

Norman P. Mortensen
History of Camp Reynolds and the Development

A few days ago Bob Parker asked me to set down my recollections of the beginning and development of Camp Reynolds. It seems that over the years that the history has become somewhat dimmed and some of the people at the present time don't really know what did happen.

To begin with the development of Camp Reynolds is a saga in American industrial history, a development in American living, a development of American enterprise, a picture of what people working together can do to create better things for American people.

In the background for Camp Reynolds it might be well to go back a little to the old, old story that every town practically in the United States, having a desire to develop itself and to grow. The first idea always has been to first get out a brochure which gives employment to some artists and some printers and some local people a chance to exhibit their creative abilities in creating a picture and story of their home town and all the advantages it has and that no doubt it is the prime town in the United States to have selected by industry to start a plant there.

In Greenville, the story goes back to before World War II, perhaps a step further. In the early days, say in 1912 and 1920's there was a Chamber of Commerce in Greenville and at one time even a paid Executive Secretary, a man. At one time there was a Board of Trade. I recall back in the later 30's attending a meeting in the basement of the Penn Power Company attended by among others Frank Connors of the Penn Power Company, Judge George Rowley, Senator Frank Fay, Jim Dimmick, perhaps Archie Voochries, perhaps myself but it was an inactive affair and you could just say there was one.

Out of or from this group that would have been member of the Chamber of Commerce under any other conditions, rose a group of people that were merchants

on the streets - along Main Street in Greenville. They started out by calling themselves the Greenville Business Men's Association and it was a merchants activity, pure and simple. This continued to this day and the Merchants Division Section of the present Greater Greenville Chamber of Commerce.

During or right after the end of World War II there were a group of men who were very active 1943, '44 and 1945 and among them were Jess Dart, Paul Moss, Si Moss and a number of other merchants. Then after around 1945 other men became very active, Jim Lee, Luther Kuder and after I came back from the service, myself. The ideas back there to develop business in addition to this brochure, I mentioned, was to build a plant, buy a piece of ground and build a plant on it and go out and find an occupant. This idea I always opposed because it always seemed to me that no matter what kind of plant you built it would never meet the requirements of someone wishing to come the Greenville with an industry.

As a sample of that, is the fact that along about 1947, 1948 there was purchased by the Greenville Business Men's Association, Merchants Division, as you might call it, a piece of land on North High Street consisting of approximately $3\frac{1}{2}$ acres which was bought for \$1,000⁰. This came from money that the Greenville Business Men's Association accumulated in a post-war fund which at one time had a total of approximately \$3,500. That piece of $3\frac{1}{2}$ acres of land is still out on North High Street and in fact about a dozen years ago everybody then had forgotten what it was, where it was, etc. You might say the taxes on it had been paid through the years by Reynolds Development Committee out of funds developed there and not from the Greenville Business Men's Association as such. The matter of keeping the brush down and keeping it mowed has fallen to Reynolds Development but it is a nice piece of ground. It is on the highway and runs back to the railroad, has water, gas and other facilities available to it, in other words it should be rather ideal piece of land but there it has been for

nye onto 30 years without having been used. During the years we have had numerous people show an interest in buying it for building a house or by the neighbors who want to extend their properties and over the years the men, rightfully I believe, have refused to sell it because we still have the hope that somewhere along the line somebody will come along and want that piece of ground for a nice little clean industry.

After World War II a number of men began to get an idea and to appreciate the fact that a Camp Reynolds, as the camp was being de-activated there was several hundred thousand square feet of space created by the Army in the way of warehouses, troop concentration centers, theaters, PX's, etc. The ^{is} surplus Administering agencies decreed that the barracks would be removed and sold off to salvagers. The decision was also made that the warehouse areas would be returned to their original use, that is farm land. This was promoted by salvage people who had some representatives in the intersanctum such as Governor → Lauchee of Ohio and Congressman from Pittsburgh, Pennsylvania, who on behalf of these salvagers had gotten through this ruling that these buildings would all be salvaged and the land returned to its original use. Of course, in the meantime the previous owners who had been farmers, in whole and in part, had sold out and gone other places. It took an awful lot of negotiation to get this accomplished and very interestingly while we interested Congressman Kearns, Bucky Kearns to speak for us we weren't doing so well, until one day we received a letter from a man by the name of Snyder from Adamsville who told us that he had a son Al Snyder that was first assistant to Mr. Larson, Head of War Services Disposal. We immediately had contact with him and through a lot of negotiations, principally by Luther Kuder, Jim Lee, Si Moss, Jess Dart, that a reclassification of the warehouse areas, etc. to commercial and industrial purposes. Then there was the matter of acquiring the land with the facilities

