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CHAPTER VII

THE NORTHERN DEVELOPMENT COMPANY

In the foregoing chapters, we have discussed in a general way the background of the United States newsprint industry as it existed in the late 1890's and of the lumbering industry which in Maine was still impressive, in terms of volume. These industries, as they were at that time, were the product of the post-Civil War era, in which the corporation became the dominant force in the forest products field. This period had seen the rise of the philosophy of bigness as the answer to competition; it had seen the Penobscot River basin, with its fine water power and huge timber resources become the greatest, and last, of the Maine lumbering rivers, and it was the heyday of the promoter -- the man who dreamed up a new industrial enterprise, brought together the people who could make his vision into reality, did the spade-work for a share in the project, and then, if he had played his cards right, disposed of his interest at a profit and moved on to new endeavors.

The development at Millinocket, carried out by the Great Northern Paper Company, had its origin in the thinking of Charles Ward Mullen (1858-1928). Practically all inquiries about Charles Mullen have produced the immediate statement that he was a promoter. As a matter of fact, he was engaged in many activities up to the time when we became interested in him. Born at Greenbush, on the banks of the Penobscot River, the youngest of four brothers, he was graduated from Maine State College (University of Maine) in Civil Engineering, in 1883. It is said that he then did some work in connection with what is now the Washington County branch of

the Maine Central Railroad, which is quite probable, as various surveys were made for this line between 1870 and 1899, when it was built. In 1887, he was employed as an engineer during the building of a timber dam for the Penobscot Chemical Fibre Company at Old Town, the work being in charge of his brother James, who was Superintendent of the mill. In 1888, he was in charge of the construction of the dam and groundwood mill of the Piscataquis Falls Pulp and Paper Company at Montague (Enfield), Maine. One source says that he was instrumental in the formation of this company. Within the next year or two he went to Berlin, N.H., on the construction of a groundwood mill for the Glen Manufacturing Company.

The sequence of events which resulted in the formation of the Great Northern Paper Company began in 1891. In that year, the Bangor & Aroostook Railroad Company was formed, took over the old Bangor & Piscataquis, which ran from Old Town to Greenville, connecting with the Canadian Pacific at Brownville Junction, and began surveying for 94.3 miles of line to Houlton. Construction of this road was started in the summer of 1892, and it was opened for traffic on January 1, 1894. Nearly all sources agree that Charles Mullen "got the idea" for the development at Millinocket when he was working for the railroad in that area. The evidence is that he returned to Old Town from Berlin, N.H., in 1891, and from the dates, it would appear that his work for the railroad was in connection with the 1891 survey. The late Charles E. Mullen, Charles Mullen's son, wrote: "When Father first got interested in the Millinocket site, the Bangor & Aroostook Railroad was not built up that far. I remember Father telling me of having to

get to Millinocket by team from Mattawamkeag".

The main line of the Bangor & Aroostook crossed the West Branch of the Penobscot River within sight of the North Twin Dam, which had been built some fifty years before, and within a few miles of the rapids and falls between Quakish Lake and Shad Pond. It is easy to imagine this ambitious young man, only 33 years old at this time, but already with a background in water power development, becoming fired with enthusiasm as he began to visualize the possibilities of this tremendous fall of water, with a railroad running by it and a vast stand of timber up along the river above it -- not virgin timber, as has been said so many times, but wood of prime quality for pulp, on land already opened up and cut over for saw-logs, and he decided to do something about it.

The Bangor Daily News of May 19, 1928, says:

"In 1891 he and others bought the entire territory where the present village of Millinocket and the Great Northern Paper Company are situated."

It was not quite that simple. Charles Mullen had the "idea", but not much capital. This he obtained by forming a little group of speculators, known locally as "The Syndicate": James Rice, Millard E. Mudgett, Clarence S. Lunt, Joseph P. Bass and Thomas F. Hegarty. All, with the exception of Lunt, were Bangor people.

The first purchase of land consisted of all of 38 lots in Indian Township No. 3, which covered most of the power rights; all of 28 lots in Indian Township No. 4 and undivided fractions of a number of other lots in these two towns and of a tract in

Township 1 Range 8. The deeds recorded May 20, 1891, were 1/4 to Charles Mullen, 1/4 to Rice, 1/6 each to Mudgett and Lunt, 1/24 to Bass and 1/8 to Hegarty, who almost immediately transferred his interest to Bass and dropped out. In December of the same year Charles Mullen bought in his own name 1/2 undivided of Lot 66 in Indian Township No. 3. In November, 1895, the Syndicate made another purchase of fractional parts of lots in the two Indian towns and some time before May, 1896, J. P. Bass acquired Lot 106 in Indian Township No. 4 and transferred it to the Syndicate. No further purchases were made by the Syndicate, and no more were made by Mullen until 1898.

The basis of the original agreement among the members of the Syndicate is not known exactly. They did not have complete control of the power. Some of the land involved in this belonged to the Prentiss Estate, with title going back to 1840, and some to H.A. and F.H. Appleton, of Bangor. These interests did not sell to the Syndicate, but became associated with it some time before 1896, and Henry M. Prentiss seems to have become the _____ leader in later dealings with Charles Mullen. With the Prentiss and Appleton lands, the group had control of both sides of the West Branch from North Twin Dam to the east line of Indian Township No. 3, together with most of the land where the Millinocket mill and the town of Millinocket are located.

Charles Mullen's activities in the Millinocket area, other than the buying of land, began shortly after the first acquisition. The late Albert W. Fowler, a resident of the tiny community of Norcross since before the development at Millinocket, explaining "the dates may not be exact, but I know they are approximate",

said, in 1961:

"It was in 1893 or 1894 that Mr. Mullen came to the Millinocket area to cut pulpwood for the Basin Mills Company, a pulp mill near Orono. His operation caused quite a lot of talk and speculation at the time as to how long and what effect it would have on the lumbering operations for the sawmills down river.

"This was the first operation of its kind on the West Branch. I think at that time that the minimum size for a sawlog was 30 feet long and 12 inches at the top end. The kind of lumber that Mr. Mullen was cutting was all sizes and lengths, even down to 20 feet in length and 6 inches at the top.

"This type of lumber could not be turned in with the regular West Branch drive on account of its size; it would be too hard and costly to sort at the Argyle Boom. Therefore it would have to be handled in an early spring drive before the West Branch drive began to sluice their lumber through the North Twin Dam. The first year's operation got along all right, but the second years' operation the P.L.D. Company shut off the water on the pulp drive before it got into the main river at Medway. It was said at the time that this act of P.L.D. Company about ruined Mr. Mullen financially. This was the end of Mr. Mullen's early pulpwood operations. His camps were on Millinocket Stream just a short distance below where Rush's mill now stands."

