the Concord Electric Co., and has been its president since 1904; director, Charles H. Tenney & Co., public utility engineers; vice-president, secretary and director, United Life and Accident Insurance Co.; trustee, North Boston Lighting Properties; fifteen years clerk of the Union Trust Co., Concord; director, Federal Reserve Bank, Boston; president, of the Society for the Protection of New Hampshire Forests; and many other important interests—too many to enumerate here.

George A. Rollins, director, 1896-98; builder, in Nashua, N. H., of the famous Rollins stationary engines, which were of the Corliss type, but much improved by the skill of Mr. Rollins.

Frank M. Knowles, auditor, 1896-1912. He was formerly on the staff of the National State Capital Bank, Concord, but for many years has been prominent in the insurance and real estate business.

Horace W. Wadleigh, director, 1897-1900; leather merchant in Boston, and connected with important Boston banking interests.

Joseph H. Chadbourne, director, 1898-1913; firm of Chadbourne & Moore, Boston, dealers in shoe findings.

John B. Abbott, son of "Honest John Abbott," director, January, 1899, but, owing to a removal from the state, served only for a limited period. With the exception of the two Wallace families it is the only instance of father and son serving on the board of directors. Mr. Abbott is vice-president, of the Gorham Manufacturing Company, manufacturers of silverware, Providence, R. I., and is actively identified with the Durgin Division, Concord; vice-president, New Hampshire Savings Bank, the oldest, and largest bank in Concord, and the third largest savings bank in the state.

John A. Coe, a native of Connecticut, born, November 18, 1844, he remained there during his early manhood. On several occasions he was honored with public offices. Later he established the Manhattan Leather Belting Co., Brooklyn, N. Y., round belting being a specialty. Early in 1899, negotiations, with a view of the merger of the two companies, resulted in the coming of Mr. Coe to Concord, April 24, 1899. In all the years of the association with him, memory fails to recall a single incident that marred the pleasant relations. Much of the time he suffered from an incurable malady, which he endured with uncomplaining fortitude and cheerfulness, and, as long as he was able to attend to business, he served with signal faithfulness. In April, 1913, he was compelled to give up his active connection with the Company. He died in Waterbury, Conn., June 5, 1918. For his family he left a heritage, beyond price, and for his friends, a memory undimmed by the swiftly passing years.

George M. Kimball, director, January 23, 1900-; retired physician, 1898; trustee New Hampshire Savings Bank, president 1917-20; president New Hampshire Spinning Mills (Penacook); president and treasurer, Concord Mutual Fire Insurance Co., director Eagle & Phenix Hotel Co., life member New Hampshire Historical Society; director Mechanics National Bank; surgeon general on staff of Governor Charles M. Floyd, also subsequently on staff of Governor Henry B. Quinby.

Willis D. Thompson, director, January 23, 1900-; treasurer Thompson & Hoague Co., wholesale and retail hardware; director National State Capital Bank; vice-president Merrimack County Savings Bank; director State Dwelling House Insurance Co.; Concord Mutual Fire Insurance Co.; Capital Fire Insurance Co.; trustee Concord public library.

Charles A. Kendall, salesman, entered the service of the Company, March 1, 1900; and continued until April 1, 1917. He travelled the Middle West, with Chicago as his headquarters. When the St. Louis Branch was opened he was appointed manager. Since 1917, he has been with the United States Rubber Co., and resides in Newton, Iowa.

Charles N. Hall, born in Brooklyn, N. Y., graduate Williams College, class of 1900. October 22, 1900, he began service for the Company, as an office man in a variety of of work involving painstaking responsibility, and has successfully met all demands. January 21, 1919, he was elected a director, and since that date has filled the position of

assistant sales manager. His nearly twenty-seven years have been of distinct value to the corporation.

Joseph S. Otis, on October 10, 1902, became connected with the accounting department. In 1907, he was appointed cashier, and January 21, 1913, was elected assistant treasurer. By training and careful attention to details he is well fitted for the position, and has amply justified the selection for the important positions he has filled for nearly twenty-five years.

Fred W. Bancroft, salesman for the Boston Branch, 1902-11. Later with the Boston office of the Druid Oak Belting Co., Baltimore; now with the Bancroft Belting Co., successors to the Boston business of the Baltimore house, and is its president and treasurer.

S. L. Weston, connected with the Boston branch since December, 1902. He began as shipper, general helper and store salesman, and for several years has been the manager. In every position, these nearly twenty-five years of service have been marked by tireless work and faithful devotion that cannot be surpassed.

Chester B. Hadley, a graduate of Dartmouth College, class of 1903, on June 30th of that year began training for a travelling salesman, and for twenty-four years he has canvassed Northern New England. That the engagement has been eminently successful is evidenced by the long service in the same territory. Mr. Hadley's home is in Concord.

Charles A. Steele's connection with the Company began in 1904, as a travelling salesman for the Chicago branch, covering the Northwestern territory. From 1905-18 he was manager of the Portland, Oregon, branch. In 1918, he was again located in Chicago, and in 1919 was made manager of that branch, and, as the Western sales manager, has charge of the Pacific Coast business. His long service and promotion tell the story of his success.