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on them. After much negotiation it was finally agreed the Government would sell the warehouse areas to the Borough of Greenville, the public unit. The Borough of Greenville had no use for the land, etc. but after considerable negotiation it was agreed that the Borough of Greenville would buy the Camp Reynolds facilities for \$40,500. The money to be put up by the Greenville Business Men's Association or what became known as the Reynolds Development Committee.

To get the \$40,500 the GBMA put up \$2,500 from the post war development fund and \$38,000 was borrowed and put into the fund by three men, Luther Kuder, Jess Dart and Si Moss. I believe. These Loans, together with the \$2,500 from the GBMA made up the \$40,500. Then the effort was made to interest the Westinghouse Manufacturing Company into using property as warehouse storage areas, which they said they needed very badly at the time and which properties were leased to them at very, very favorable rates to them but producing enough money to enable us to further develop the area but pay back the \$2,500 to GBMA and \$38,000 to the other men without interest. In other words they borrowed the money, put it into the purchase and got their ^{money back but did not get any interest} business ^{on the money while it was in} ~~the~~ [?] ~~business~~ [?] report, it had been repaid. It seems that at every turn we met up with snags and road blocks. I remember what was the motor pool building was occupied by the Army and some big Irishman who was in charge of that and he said they couldn't possibly get the stuff out of there for a year. At a very hectic meeting one morning, I remember down at the site at which attended by this big Irishman, I have forgotten his name, Si Moss, myself and probably Kuder and Dart there was some real straight talk, during which time I mentioned that given a few men and a few trucks that we could vacate the building in a matter of 48 hours. Anyhow we did get it vacated in a matter of a week or two.

In those days the Westinghouse was our real prime supporter. They needed the warehouse space, we were able to get it for them at a very low price. So

that Westinghouse did provide us some money to purchase property and began to develop it. They had a good deal too.

After the purchase of the warehouse area we began to acquire other pieces of ground. I remember one possibly that was bought from Mrs. Larsen for some \$3,500. We then tried to buy the piece of ground out in front of what is now Rinella Lumber from the almost overpass up to Second Street. In acquiring that prime lots, purchased the part in front of what was then Greenville Lumber now Rinella Lumber and the GBMA purchased the rest up to the house on the corner. The house on the corner was purchased after a considerable amount of discussion and after our people had been turned down absolutely. I recall one day I was on vacation and I was called and ^{it} was said these people would sell the house now. So I went down and talked to them and told them the purposes that we wanted the property, etc. and we could pay them \$13,000, which at that time was a considerable amount of money. I remember putting up \$100 down payment on the property and the transaction was subsequently completed to the satisfaction of all concerned.

As you know the Association for years had been occupied by Ed Fisher who worked in the Development. He was the Deputy Constable and not only was handy to look out for the properties there but also to give ^{some} measure of protection. ←

Another property that I recall that was purchased from a family named Bechtol for \$4,500. It was just bare land because the buildings had been removed. We'd had a lot of negotiation on that and one night Jim Lee, Jess Dart and I went out to the country to see these people and to talk to them and tell them the purposes of our wanting to acquire it, those purposes being to provide land that we could extend railroads and make up piece of plots of ground sell to or give to incoming industry. After much negotiation, during which time I played on the floor with the children, we purchased that property for \$4,500

which was a good price for the land but it did help to add to our property.

There was another 45 acre piece of ground in there owned by a family know as Semrock. They had persistently refused to deal on it but one evening I was talking to one of the men from that family who had come into the bank on some other business and laid out a map and showed him that we were trying to accomplish and that we needed this piece of property to fill in the whole plan. Well, he said of course, that he would have to talk to the other members of the family that the family did wish to retain some land in that area. I suggested to him that I could appreciate that, but why didn't he trade that piece of property to us in return for some property up on either A or B Streets. What is now Reynolds Heights. That seemed to appeal to him but he said he would go and talk to the rest of the family and they would be back to us in a week. Which he did and he came back in, said they had talked it over and maybe they didn't care to keep any land that they wanted I believe it was, \$4,500 which was what we had in mind as the outside price that we could pay for this property. So we purchased that.