Mr. Fowler stated that in the summer of 1894 or 1895, following the above incidents, Charles Mullen was in the area with a

number of students from the Maine State College "running lines all over the place, especially from Quakish Lake across to the old farm; around the Ferguson Pond section and over as far as North Twin Dam" without divulging his purpose, other than to make the remark that if his plans developed there would in fifteen years be no P.L.D. drive and few downriver sawmills. Perhaps it was at this time that Great Northern Paper Company's base elevation at Millinocket, 1.814 feet higher than U.S.G.S. datum, was established. Great Northern elevations will be used throughout this story, except as noted.

After the pulpwood venture, Charles Mullen seems to have gone back into lumbering for sawlogs, and operated a sawmill. Little is known about this last activity, but his letterhead in 1897 and 1898 read in part: "Chas. W. Mullen; Pine, Spruce and Hemlock Lumber; Mill Capacity 150 M Daily; Great Works, Maine." After 1898, it read "Civil Engineer".

Nothing is known about the initial negotiations between Garret Schenck and Charles Mullen except that they occurred before June 1, 1896, and that the general impression is that Charles Mullen made the advances. It has been said, and it is probable, that his original thinking for Millinocket was along the lines of a power development on the order of Hugh Chisholm's successful project at Rumford; not a hydro-electric plant, except perhaps incidentally, since long-distance alternating current transmission systems had not been developed at that time; but a facility making hydro-mechanical power available to industry to be located right at the site. Garret Schenck had been around the Bangor area for some time and was known as a promoter of pulp and

paper mill construction, and as a mill operator. It may be that Charles Mullen invited him into the scheme for his experience and prestige, and with the thought of interesting him in promoting another new mill to be located at Millinocket. On the other hand, Garret Schenck had been one of the first to take advantage of Hugh Chisholm's power by involving himself in the organization of the Rumford Falls Paper Company and building its mill there, and considering the situation which we will describe, it is possible that it was he who made the move. Anyway, whatever the approach, it resulted in Garret Schenck's buying a piece of the action. On June 1, 1896, Charles Mullen obtained from the Syndicate and those associated with it a "bond" to sell to him for \$35,000 the land and water power rights which they had bought at Millinocket. He gave them his note for this amount, but the deal was not to be final until he had paid it off. On this same day, he sold a 1/2 undivided interest in his "bond" to Garret Schenck, taking in payment a note for \$15,000. This note, in Garret Schenck's handwriting, is in existence. It is somewhat mutilated, but the legible part reads:

"\$15,000

June 1st, 1896

I promise to pay to C. W. Mullen, Old Town, Me., Fifteen thousand (15,000) dollars for one half undivded interest in the water power on the Penobscot River on Indian Towns-
for which he has a bond from Appleton, Prentiss and others of Bangor, Me. The payment to be made with int....property is disposed of.....received - andagreed....."

The signature is missing, but the note is identified in later correspondence. Charles Mullen gave a receipt, which is

also in existence, in his handwriting:

"Old Town June 1st, 1896

Rec'd of Garret Schenck fifteen thousand dollars for one half undivided interest in my bond for water power and rights included therein received from F. H. Appleton and others. Said power and rights on the West Branch of the Penobscot River in Indian Township Number Three Penobscot County.

Chas. W. Mullen"

The negotiations which led up to the formation of the International Paper Company were conducted in the middle 1890's, and were coming to a head about this time. The background of this development has already been traced. Outside of Hugh Chisholm's Otis Falls Paper Company, the largest and most efficient mill in which the combine was interested was the plant of the Rumford Falls Paper Company. Garret Schenck was the Manager and a director of this company. He viewed the proposed merger with misgivings. He was reluctant to give up his independent position, did not believe that the troubles of the industry could be corrected by controlling competition and was less than enthusiastic about his prospective colleagues, but apparently could see that his company was going to go in. This situation, and the fact that he had already put three Maine mills into successful operation had no doubt been factors in his decision to hedge his position by obtaining a foothold in Charles Mullen's project, of which it would appear he took command almost at once. Although he was maintaining a low profile at this point, there is no question in the writer's mind that he engineered the next moves.

At the opening of the 1897 session of the State legislature,

Charles Mullen and the Bangor people associated with him applied for a charter, and on March 17 of that year, Governor Llewellyn Powers approved "An Act to Incorporate the Northern Development Company" (Chapter 458 of the Private and Special Laws of Maine, (1897), "for the purpose of doing a general manufacturing, illuminating, heating and power business in Indian Townships numbers one and two in Penobscot County, known as Indian Purchase, also for the purpose of creating, leasing and selling electricity and other power for manufacturing and other purposes within said townships...and also for the purpose of transmitting to points outside of said townships electricity generated within said townships, to be leased or sold...with all the rights and privileges and subjects to all the liabilities and obligations of similar corporations". Authorized capitalization was \$1,000,000.

The incorporators were James Rice, Millard E. Mudgett, Clarence S. Lunt, Joseph P. Bass and Charles W. Mullen, all members of the original Syndicate; Frederick H. Appleton, Henry A. Appleton, Henry M. Prentiss, Samuel R. Prentiss and James Mullen. With one exception, these were all Bangor men and they were all interested in one way or another in lumbering and timberlands. J. P. Bass was publisher of the Bangor Commercial, M.E. Mudgett was associated with him, and with James Rice as Rice and Mudgett, operating long logs in the Nahmakanta area. Frederick H. Appleton and Henry A. Appleton were lawyers. Henry M. Prentiss and Samuel R. Prentiss were landowners. Clarence Lunt was a member of a landowning family, and his home was in Rochester, N.Y.. James Mullen was Charles Mullen's brother.

Of this group, other than Charles Mullen, only James Mullen

(1852-1911) was to figure in any important way in the development at Millinocket. A good man, in every sense of the term, he had started business as a small contractor, in association with his brothers, Joseph and John, on railroad construction. Born in Paris, Maine, his family had come to the Penobscot region in early life and he was one of the first to recognize its potential in the pulp and paper industry. In 1892, he assisted in planning and had taken the contract for the construction of what must have been an expansion of the soda mill of the Penobscot Chemical Fibre Company at Old Town. The construction completed, he had remained as Superintendent of the mill, which position he held in 1897. He was President of the Board of Aldermen of Old Town and was active in State politics. He had put Charles Mullen through college. Themselves childless, he and his wife brought up as their own the four motherless children of his brother Joseph. James Mullen was the brains of the family, and was Charles Mullen's advisor during this period.