Edward S. Willis, July 5, 1904, began service for the Company, immediately after his graduation from Dartmouth College. Within a few months he was appointed assistant to the purchasing agent, a portion of his time being devoted to the sale of machinery and mill supplies. January 21, 1919, he was elected a director, and the treasurer of the corporation. He is prominent in Concord's business affairs, being a director in the National State Capital Bank; trustee, New Hampshire Savings Bank; director, New England Cable Co.; director and vice-president, First Investment Co.; director and vice-president, Granite State Quarries; treasurer, Concord Chamber of Commerce; treasurer, Concord Community Chest.

Clarence S. Marden, beginning his service for the Company, October 19, 1905, he was an office man, travelling salesman, assistant to the manager, and later the manager of the New York branch. He served in the World War, and was honored with a major's commission. After the Armistice he was engaged in disposing of the army supplies in France. Later, for three years, he was located in Washington as purchasing agent for the government of Poland,

and contracted for twenty million dollars worth of goods. He now holds an important position with the Metropolitan Life Insurance Co., in the department of group insurance, with headquarters in Albany, N. Y.

R. S. Rivers, on March 23, 1906, began his service of twenty-one years, as a salesman. The proof that he has worthily served the Company is evidenced by his promotion to the responsible position of manager of the Philadelphia branch, where he has been located for some time.

William T. Bell. Following his graduation at Dartmouth College, he came to the Company, July 9, 1906, and was assigned to the sales department, both in the office and on the road. There he served thirteen years with credit to himself, and with profit to the Company. January 21, 1919, he was elected a director, and appointed sales manager. January, 1926, he was made factory manager, and January 20, 1927, he was elected vice-president of the corporation, and continues to hold the three offices. He is a director, Mechanics National Bank; and trustee, Merrimack County Savings Bank.

Edward B. McConnell, gave the Company for a limited time, (August, 1911-December, 1912) a service marked by faithful and efficient effort in various lines. He is a man of strict integrity, and a capable executive. His home is in Newark, N. J.

Elwin L. Page, clerk, January, 1912 to January, 1914; graduate Williams College, class 1900; studied law in office

of Streeter & Hollis, and Harvard Law School; admitted to the bar, 1904; city solicitor, since January, 1923; secretary, Rumford Building & Loan Association; United States Commissioner. He stands foursquare for the things that make for righteousness.

Charles L. Jackman, elected a member of the board of directors, January 20, 1914, and on the same date chosen president of the corporation. He has extensive interests in insurance and other lines of business, probably exceeding that of any other man in the two hundred years of Concord's history, only a few of which are listed here; president, Capital Fire Insurance Co., First Investment Co., Underwriters Fire Insurance Co., Phenix Mutual Fire Insurance Co., Northern Securities Co., N. H. Mutual Liability Co., N. E. Mutual Casualty Co., N. E. Mutual Fire Insurance Co., N. E. Underwriters Agency; vice-president, and treasurer, Manufacturers' & Merchants' Mutual Fire Insurance Co.; director, National State Capital Bank, Concord Shoe Factory, Home Realty Co., United Life and Accident Insurance Co., Union Trust Co.

Fred C. Demond, clerk, since January 20, 1914; senior partner of Demond, Woodworth, Sulloway & Rogers, the leading law firm of Concord; member Concord City charter committee, 1908; N. H. Constitutional Convention, 1918; N. H. Bar Association; American Bar Association; and N. H. Historical Society.

Josiah E. Fernald, elected a director, January 23, 1923. He entered the employ of the National State Capital Bank,

as messenger boy, janitor, etc., in March, 1875, a few months before his nineteenth birthday, and in six years, having been promoted through various positions, he was made cashier, and has been president since 1905. He is vice-president Loan & Trust Savings Bank; president, Concord Axle Co., and New England Cable Co.; treasurer, Capital Fire Insurance Co.; president and treasurer, Abbott-Downing Truck & Body Co.; treasurer, N. H. Centennial Home for the Aged, and trustee, Mary Baker Eddy estate. Every good enterprise, whether business, philanthropic or religious, finds a friend in Mr. Fernald.

A review of the "personnel," suggests that it is an unusual record, probably unmatched by any other Concord institution in the long years of its history. One who has been privileged, for sixty years, to be associated with such people, in rather an intimate way, may properly cherish a deep sense of personal satisfaction.

THE BOARD OF DIRECTORS

(The date following the name indicates the time of first election).

Charles S. Parker, January 10, 1889
 George M. Kimball, January 23, 1900
 Willis D. Thompson, January 23, 1900
 Charles L. Jackman, January 20, 1914
 Harry E. Dolloff, January 20, 1915
 Edward S. Willis, January 21, 1919
 Charles N. Hall, January 21, 1919
 William T. Bell, January 21, 1919
 Josiah E. Fernald, January 23, 1923

THE OFFICERS

CHARLES L. JACKMAN, *President*

WILLIAM T. BELL, *Vice President*

EDWARD S. WILLIS, *Treasurer*

JOSEPH S. OTIS, *Ass't Treasurer*

CHARLES N. HALL, *Ass't Sales Manager*

FRED C. DEMOND, *Clerk*

G. GEORGE SAUER, *Superintendent*

The corporation has made belting, and many other products from leather; it has made money, more than six million dollars for the employees, (\$6,585,597.87, to December 31, 1926) and nearly two millions for the stockholders; it has made men, by at least affording them the opportunity for self-development, and the making of men—men of character—is the World's greatest industry.

July, 1927.