At about the same time Jess Dart was carrying on negotiations with Bill Templeton who was with these other people have the privilege of buying their properties back from the Government. Bill Templeton was pretty difficult to deal with. Bill was a good business man in his own right. He was an enterprising individual as those people who knew him were well aware. Bill Templeton was a real tough nut to crack. Finally we purchased ground all the deals being pretty much negotiation by Jess Dart, completely surrounding that piece of property at which point we went to him and said "Now listen, we can understand your desire to develop this piece of ground. We have desires too. Perhaps we could do this together. We would develop it, we're developing it for a non-profit organization but you would develop it for profit. But, we

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→ cooperate on it - but this he would have no part of. ¹¹ And finding that he was completely surrounded and would not be able to go on in spite of us, he would
→ out to us ^{he & all out to us} at a real good profit to himself but it gave us the several hundred of acres that we needed to develop what is now Reynolds Development. The whole housing area and that part of the picture was past. But in those days there was much, much work. It much be realized that at that time we had no office, we had no paid staff. The whole thing was run by say, like weekly meetings by the Trustees who incidentally in the beginning were Luther Kuder, Jess Dart and Jim Lee. Si Moss was a member sort of ex-officio as was I who served as ^Treasurer and so called Financial Advisor.

The books were created by and kept at the First National Bank without charge for the services and that continued on until along about 1950, 1951 or 1952. Eleanor Lininger, Mrs. Joe Lininger, a girl in our office did the actual bookkeeping, of course, on bank time. It is interesting to that in those years the necessary traveling was done by the various members of the group at their own expense. The telephone calls were also put on the bills of the J. C. Penny Company, on behalf of Jim Lee, the Greenville Lumber by Si Moss, Dart Chevrolet by Jess Dart and First National Bank by me.

As I mentioned before, Westinghouse was the first industry in there. Along about 1950 we got the J. C. Spenzer Corporation to take over the property to the southern part of the plot, the building which was the troop assembly plant where they assembled troops before shipping them to the seaboard for service overseas. In that particular situation we gave Mr. Spenzer the land and ^lloaned him \$25,000 to make the move and get set up and operating. That \$25,000 loan, I believe, was repaid. This we can check.

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One of the very, very interesting situations was the plant now occupied by Greenville Tubes, I believe a man by the name of Huppenstand was going to manufacture a small automobile. Mr. Huppenstand was a really interesting individual and he was the source of the story of the automobile to be created from a tar paper shack. Possibly later on we can elaborate that and place it in the proper position here.

The Greenville Tubes, an arm of Weigand Company in Pittsburgh had Frank Algee and some of his men and we will supply a list here - came to start a company up where the Damascus Tube Company is now.

* *Insert Page 5 where he listed*
It was the plant whereby high alloy steel tubing which you graded by piercing. A lot of money was spent there in developing electric furnaces, etc. and there was a tube pierced but nothing came of it. Later this became the base for Damascus Tube Company which is still operating which is now a wing of the Sharon Steel Company. You might say that Huppenstand's bad experience did bring about the purchase of that company by the Greenville Tubes and we got a very fine industry that's been there for many years. The same thing Damascus (out of Tube, through Frank Algee's efforts) bought that which has a story in itself.

It became apparent early in the game that if we were to develop this area we had to have the facilities of water and sewage available. There followed a long period of negotiations with the Government to purchase the water and sewage facilities. You might mention prior to getting to that that all these operations were not carried on with the full support of and the cooperation of all segments of the community. There were very serious criticisms leading to many letters being written to the Government out of which there came two distinct Federal investigations.

I recall one of them, a man came into the Bank one morning identified himself and we said well okay now we have the books here if you would like to

look at them, which he said very fine and he did and after studying a day or two examining the books, properties, etc. made the statement that we were doing exactly what was intended to be done by the Congress with the Surplus War Assets and that everything was in fine order. A year or so later we had another investigation of the same nature. At that time we got a complete bill of health which I mention these now because this all comes up at a later date. In other words, we were link^{ke} the man who got out of the insane asylum with a clean bill of health, he had proof that he was sane where as the people running around otherwise had no evidence or proof that they were or weren't whole.