There does not seem to have been any legislative difficulty about obtaining the charter for the new company. Garret Schenck must have been involved in drawing up the bill, but if the concept of a big pulp and paper mill at Millinocket had been formed at this time it does not show through. The act did not grant any log driving rights or even any booming privileges, for one thing, and it leaned strongly toward giving the Northern Development Company the status of a power utility, with right of eminent domain for transmission lines, so far had electric power transmission progressed since 1891. It imposed some minor restrictions on flowage, specifically in reference to the right-of-way of the Bangor & Aroostook Railroad, but otherwise provided very broad rights to

develop the power, establish manufacturing plants, build towns and roads, and provide utility services in a specified area, as well as to sell power outside this region. There was an interesting error in it, in that it specified the area involved as being in Indian Townships Nos. 1 and 2. The designation of these towns had been officially changed to Nos. 3 and 4 more than sixty years before, and it will be noted that Charles Mullen referred to Indian Township Number Three in his deal with Garret Schenck.

With the charter approved, Charles Mullen took steps to implement the agreement with the Syndicate and those associated with it to sell out to him. This did not come easy. On September 17, 1897, he wrote to Garret Schenck: "I have been bothered to get the deed to our property signed by the different owners, but think they are all corralled so we will get them on Monday next and I have told Chaplin and Woodard (his lawyers) to go on with the organization as soon as possible". A good many Mondays passed before the transaction was completed.

By the fall of 1897 the decision had clearly been made that the Millinocket development would include a pulp and paper mill. We say this because the land owned by the Syndicate and its associates was primarily that involved in the water power, and had little timber on it. Garret Schenck's policy was to own timberland to back up his mills, and Charles Mullen proceeded forthwith to obtain options on lands along the West Branch, interesting himself in fractional ownerships rather than in whole towns, in order to get an interest in as much land as possible, with the least expenditure of money.

Meanwhile, the International Paper Company had come into

being and the Rumford Falls Paper Company had been sold to it. According to an early associate of Garret Schenck's, he agreed to the sale of the mill, after holding the combine up for a high price, only on condition that he would be given a Vice-Presidency and a managerial post with the new company. Be that as it may, when the organization was set up he found himself a Director and Vice-President in charge of taxes and insurance, with little voice in the making of policy. This situation was intolerable to him, and he committed himself fully to the new Millinocket venture.

In March, 1898 (the day is not entered in the signed copy which is in existence) he entered into a formal agreement with Charles Mullen whereby he was to furnish all the money to buy the land involved in the power rights, timberland already optioned by Charles Mullen and any further land which might be bought by mutual agreement, all property so acquired to be owned in equal shares, each to be reimbursed for actual money laid out, upon sale of the properties to a corporation to be formed, any profit to be divided equally. Garret Schenck had been trying to interest an associate at Rumford, Col Edward H. Haskell, in the project, but he was apparently not ready to come in at that time. On May 31, 1898, the members of the Syndicate, the Prentiss Estate and the Appletons acknowledged receipt of the sum of \$35,000 from Garret Schenck and Charles Mullen pursuant to the agreement of June 1, 1896. The money was furnished by Garret Schenck, and the indications are that he had to borrow it.

By June 3, 1898, Charles Mullen had short-term options, some of which were about to expire, on around 162,000 acres of

land at prices of from \$1.25 to \$2.50 per acre, and had enough more in sight to make up approximately 225,000 acres, with estimated stands of 20 to 30 cords per acre. At about this point, Col. Haskell decided to participate, agreeing to pay \$15,000 for a one-third interest, and to put up \$75,000 toward taking up the options on timberlands on which small sums had been advanced by Charles Mullen. By this time, the concept of a power development had been discarded entirely in favor of the construction of a pulp and paper plant which would itself use the power, and by this time also, Garret Schenck seems to have started looking for the capital with which to implement such a project.

It has been said that his first efforts were in the direction of trying to interest newspaper publishers in the venture. There is evidence of this in the existence of a copy of a letter to an unknown publisher, re-typed from the original or from some other copy, at some time long past. It is unsigned, but there can be little doubt, from the content, that it was written by Garret Schenck. It was a first person approach, only hinting at any associates. There is no date on the copy either, but it was after the formation of the "Trust" (the International Paper Company) and before the formal organization of the Northern Development Company, so it had to be between January and July, 1898. Garret Schenck attended the meeting of the Board of Directors of the International Paper Company on March 3, 1898, and then resigned. His resignation, however, was not submitted until July 19th, and was accepted on July 27th. He must therefore have still been technically on the Board of I.P. when this letter was written, and our best guess is that the date was in March, about the

time he made his agreement with Charles Mullen. It is also a fair guess that the recipient was Joseph Pulitzer, owner of the New York World, as there were rumors around that time that he and Garret Schenck were about to become associated in the building of a new newsprint mill.

Parts of this interesting letter are quoted:

"The proposition is to develop the water power of the Penobscot River at a place near the North Twin Damns (sic) and establish paper and pulp mills at this location. By swinging a damn across the Penobscot River as shown in blue print marked 'No. 1', it turns the course of the River through the valley where...the mills would be erected....."

This 'No. 1' location was not where the mill was built, but was the one originally favored, to which reference is made later. Under this proposal, the head developed would have been 100 feet, but the letter states that in addition to this there were two other falls "in close proximity" which could be developed for another 47 feet.

"This water power when developed will be next to the largest in New England or this side of Niagara Falls and so far as I know, the only large water power left in the New England States, and it is expecially valuable for the purpose of making paper for the reason it has fine railroad facilities, low rates of freight to New York and Western points, and has abundance of Spruce stock in close proximity to the mill site to last it for a very long period at a very low cost -- the lowest cost of any mill, so far as I know, in the Eastern States...."

"My idea and suggestion.....is to establish a plant of about 175 ton a day product, so arranging the designs for construction that it can be added to in the future....Such a produce of 175 tons a day inclusive of water power development, but exclusive of timber lands and the purchase of the water power which goes with the timber lands, would be about \$1,300,000.