Getting back to these facilities, there was a water system built for the camp to service from 40,000 to 60,000 people. Also a sewage disposal system for the same purpose and I believe they had first and second degrees of service for sewage. The question was how to buy them. After much negotiation, etc., the discussions came part way to head with a meeting in Cleveland at which there was Archie Voohries, Luther Kuder, Jess Dart, Si Moss and myself, I believe. We can check that later. At noon time the matter had been agreed upon and one or two or three of the men went home, the rest of us were left to tie the thing up. Only, we had a man by the name of Simington. A little young upstart from the Government who came in and began to throw roadblocks into the situation, to the point that at one time I went in to see Colonel Ritter and told him that I was Colonel Mortensen and that we were not getting a fair shake.

We had a real battle on our hands and at about 5:30 we wound up that part of the deal. At which point we went out to get some dinner and had about three or four drinks each. We were well topped off until we got a dinner on our stomach to bring us back to good shape. The next step was to go to Cincinnati and on that trip went down by train from Pittsburgh and met Archie Voohries in Pittsburgh. There were four of us, Jess Dart, Si Moss, Luther Kuder and myself

drove down over icy roads to Pittsburgh. That was another episode. We just got into a garage in Pittsburgh and made a run of it to get the train. The train was already moving but we got it stopped to get ourselves on the train. ^{HP} The next morning we were in Cincinnati, we went to see a Mr. Robinson and another Colonel Ritter. Not the same one we met in Pittsburgh. After we got started and Mr. Robinson said to me and I said to him, I think I have seen you somewhere. ^{HP} It developed he was an automobiler originally in Michigan, ^W and we tied up the fact that we had been in India in the service together and had attended a meeting in Calcutta or Hastings Mills in Calcutta. Which didn't hurt our getting along. Anyhow, the discussion went along and finally this Colonel Ritter said now let's get this thing all squared away. ^{HP} I might go back a step and say that we had made arrangements before we went to Cincinnati that we could get money together to pay up to \$35,000 for the two facilities. As part of this the arrangement had been made for this money to be borrowed from the First National Bank. All through the history of Reynolds Development, First National Bank, the Bank's Board of Directors, always seemed to grasp the significance of Camp Reynolds and were always very, very helpful in getting loans from time to time but on a different basis. The other local banks would not participate in any real respect and First National Board of Directors did have the idea and they had the appreciation of what was being done. ^{HP} Anyhow, we had agreed that we could pay up to \$35,000 for the facilities but we were going to get it as cheap as we could. After about an hour or so of discussion this Colonel Ritter said, now look you fellows, we have a price in mind that we want for that property. Going back a step, they said that they when they first started to deal with us that they thought they were dealing with a bunch of highbinders from Greenville but they had in their possession the reports of two Federal Investigations previously mentioned by me, we asked if could see them and they said yes. They

produced them and we did read them and I must say they were complimentary to us.

→ Anyhow, Colonel Ritter leaned back in his chair and said, listen you fellows, ←
we have a price on this either take it or leave it. We held our breath like
everything and finally we said well what is the price and he said \$13,752. We
didn't say anything for a little bit and then we said well now wait a minute, we
→ ^{like} agree going to have a lot of expense reconditioning these plants and we are ←
going to have to maintain and operate them without enough revenue to take care
of them. This went on for a little bit and finally Jess Dart said, "now listen,
we are willing to pay that and lets get on with closing the deal," which we did,
→ and he knew we had it closed up and all the agreements made and this Colonel
Ritter said I would never want to get in a poker game with you fellows. You
know right well that you fully intended to pay more for that property than
\$13,752 but he said there wasn't a flicker of an eyelash or anything else and
you guys held your place and don't ever get me in a poker game with you fellows.

This was all agreed on later on. Mr. Robinson was to come to Greenville
with the papers made out, etc. and we were to turn over the money. As it
happened, when he came to closing the deal all of the men of the group were out
of town except for me. So I called Ruth Marsteller at the GBMA and suggested
that she call the Directors and we would have dinner at Schusters. We did this
and at the time Mr. Robinson again produces the two reports of the Federal
Investigation and I paid over the \$13,752 and got the deeds for the water system
and the sewage system.

While we are on the utilities and services we should speak about the PITCo. ^{Speed out} ←
This is an organization put together many years ago by some of the farmers down
in Pymatuning Township to get service. They had sold the stock originally for
\$30 per share and I believe a lot of that was worked out by the farmers
themselves working for the Telephone Company. They afterwards changed it to

\$40. They had five (5) long distance lines out of the whole area. During the war of course the Army had come in ^{with} which large cables and many, many lines through the services of the Bell Telephone Company, ^{Page 8 insert he wrote} as to how we could increase the services and there was a pretty good spirit of cooperation on the part of the Telephone Company to go along with it. The principal parties then being Emerson Heile, John Morrison, ^{and} some of the other people in the company were ⁵ Mr. Ed Reimold, Unangst but they didn't cotton up to this bunch of city slickers or ^{binders} high thinkers from Greenville. They passed offers that we had to get the company re-capitalized so that the services could be enlarged.

I recall a meeting one night down in the old school house in Transfer. I think it is now occupied by that religious organization located there, at which time, lets go back a step. Prior to that meeting the company got off by its own and created an issue of stock at \$50 per share to the extent that \$40,000 and they were going to sell themselves. Well they just didn't sell any stock, maybe \$300 or \$400 worth. At that meeting, where I represented our group, ^{made a} statement to them that we needed to have control of it in the area, ~~that~~ they weren't selling the stock ^{but} that our group would provide for the purchase of the stock but only if it was entirely agreeable to the men present, management of the company. After quite an evening it was finally decided that they would go along with us. Well I believe about \$4,000 worth of stock had been sold by ^{then} them. They agreed that they would sell the stock to our group. The money came in part from Greenville Lumber - Si Moss put up about \$13,000, I think Greenville Tubes put up about \$13,000 and I have forgotten now who put up the balance, but anyhow later on this stock was - the Association I believe bought ^{anyway} \$13,000, ^{later} in order to create an interest for Bob Parker and provide for retirement income, etc., ^{he} He was given the opportunity to buy the stock which he did from the Greenville Tubes. The Greenville Lumber and the

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GBMA so that he has major control of the company. The whole history there, however, has been one of expansion.

From the five trunk lines we went to another system to provide for a larger increase and a few years later that had to be increased. I think we figured that by 1965 we had provided for 1,000 people - well that demand was met long before that and recently the whole business was redone a new building built and an electronic switching equipment put into the tune of about \$700,000 or \$800,000. To my mind telephone stock are not a good investment for the fact that remains that you always have to be putting your money back in for the increase in the equipment plant and you never get any dividends out of it. However, there should come a day when that whole investment should pay off right well.

* The Army had railroad tracks to various parts of the warehouse area. The railroad tracks and the buildings had all been built on the basis of being servicable for five years. The ties were untreated, etc. Well to keep the railroad tracks coming in there we had to replace the ties and that was a very expensive operation. These tar paper shacks that I mentioned before were built for an expected life of five years to it became necessary to move in, put new foundations under the buildings and to recover them, put roofs on them and sometimes new floors. There was a lot of money spent in reconditioning and restoring these buildings to a very much longer life. As is evident by the fact that 30 years later they are still serving ^{to} in a good use.

One of the big ventures was the creation of what was intended to be a large warehouse installation for Westinghouse. We tried to get some other kind of arrangement with them but they wanted a building that ran along the railroad track and the building ended up being 400 feet long by 100 feet wide and 400,000 square feet of space. And as everybody knows a rectangle is not necessarily the

most economical way to surround an area but the building was built for additional warehouse space for them. However, before the building was quite finished they changed their ideas and wanted it for manufacturing, ^W which ← creates a whole new kettle of fish on the stove. Because much to the surprise → of myself and a lot of others there a lot of engineering considerations of which we were not aware. For instance, for putting the power in necessary for manufacturing meant stretching wire - that building was 800 feet x 50 feet. * → Stretching wire 800 feet and they all pull from one place. Another thing is that when you use a building for manufacturing you create a vaccum. We had to very fast create louvers and inlets for air. We had to create different arrangements for heating and for roof ventilation but all those were accomplished in time. Westinghouse put in what is now the small transformer division which has been very successful over the years and has created a lot of employment for people.

*It's very, very nice & balanced 1000 x 400 ft. building
100 x 50*

As I mentioned before, this business was run by three Trustees and additionally by Si Moss and myself. When Jim Lee left town I became the 3rd Trustee. We lost Si Moss in the 1950's by his untimely death, an accident. Along about 1948 or 1949 we employed Bill Hawes as a, to sort of look after things a little and we also at that time had some consulting service from an engineering firm in Harrisburg which had laid out the camp. A member of that firm and a man who had done a lot of work in the development of the Camp and later left and went into the service was Robert B. Parker, Jr. He was sent out to counsel us on the roads, sewers, water, etc. Well anyhow, by 1950, 1951 it was getting to much for us and becoming to be to much responsibility so we made an overature to Bob Parker and he came on to the job at the time as Managing Engineer where he still is. During his early days here he also acted part time as Engineer for the Borough of Greenville.