"To provide this plant with a permanent supply of Spruce, I would suggest the purchase of about 300,000 acres of land near to the mill and all of which can be logged and delivered to the mill in question for not exceeding \$7.00 per 1000 feet, Penobscot scale, and this \$7.00 includes a charge against the logs and credit to the land of \$1.50 per 1000 feet for stumpage. \$7.00 per 1000 feet, Penobscot scale, means \$3.50 per cord....

"For these 300,000 acres, which shall include all of the water powers heretofore mentioned, we want \$1,200,000. This \$1,200,000 we are willing to take partially in stock, partly in bonds and partly in notes of one, two, three, four and five years if so desired by the parties interested; and in addition to any moneys, or stock, or bonds received for the sale of these lands, we are willing to put in \$250,000.00 in cash...."

This \$250,000, or \$216,000, as it turned out, was to figure in an interesting development later on. The letter goes on to dissertate on the anticipated appreciation in the value of timberlands, citing the increase in the value of the lands belonging to the mills that formed the "Paper Trust", and land which Charles

Mullen had been investigating, stating:

"Within a few weeks I have been one of several to purchase a tract of 44,000 acres for which we paid \$280,000, which six years ago was offered to us for \$90,000. At the time of building the Rumford Mills we purchased timber lands that we received a bona fide offer for of double what they cost us, within a period of two years....

"I do not believe it is possible for any large manufacturing concern to secure too many acres of good available Spruce lands, and the proposition of building this large mill, which can ultimately turn out 300, or more, tons of paper per day without being amply secured in the way of timber lands, would in my opinion be very unwise, as outsiders, especially the Trust could on learning such a fact, by the expenditure of a million or a million and a half of dollars, handicap the mill very seriously."

This statement explains why the Great Northern Paper Company began, almost at once, to carry out a long-term program of acquiring timber land, and exposes Garret Schenck's distrust of the policies of the International Paper Company, which, as will be seen, had a strong bearing on later developments. The price of land "six years ago" must have referred to an offer to Charles Mullen during his early activities.

"I of course should propose, in case you joined in this enterprise, to give you the greatest freedom in regard to putting competent men on to look over the timber lands; your engineers to inspect and report on the water power proposition and your lawyers to ascertain the validity of the

titles of the properties, but would request that immediate action should take place....owing to the fact that if anything is to be done in order to avail ourselves of the coming season for building, that it should be done at once. By taking action at once, we can have...the work pushed forward to that it would be possible to turn out enough paper to supply yourselves within a period of about eighteen months.

"As a money making, or money saving proposition for your concern, it means this: That while you are at present paying about \$1.70 per 100 lbs. for your paper, at the expiration of your present contract you will be obliged to pay the Trust an advance of at least \$3.00 a ton, and I think more, but \$3.00 a ton advance means on your consumption \$300.00 or more, per day. It means your becoming an owner in the enterprise for about the proportion of the paper produced that you consume; that you get your paper at cost. "

Followed a long discussion of the cost of making paper in the mills of the "Trust". Cost and earnings figures for the Rumford Falls mill for the last several years were attached, together with estimates of the cost of production at the proposed new mill, with an explanation of the reasons for its being so much lower than that at the Rumford Falls operation. There is also a statement that rates to "Western" points, equal to those from Boston or Portland, had been obtained from the "Bangor & Roustic".

"I present this matter, not as a professional promoter wishing to sell out the property, but as a paper manufacturer who desires to construct a mill and invest money in

the enterprise and make a permanent business; and in presenting the matter....not being a professional promoter, I may have left out some information that you desire. If such is the fact, I shall be glad to have my attention called to it.....

" I have been connected with the manufacturing of paper since 18 years of age, and served my time in the mill in the various departments for seven years and I have had for the last eighteen years, charge of large paper and pulp industries....

"I would suggest, in case you see fit to take part in this enterprise, that for the present no other publishers be invited to join, but later if deemed advisable, we could take in desirable parties...and thereby reduce the cost to us of our share in the enterprise...."

In this letter, the total cost of the project was estimated at \$2,500,000, of which \$1,200,000 was for the timberlands and water power, and \$1,300,000 for the construction of the plant. Garret Schenck also outlined a suggested capitalization, and the deal he would be willing to make to establish his own interest in the new company, adding:

" I am not hide-bound in regard to this proposition, but should be willing....to meet you in regard to his matter in any way for our best interests, -- my whole desire being to make the proposition in a business like manner and securing for myself a large interest in this enterprise which I know without any question would be a large money earner from the start of the plant.

"I would ask that the papers submitted....should be kept confidential and should be returned after making yourself thoroughly familiar with them...

"I forgot to add that we have a special charter from the State of Maine secured a year ago...."

The attempt to interest Joseph Pulitzer or other publishers in the project was not successful, and little time seems to have been wasted in looking in that direction for financial aid.

Some time before July, 1898 -- although it is undated, we know this because it mentions that no corporation had yet been formed under the Northern Development Company charter -- a prospectus was prepared for distribution. This is a most interesting document. Garret Schenck had raised his sights considerably, and it proposed a much more ambitious project than that described in the foregoing letter. It contemplated development of 160 feet of head for power, and the construction at Millinocket of an integrated eight-machine newsprint mill to produce something over 200 tons a day, arranged so that two more machines could be added. This was to be backed up by some 250,000 acres of timberland already controlled, and more than another 1,000,000 acres that could be drawn upon for wood. It explained that a corporation was to be organized under an existing charter, which was to be amended at the 1899 session of the Legislature to authorize a change of name and the raising of capitalization to \$2,000,000. It presented projected earnings, backing these up with figures from the Rumford mill operation, and pointed out the advantages that the proposed new mill would have over those of the International Paper Company -- "the Trust" -- which it took apart piece

by piece.

It is far too long to include here, but far too interesting to omit. It will be quoted in its entirety as Appendix A.

Some time between March and July Garret Schenck left Rumford for good, and opened an office in Boston. His home was in Weston, and he had a summer residence at Falmouth (Mass.) where he spent much of his time. As he had lived in Boston previously, we believe that he already owned these properties, but this is not important.

On July 21, 1898, the incorporators of the Northern Development Company met in the offices of Appleton & Chaplin in Bangor, and proceeded to organize. The call for the meeting was signed by Charles Mullen and James Mullen. H. M. Prentiss, F. H. Appleton and Charles Mullen were elected Directors. Henry M. Prentiss was elected President, Charles W. Mullen, Secretary and Treasurer. Capitalization was fixed at \$1,000,000. in accordance with the charter, divided into 10,000 shares of common stock at \$100 par. Charles Mullen, James Mullen, F. H. Appleton, H. M. Prentiss, James Rice and M. E. Mudgett each subscribed to one share of stock. This was the interim move, to get an actual corporation established.