Several days later.....I may have difficulty picking up the thread.

When I mentioned Bill Hawes before, Bill was doing that only as an extracurricular activity not as a full time job. So I will try to pick up incidents from here to there. Back awhile ago we were talking about the building of the small transformer plant. The building along the railroad plant down at the bottom. The cost of that was \$40,000. We were casting about for means by which to finance it and in a meeting one day with, at least I recall, Cliff Harpster who was then the Loan Office at McDowell National Bank and Cliff said, "why don't we keep all of that in Mercer County," so as a result of his comment, we did just that. If I recall correctly we can check this out, there were 11 banks, Flowers Merchant Trust Company, First National of Mercer County in Greenville, McDowell, M & M, First National in Sharon now First Seneca, First National of Sharpsville, First National of Mercer now Norhtwest. ~~First National in Mercer is now part of Northwest.~~ First Federal Savings of Sharon also. This

* Page 10 holds correction

loan was all paid back in due course and it was rather significant indication of the cooperative spirit that did exist in the County. The loan was administered by First National of Mercer County at no cost to either any of the banks or to the Reynolds Development.

Later on when we built the big building now part of the Whittaker Corporation, the cost of that building was \$570,000. It was built for Schokbaton of Pittsburgh and consisted of two buildings - built for Westinghouse. I beg your pardon about that. 100,000 square feet in the big building and 25,000 additional in the small one. The reason for the two buildings was that the smaller one was to be for painting materials and we to be kept separate for safety reasons. The contract price was \$570,000. We built it to rent - well the financing of that was accomplished by loans between the First National Bank and Mellon National Bank in Pittsburgh and I believe McDowell National Bank - that latter part will have to be checked.

Before we were through building it they decided to buy the building instead of leasing it from the Development, but the condition was that the Reynolds Development had to continue to see that the building was finished and which was done under Bob Parker's supervision. That building was planned, and designed and built by Bob Parker in conjunction with Dick Neff. That is a name that we have not mentioned before, but in all the construction in the Camp, Dick Neff had a very definite and rather substantial ^N had in planning and detailing work of the buildings. This is somewhat the same pattern ^{W. R.} which the building for the Refractories plant - will give name later - a subsidiary of Thiem Manufacturing in Milwaukee. They sent a man here - can't remember name who supervised the construction of the building and the starting up of the plant - they built rings for ingot molds. That was financed by PIDA and the First National Bank of Mercer County. It is very interesting that in connection with that plant -

while they were employing about 6 or 8 people they were approached by or rather
 → the United Steel Workers won ^{the} a right to represent their labor force. We went to
 → them - I went ^N them or rather ran into one of their men one day and I asked him
 → why they would organize ^a small group like that that couldn't be a proper
 operating unit for them to administer and it certainly was not welcomed by the
 management because they were trying to get started. They said that they had not
 particularly wanted to organize the plant but that they had been approached by
 the Electrical Workers and actually this is a steel operating plant - and that
 we should say - that I would specifically talk to the management and tell them
 that they would get every cooperation from the union in solving the problems
 they had to meet.

The matter of Union participation by members of the Reynolds Development is
 rather significant. In the case of the Spenser Container Corporation which was
 organized by the Electrical Workers, for a long time I acted as representative
 of the Reynolds Development and was an intermediary between the Company and the
 Union and I remember working out the outlines of a contract with Walter
 → Phillips. We sat at a table, desk, over a number of hours eating Horehound
 → drops. Walter Phillips was rather in interesting individual although he had had
 quite a Union experience with the Westinghouse and through their strikes - he
 neither smoked or drank. As we waded through the contract terms - with which of
 → course I was entirely unfamiliar, they assured us that they would supervise the
 contract and guide the new union through the ups and downs of the operation of
 the Union with the Company. Later on through some local discussions and
 disagreements probably, Walter Phillips was taken away from the Sharon Area and
 put on bigger assignments in Washington, D. C. However, he was still available
 for consultation at times and maybe one or two strikes were avoided.

The same thing happened between the Reynolds Development Committee and the

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Werner Company - which was not a part of Reynolds in a sense although they had at various times space rented and in fact they owned a piece of the property, part of which is now the Greenville Tube Company, and in one situation we were able to bring the Union and the Company together on a proposal and were instrumental in getting a seven week old strike settled. At a later date we also participated in negotiations and to the, we think, benefit of the Company, Union and community getting the strike settled.

In the development of the area - I will come back to some of these other companies later - it was necessary in addition to the railroad which I mentioned previously and there was a real story. At one time we had a whole bunch of railroad rails stored somewhere down near the overpass which disappeared as the Pennsylvania was repairing some track. They, of course, denied the fact that they had had anything to do with the disappearance of the rails. Also, we had trouble with the Pennsylvania in that they were the track nearest to Reynolds Development. Some of the companies coming in wanted service from the Erie and the Pennsylvania was adamant they would not let the Erie shift across their tracks. And we had to threaten that we would go buy the right-of-ways back to around Schuster's where the Erie actually crossed away from the campsite of the railroad and would bring the tracks up from there. Under that type of pressure we were able to work out a satisfactory arrangement with the Pennsylvania Railroad. In those days they were a little bit more high and mighty than they are today.

As time went on it became apparent that we should turn over the operation of the roadways to the Township. As you probably knew, the Army had the roads put in with good bases and they were in fair shape, for of course they were not put in as permanent installations and over the several years we have been operating the Development we've done a lot of work on the roads. But the

Township was adamant about taking the roads over unless they were tarred and chipped.

We finally had the roads all repaired, and tarred and chips applied to the cost of about \$7,000 at which time the roads were turned over to the Township. In talking about roads we had much paving and the roads to install down around the manufacturing area and it was an expensive thing to do but there were a number of miles of roads which the Township received in excellent condition and our relations with them have been very good. We had a lot of land lying around down there and as a project we decided many years ago on a tree planting program. There were a couple different reasons for that - one was that we wanted to keep the land from going completely over, the second was that we wanted the cover that the trees gave us and we hoped that as time went on that we could possibly sell some of the trees as Christmas trees at a considerable profit to the Association. I think we were planting about 100,000 tree seedlings at a time each year and they cost us approximately 7¢ a piece put in. All of this planting was done by George Uhas - from up near Blooming Valley. We never did sell a lot of Christmas trees off there but as an indication of the fact that the ^{practice} ~~fact~~ that the Trustees always dealt at arms length with the Association, those of us who purchase trees there paid for them with checks so that there would be no questions about the fact that we had bought the trees but that we had paid for them and had not received them as a hand out from the Association.

And talking about that at one time there were thousands of tons of slag where some of the old buildings had been that had been removed by the Government after the war and this slag was used in various ways in the Development to lay bases for new buildings built, and one of the recipients was St. Michael's Church which got a good many hundreds of tons to complete their cemetery. About this

same time Jess Dart and Si Moss were building houses or buildings and they needed slag for the driveways. We talked the things over and decided that while they were going to pay the regular going price for the slag, that the slag that went to St. Michael's was donated to them as a charitable institution within the community. It was decided as far as Jess Dart and Si Moss were concerned that they would buy their slag from outside sources so that there would be no questions raised by those people who were keeping an eagle eye on the Trustees.

In addition to this tree planting project at one time we had in connection with the residential area we had the idealistic idea of buying 200 or 300 flowering crabapples. That is not exactly the right name but it was a tree that bore flowers in the spring with a red blossom. The purpose was beautification of the area and to make a show place of it. We had a deal whereby we would give to each homeowner two trees which they were to plant but according to a pre-arranged schedule drawn up and worked out by the Reynolds Development. Those trees were planted all right, but somehow or other I think the idea was too paternalistic and because nothing ever came of it. However, if you drive down through the area in the Spring you will still see a few of those trees flowering. We had the big idea of having the streets lined by these trees and making it something people would drive just to see.

That project just didn't quite work out the way we had planned it.

As we were going along with development ^{ing} of the area and we began financing these various projects some of them, all of them, of course, with borrowed money upon advise of Counsel and the best tax information we could get, we were paying income taxes on the revenue that were derived from those installations financed with borrowed money and to the extent that they were financed with borrowed money. Only one day we received a notice from the IRS in Washington that we had been declared a profit making organization and that we would have to pay full

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corporation income taxes. Well this was a blow that we had not anticipated and which would have wiped out the whole development - the whole idea. There would have been no further development of Camp Reynolds in fact probably would have been broke by the time they would have had to pay the taxes and definitely they could not have gone on.