On August 30, 1898, a contract was made between Garret Schenck, Col. E. H. Haskell and Charles Mullen, splitting everything three ways, under the same terms as those of the March agreement, except that each was to receive interest at an unspecified rate on any investment he might make before the proceeds of the sale of the property which they were to acquire to

the new company were divided. This agreement was to figure in later complications.

Charles Mullen proceeded to purchase the lands which he had optioned, and additional lands, paying partly in cash furnished by Col. Haskell and Garret Schenck and other money obtained by borrowing, and partly by notes signed by himself, Garret Schenck and Col. Haskell jointly. Everything was proceeding as if all signals were go, in spite of the fact that there was one hitch; he had not yet been able to obtain title to the power rights and land at Millinocket, on which the whole scheme depended. On September 29, 1898 he wrote to Garret Schenck:

"My dear Schenck:

I have been working for more than two weeks as you are aware trying to secure the signatures of the parties who gave me the power bond, and up to the present time have not been entirely successful.

The Prentiss estate is what stands in the way, and it now transpires that the two trustees who gave me the bond had no legal right to do so without the co-operation of the third trustee.

However, as the two sons and mother constitute the trusteeship it never occurred to me, or to my attorneys, or to your attorneys for that matter....to question for an instant their honorable right and honorable intention in the matter.

To-day they absolutely refuse to sign the deed unless we will pay them Five Thousand Dollars in addition to whatever may come to them as their share of the original Thirty-

five Thousand. They offer however, to give me for a consideration....a two hundred acre lot of land situated very close to where we want it. The lot in question being lot #60... The question now is, what shall we do?...Please telegraph me on receipt of this in the morning...."

The next day he wrote again:

"Sorry you can't come down....What the Prentiss's wanted was more money. The Five Thousand Dollars must be paid within a week, but they will give us three hundred and thirty five acres instead of the two hundred...The quicker we get this additional Five Thousand Dollars the quicker we will get our deeds. Will you send it, or who will?"

He had also been running into some opposition in obtaining timberland for which he was dickering. On September 23d he had written:

"I have seen Mr. Woodard this morning and he thinks the parties will come around all right to sign the deed without force. You understand that the whole organization of the I.P. Co. has its guns trained on you and you need not be surprised if the Bradstreet lands are beyond reclaiming. "

The Bradstreet property was in the Seboomook region, and included the sluice for transferring logs from Penobscot to Kennebec waters, previously described.

Garret Schenck agreed to find the extra \$5,000 to meet the demand of the Prentiss Estate, and on September 30, 1898, the deed to the Millinocket property was delivered. At the same time, the Prentiss Estate deeded the 335 acres which they had offered

as "consideration". Of this, Charles Mullen wrote "It has nothing to do with the land taken under the bond hence there is no occasion for the other owners to find fault. Anyway, they have all signed now, so we needn't care." Charles Mullen being a partner in the Syndicate, and not in position to deed to himself, the transfer was made to Garret Schenck, who in turn conveyed one-third each to Charles Mullen and Col. Haskell, in accordance with the agreement of August 30th. Deeds to the timberland along the river which Charles Mullen had purchased were, when paid for, made out to the three parties jointly.

It has not been possible to follow with any confidence the sequence of events which resulted in the financing of the new company. Col. Haskell had apparently taken a hand in this. Charles Mullen wrote to Garret Schenck on October 7, 1898: "You understand of course that whatever you want to do in raising money I will join you, although when the Colonel (Haskell) wrote me the other day in relation to that I answered him that I considered it his business and yours to take care of that part." And on November 2, 1898: "I had a short letter from Col. Haskell this morning enclosing me a check for \$3,333.33 which I asked him for day before yesterday. He did not however refer to anything except the finances but I am very glad to note from your letter (of October 31st) that his mission to New York inspired confidence, both in you and in him." Two days later, he wrote: "I note with pleasure that the financial horizon looks clear."

With all these transfers of land having been recorded, Garret Schenck was now out in the open, financing had been obtained, although unfortunately we are not able to say exactly how

this was arranged, and everything was ready for the next step.

On December 3, 1898, a meeting of the stockholders of the Northern Development Company was held in Bangor. The subscriptions of Garret Schenck and Col. Edward H. Haskell, for three shares of stock each, and of Charles Mullen for four additional shares, were accepted. The Board of Directors was increased from three to five, and the office of Vice-President was created. H. M. Prentiss resigned as President and Director. The three new Directors were Garret Schenck, Col. Edward Haskell and James B. Mullen. Garret Schenck was elected President and Col. Haskell Vice-President. Charles Mullen, who remained as Secretary and Treasurer, was instructed to prepare by-laws.

It is clear, in view of the earlier events, that all of this was carefully planned and worked out in advance, and that it anticipated the further changes that would be made when the outside financing came in, the Northern Development Company and its charter simply being used as a means to an end. Indeed, this was spelled out in the prospectus that we have summarized.

Up to this point, the name of Col. Augustus G. Paine has not appeared in connection with the Northern Development Company. However, it seems that by this time he had become an important factor. The first mention of Col. A.G.Paine which has been found is in Charles Mullen's letter of September 17, 1897, from which we have already quoted. This contains the bare question, entirely out of context with the rest of the letter: "What about Col. Paine?" placing him in the picture in some way at that time, but there is no further reference to him in any available

record until late in 1898. It is known, however, that some time between September 30th of that year and February 2, 1899, he had not only agreed to subscribe for stock in the new company which was to be formed from the Northern Development Company, but was participating in some way, under some deal with Garret Schenck in the purchase of timberland to be sold to it. Whatever agreement there was is obscure, and was to lead later to serious controversy. One-third of the money which he invested in land under this agreement was borrowed from M. M. Armstrong, one of his associates in the New York & Pennsylvania Company, of which he was President. It may have been Mr. Armstrong of whom Charles Mullen wrote in his letter of November 2, 1898 to Garret Schenck: "Now in relation to the matter which we discussed in Boston...I am candidly of the opinion that Mr. A. will be of much more importance and assistance to us outside of our company than he would be were he a stockholder". Mylert M. Armstrong did become a stockholder a few years later, but did not otherwise figure in the affairs of the Company.

There has been much confusion over the years, even in the Company's own records, between the names "Payne" and "Paine", which we have tried to avoid. Also, there are several versions of the events connected with the founding of the Great Northern Paper Company, and widely differing stories about the people who were involved and the parts they played. We have sifted all this out to the best of our ability, and believe that the information as we give it is close to the facts.

While the manner in which Col. A.G. Paine became associated with Garret Schenck and his enterprise is unknown -- perhaps

it was through Col. Haskell -- it appears that he became in some way the link between Garret Schenck and Col. Oliver H. Payne's New York money that financed the Great Northern Paper Company. There are three unconnected bits of evidence to support this. The first is the story, substantiated by a knowledgeable informant, that Col. A. G. Paine, who was a financier in a small way and had an interest in pulp and paper mills, being approached under the mistaken impression that he was Col. O.H. Payne, due to the phonetic likeness of the names, said that while he would participate, he could not come up with the kind of money required, but introduced Garret Schenck to Col. O. H. Payne, who could. The second is a statement made to the writer by Lester R. Smith, who was Garret Schenck's secretary beginning in 1902, that he believed that Col. A. G. Paine introduced "the Chief", as he called him, to Col. O.H. Payne. The third is contained in a letter written by Garret Schenck many years after the period we are discussing, and will be brought out later.

At the 1899 session of the Maine legislature, as planned, the Northern Development Company introduced a bill requesting authorization to raise the capitalization of the company to \$4,000,000 -- twice the figure mentioned in the prospectus -- and to change its name to "The Great Northern Paper Company". There is no information as to how this name, so descriptive of the enterprise, was chosen. The act, "An Act Amendatory of and Additional to Chapter 458 of the Private and Special Laws of 1897 (Chapter 20, Private and Special Laws of Maine, 1899) was passed, apparently without any controversy, and was approved by the Governor on February 14, 1899. The amendments took nothing

from the original charter, but added the right to build piers and to boom and sort logs at the North Twin Dam and in Quakish Lake. This act also corrected the error in the numbers of the Indian Townships. The right to transmit and sell power was undisturbed. This right was however revoked a number of years later, under circumstances which will be explained.

On March 2, 1899, a meeting of the stockholders of the Northern Development Company was held at the Union Station in Portland. The amendment to the charter was accepted, and the subscribers to the original stock agreed that the new capitalization should be 40,000 shares, \$100 par value, of which half would be issued as common stock and half as 6% preferred, to share alike with the common in distribution of assets; the preferred dividend to be paid after the establishment, at the discretion of the Directors, of a reserve not exceeding 20% of the whole capital stock. By-laws as prepared by Charles Mullen were accepted. Garret Schenck submitted to the meeting a subscription agreement, dated February 2, 1899, for stock as follows:

		<u>PREFERRED</u>	<u>COMMON</u>
(Col.) Oliver H. Payne	New York, N.Y.	6,000 shares	6,000 shares
(Col.) A.G.Paine	New York, N.Y.	1,000 "	1,000 "
Garret Schenck	Weston, Mass.	1,000 "	1,000 "
Edward H. Haskell	Newton, Mass.	750 "	750 "
W. S. Gurnoe	New York, N.Y.	875 "	875 "
John G. Moore	New York, N.Y.	500 "	500 "
G. B. Schley	New York, N.Y.	250 "	250 "
Charles W. Mullen	Old Town, Maine	375 "	375 "
John A. Decker	Disfield, Maine	150 "	150 "
Albert Stone	Boston, Mass.	100 "	100 "

The number of Directors was increased from five to seven. James B. Mullen and F. H. Appleton resigned, and four new Directors, Oliver H. Payne, R. Somers Hayes, Augustus G. Paine and Almeric H. Paget were elected. Col. Haskell resigned as Vice-President and Col. A. G. Paine was elected in his place. Charles Mullen resigned as Treasurer and was replaced by J. Sanford Barnes.

W. S. Gurnoe and Albert Stone have not been identified. John G. Moore and G. B. Schley were partners in the New York firm of Moore & Schley, Col. Payne's brokers. John A. Decker had been Superintendent of the Rumford Falls mill, and was to be Superintendent of the new plant at Millinocket.

The Board of Directors was now composed of Garret Schenck, Edward H. Haskell, Oliver H. Payne, R. Somers Hayes, Augustus G. Paine, Almeric H. Paget and Charles W. Mullen. Garret Schenck was President, A. G. Paine, Vice President, J. Sanford Barnes, Treasurer and Charles Mullen, Clerk. Thus the Northern Development Company passed, along with most of its Maine originators, and the Great Northern Paper Company came into being.

It will be of interest at this time to learn more about these men in whose hands lay the future of the new company. Charles Mullen, Col. Oliver H. Payne, R. Somers Hayes and A. H. Paget we have already met. J. Sanford Barnes (1870-1942) was an associate of E. S. Schley, Receiver for the Madison property of the Manufacturing Investment Company. Not much is known of his background except that he was a native of Elizabeth, New Jersey and a Yale man.

Col. Edward H. Haskell (1845-1924) was Garret Schenck's

associate in the Rumford Falls Paper Company. A native of Gloucester, Massachusetts, he had enlisted in the Union Army at the age of sixteen, and saw action in some of the greatest battles of the Civil War. Entering politics in 1878, he served in the Massachusetts Legislature; as Adjutant-General of Massachusetts and as a member of the Governor's Executive Council. He was for a short time in the newspaper business; then engaged in lumbering on the upper Androscoggin river, and in paper manufacturing. In 1898, at the time the Rumford Falls mill was being sold, and the events which we have described were taking place, he and Daniel F. (Black Dan) Emery formed the Hastings Lumber Company, which bought out the old Wild River Lumber Company in Coos County, New Hampshire, and operated its sawmill and logging railroad until 1903, when spring floods, followed by a dry summer and a disastrous fire put an end to the activities of this company. Some of its logging equipment was sold to the Great Northern Paper Company at that time. Col. Haskell was a very religious man, and a large part of his very considerable income went into world-wide missionary work. The New England Baptist Hospital, the Shanghai Baptist College and Theological Seminary and the American Girls' College at Constantinople were some of his interests. He remained active in the paper business until shortly before his death.

Col Augustus G. Paine (-1915) was a native of Maine. His business life, however, began in New York, where he was a partner in an unsuccessful drygoods commission firm. Following this experience, he became interested in banking and finance, and promoted a number of inventions. Through this activity, he be-

came interested in work being done on improvements to the soda process of making wood pulp and in the late 1870's financed a small soda mill, capacity 5 to 7 tons per day, at Jackson, Michigan, which was abandoned after a few years of operation. Some time in the middle 1880's he became proprietor of the defunct soda mill of the Champlain Fibre Company at Willsboro, N.Y., by reason of having loaned money to the owners, and proceeded to make this mill into a going concern, largely through the introduction of a recovery system which he had formed a syndicate to buy, and which became very successful financially. In 1890, the Champlain Fibre Company, the Lock Haven Paper Company, of Lock Haven, Pennsylvania and the Clarion Pulp & Paper Company of Johnsonburg, Pennsylvania, combined to form the New York & Pennsylvania Company, of which he was elected President. While this company did not make newsprint, it was acting as sales agent for several newsprint mills.

This brings us to Garret Schenck, (1854-1928), who had created the Great Northern Paper Company and whose personality and policies were to mold its corporate character. We find it much more difficult to write about him than about some of the other important personalities who can either be treated more superficially or with whom we had more personal experience. We can but try.

The first President was born in Trenton, N.J. a descendant of early Dutch settlers. His mother was Hannah Bird, of East Walpole, Massachusetts. His uncle, Francis W. Bird, was head of Bird & Son, and in this plant he learned papermaking from the ground up, working in practically every job in the mill, up

through machine tender. He then went into partnership with Horace Dutton, a paper stock dealer and importer of rags and jute, and they did business in Boston as Dutton & Schenck.

The date and occasion of his first venture into the manufacture of wood pulp are uncertain. His name has been associated with the construction and operation of a pulp mill in Appleton, Wisconsin. One of his daughters -- he and his wife Emma had two daughters, Marjorie (Mrs. George Dutton) and Caroline (Mrs. Joseph Cecil), and two sons, Garret Jr. and Hilbert -- said that he lived in Appleton shortly after his marriage, which was in 1876, and a business associate of many years wrote: "Mr. Schenck did live in Appleton for a relatively short period of time. While there he built and started a paper mill". Efforts to obtain confirmation of any activity of this kind in Appleton have been unfruitful. However, he was the inventor of a sectional bronze sulphite digester, and of a pulp-making system to go with it, and was a director and Treasurer of the National Sulphite Boiler and Fibre Company, organized in Bangor in 1887 or 1888 to handle this equipment and process. J. Fred Webster was President of this company, and the other directors were J. A. Kimberley and Edward Ames. Only a few of the digesters, which it is believed were built by the Eastwood Wire Works, of Belleville, N.J., were ever sold, because of their high cost, but an article published in the Appleton Post-Crescent in June, 1925, states that Garret Schenck installed one of them in the plant of the Atlas Paper Company in the early 1900's. The dates do not tie together, but it is possible that he did have something to do with the construction of a mill in Appleton.

It has been said that he was associated with William Pierce Johnson in the construction on the West Coast of a mill or mills that later came into the Crown-Zellerbach organization. The late Lester R. Smith, who became Garret Schenck's secretary in 1902, and who, just as a matter of interest, said that at that time he had made figures estimating the latter's net worth at not more than \$300,000, told the writer: "I am quite sure that Mr. Schenck built two paper mills for Mr. William Pierce Johnson in California". He was indeed involved in West Coast mill construction, but not in California. This came about through the National Sulphite Boiler and Fibre Company. William Pierce Johnson built his first mill using wood pulp, a newsprint mill, at Oregon City, Oregon, in 1889, under the name Willamette Pulp & Paper Company. In February of that year, this company made an agreement with the National Sulphite Boiler & Fibre Co. for the use of its process, and purchased two digesters on time payments without interest, with an option to buy two more. In March, an agreement was signed with Garret Schenck to "plan, start and buy machinery for a sulphite fibre mill". Under this agreement, he was to supervise the locating, constructing and starting of the mill, for a fee of \$7,000. In connection with the Oregon City plant, the Willamette Pulp & Paper Company at the same time built a pulp mill near Astoria, Oregon. As the sulphite digesters were shipped to Oregon City by rail, and the Astoria pulp mill was some 75 miles distant, the chances are that it was a groundwood mill. Garret Schenck is known to have made two trips to the West Coast by clipper ship around Cape Horn, and these were no doubt in connection with these projects, as while his agreement called only for work on a sulphite mill, he may have had a hand in both, which would account

for Lester Smith's statement. The writer knows that there was a rather close relationship between Crown Willamette and the Great Northern Paper Comapny for many years, and that William Pierce Johnson was an occasional visitor at the Company's Boston office. As a matter of fact, he stopped there before setting out for his last visit to Europe, where he died.

It is established that in the 1880's Garret Schenck was interesting himself in wood pulp, and in the State of Maine as a source of raw material for the industry. The Penobscot Chemical Fibre Company built a 10-ton soda mill at Old Town (Great Works) in 1882, and an informant writes:

"Garret Schenck, from all I can gather, was on the Board of Directors at that time, and it is possible that he built the original soda mill."

He was one of the incorporators of the Webster Paper Company, which built a paper mill at Orono, one of the plants which went into the original International Paper Company combine. The Industrial Journal of January 23, 1891, says:

"On the first day of July (1890) the plans were consummated for the formation of a stock company and the first work on the construction of the plant was begun. The entire stock of the corporation is owned by the firm of E. & J.F. Webster, D. Sargent's Sons and Garret Schenck of Boston."

This mill started up on January 20, 1891, with Garret Schenck as Manager. About this time, he established legal residence in Maine, and maintained this for the rest of his life, although as we have said, he made his home in Weston, Massachusetts.

Almost as soon as the Webster mill was in production, he was into his next project. The Paper Mill of January 7, 1928 said:

"His first big success came with the completion and operation of the Rumford Falls Paper Company. At the time the Northern Development - 33

Rumford mill started up, it contained four of the largest paper machines ever set in one mill and he later installed in this mill a fifth machine which was the widest built up to that time, for it had a 162" wire."

The Rumford Falls Paper Company was organized in February, 1892, to make newsprint, and the mill was built in that year, taking its water power from the Rumford Falls Power Company's development. The President of this company was Daniel F. Emery, the lumbering associate of Col. E. H. Haskell, who was a Director, as were Garret Schenck and Hugh J. Chisholm. Garret Schenck was Manager of the mill, the original capacity of which was 60 tons per day, but which, with the fifth machine installed, was making about 100 tons a day when it was sold to the International Paper Company in 1898. At this time, he was widely known as a quick-cook sulphite expert and a highly competent manager. Because of the activities we have noted, he was also thought of as a promoter.

We quote from two of the many articles written at the time of his death thirty years later. From the Lewiston Sun-Journal of January 5, 1928:

"The Great Northern Paper Company is the greatest memorial to the enterprise and operating genius of Mr. Schenck. This wonderful organization has won rare distinction, for it is a vast corporation that has won public respect and esteem not alone as a great industrial factor in Maine's development, but more particularly for its methods of operation, its fairness to the State, to Maine people and to labor. Mr. Schenck's vision in choosing his leaders was one of the largest factors in his success. His leadership was an inspiration, and in the Great Northern organization, faith, loyalty and high confidence are cardinal principles."

From the Portland Press-Herald:

"Mr. Schenck had a great love for his fellow-man. Those he gathered about him not only held him in great respect, but they loved him for his broad sympathies and generous spirit. All of his assistants in the great work he undertook were loyal to him and his interests. He inspired them with enthusiasm, and wherever they were, or whatever tasks they were engaged in, they performed with the sole idea in their minds of measuring up to Mr. Schenck's expectations of them....and to him they gave the best they had."

The writer was working in Garret Schenck's office in Boston then, and these eulogies truly reflect the feeling of the public, particularly the public of the State of Maine, and of the people in the Great Northern organization, toward him and toward the Company, but they somehow give a vague impression of supra-human qualities. Garret Schenck was indeed an extraordinary man and a great leader, but he was very much a human being.

He was a man of great foresight with a definite goal in mind, and he created and shaped the Great Northern Paper Company to achieve it.

At the time our story begins, he was considered to be a promoter. By his own words, he was not, but he had to act like one to get what he wanted, and that was something big and solid, something he could control, and that would make him a lot of money. This is indicated quite clearly by what he said in his letter to Joseph Pulitzer:

"I am not hide-bound in regard to this proposition..."

my whole desire being to make the proposition in a business like manner and securing for myself a large interest in this enterprise which I know without any question would be a large money earner from the start of the plant."

It also shows in another way in another letter, in his own hand, undated, but probably written in the early 1920's:

"Dear Commodore Ledyard:

I have sent a check to your Northern Finance Corporation which makes the final payment on the money I borrowed.

At the peak I owed your Company about a quarter of a million dollars.

I want to say, that in my business experience, Col. Payne was the only man I had met, that was not only willing that I should have a chance to make money, but helped me to do it, and the loan he made me is now worth more than a million dollars.

His act made me more than loyal and anxious to have his investment and the Company a real success and I was very thankful that the Company was in such good standing before he passed along.

I want to thank Mr. Whitney and yourself for the liberal way in which you have allowed me to continue the indebtedness to your Corporation.

With regards, I am

Very truly yours,

GARRET SCHENCK

He had watched the "Trust" come into being; he had anticipated what was likely to happen to him in view of his lack of

sympathy with its policy, he had seen with far better vision than Charles Mullen's, what could be done at Millinocket; he had seized the opportunity when it presented itself. He built the Company on his policies of open competition, integrity and fair dealing, and it is interesting to note that much of what was written of him dwelt as much on the Company as on the man.

Garret Schenck was a man of many ideas and few words. He was naturally kindly and courteous, with "a sense of feeling for the other man", and what he considered to be fair almost always was, but he was a President-Manager of the old school, which is to say that he was an autocrat. In 1912, Lewis Cass Ledyard, one of Col. O.H. Payne's attorneys, received a letter from one of his law partners, reading in part:

"You have apoken of the fact that Mr. Schenck's desire to be supreme in the Company is natural. I do not question this in the least. The question I would ask you to consider is whether it is desirable from the point of view of the owner of a majority of the stock of the Company to allow a single officer to be supreme and to be their main source of information on all the workings of the Company."

He could be very hard-nosed. His old friend L. D. Post, in the Paper Mill article of January 7, 1928, says that he squeezed out of the International Paper Company "Trust" \$1,000,000 more than the price he had originally put on the Rumford Falls Paper Company mill because they had sent people to visit it and ask questions while he was absent. In the early days particularly, he came into conflict with many people, inside and outside the organization, and he was a formidable opponent. The welfare of

the Company came first with him. His love for his fellow-man did not extend to those who got in its way or threatened its interests as he saw them, and he made enemies as well as friends.

He did not hesitate to spend money to make money, and did not take kindly to criticism of the way he spent it. He was given great power, which he used to the benefit of many people other than himself. His faith in the Company was so great that he borrowed freely to invest in it; his traits of independence, toughness, fairness and honesty became identified with it, and he put together an organization in which he instilled an almost fanatical belief in its virtues and an intense dedication to the principles that he established.

The living Garret Schenck was pretty well described in an article written by Arthur Staples of the Lewiston Sun-Journal and published in that paper some time early in 1923. A mimeographed copy of this was preserved in the Old Boston office files, and we quote it, again in part:

"If you step into the busy offices of its administration at Devonshire Street in Boston, you may find Mr. Schenck, the President of Great Northern. If you do, you see a heavy-set, patient-looking man of perhaps sixty years of age, with a close-cropped General Grant beard slightly tinged with gray. He sits behind a table smooth of papers, and may be smoking a small panatela cigar, one of which he will offer you, if he has time to see you and talk with you....Mr. Schenck is a positive man. He has his notions, which are as adamant. He believes in his company and its mission, and like a good fighter, is willing to go the limit to protect what he

believes to be its rights. For this reason he has come into conflict with many persons, yet he has a great human-kindness; a desire to deal fairly; a sense of feeling for the other man; a sweet and kindly personality that means so much when one meets it in business....You will not get a great deal of information out of Mr. Schenck that he does not care to give. He has a grim fighting capacity that is distinctively like that of one of his great nation, a certain William of Netherlands, who never knew when he was licked. Mr. Schenck impresses one with power. He looks it, he senses it, he exercises it....He loves the woods; he is an ardent fisherman. His camp up Seboomook way, or at least at the head of Moosehead, is a retreat for him when he is tired. He is an every-day man, with no snobbishness. He goes about as though he had not over a dollar and a half. His lieutenants worship him; his enemies hate him; his friends love him; his customers swear by him as a man of his word, as fair as the dawn and as true and word-worthy as the Ten Commandments."

At that time the President was nearer to seventy years old than to sixty, but that is an immaterial error. Arthur Staples said what we have been trying to say, in many fewer words.

As best we can tell it, this is the way it all began.