Well, anyhow I was in Washington one day on bank business and by pre-arrangement with the Trustees I stopped in at the IRS office in Washington. It was probably about 11:30 having previously spent the morning on our own business and I believe I asked for a Mr. Dunlap who I believe had signed the letter. I was told that he would be there before noon but he couldn't see me before lunch. I told them it would only take a couple of minutes and I needed to be on my way but they weren't going to let me see him and I persisted and finally they said why don't you see Mrs. Palladino. She is the one that is going to have to handle this matter anyhow. So, I said fine, that is fine. They conducted me back to an office and there was this lady in this office by herself. She was a little thin wispy sort of person with long hair down around her head sort of a peaked face and a prominent nose. A brunette. Almost scrawney in appearance. I spoke to her and told her we had some how or other had made some errors or something in presenting our tax returns because they had the proper information they could not have come up to us with the finding they had of classifying us as a business corporation.

She said that there wasn't anything she could do then but we should file a protest and then we would have about three months in which to come up with our arguments and our presentation. With that I came back to Greenville and then followed several meetings with the Trustees. We decided that this was a pretty big for us to attempt to cope with and also had talked with Attorney Warren Keck and incidently Attorney Warren Keck showed up in all our negotiations and he was

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a good attorney and a good advisor to us. Well anyhow in these discussions we finally decided that we should get the best counsel that we could possibly find. We decided to go to Reed, Smith, Shaw and McClain in Pittsburgh. Bob Parker had at least two discussions with them and each time they narrowed down to fees with no figures. So finally we said well now we are going to have to know where we stand. We delegated Bob to talk to them and find out exactly what it was going to cost if it was beyond our reach to ask them how much we owed them then and pick up our records and come home. This he did and they told him if they won the suit it would be \$5,500 plus the costs, expenses and if they lost it would be \$4,500 plus costs and expenses.

And in those days that was a lot of money. So anyhow, Bob asked them how much we owed them at this point, the calculator said \$250, so he paid it, picked up the records and came home. Then we talked the matter over again and it was decided that we would have our accountant - Don Eichinger who is a CPA and who incidentally had audited our books from 1950 on, he was to get all the figures together and we made an appointment in Washington with Mrs. Palladino. Don was to get all the figures together and I began reviewing the history of the Association. I had the minute books for many years through which I cruised, took out data to put together a story. But this data and what Don had worked out and with what Bob had worked out, we went to Washington. We did not put together when we went to see Mrs. Palladino rather walked in again and told her that we were some boys from the country who were trying to do a job up here in Greenville and that we needed help as much as anything else. And we told her about our efforts to get outside counsel and of our failure to do so because we could not afford the price.

She outlined the situation for us and told us roughly what we had to have and also she suggested that if we were asking for this exemption why did we not

ask for complete exemption as a public service organization. With that we went back to the hotel where we had a suite and Don went to work on his statements, etc. to put them together in line with our discussion with Mrs. Palladino. We employed a public stenographer, an aged gal from Washington and I began to dictate and dictated the oral part of the report. Eighteen hours later we had the matter in shape. Incidentally that court reporter died about three months after she had done this work for us.

At a later date when we went back several years later to go over a tax matter pertaining to the Reynolds Development we found that Mrs. Palladino had died. There is more to this story with her and we will come to that later. So we went back in with our report all done up in a nice cover and everything else.

→ Mrs. Palladino spent about three minutes looking through these records and we said well aren't you going to read them. She said, I have a photographic mind, I have read them. Well, it became apparent that she liked the idea of the tree planting, she liked the idea of providing jobs, she liked the idea of the refurbishing of the area. I'll have to come back to that about the hospital area but she said you know when we got through with these discussions, you fellows will have to wait about three months for an answer, but you have two strikes against you. Well, we said but why. She said because there is that first ruling against you.

Now we will go back a step. Somewhere in the discussion she said you know there is something real familiar about the ring on these names. Greenville, Jamestown, Wes^tford and we said well what would you know about Wes^tford. Where are you from? She said well my home was in Harrisburg. From this part on she sort of took us as some country boys, but we said how did you know about

→ Wesford? She said she had an Aunt who lived in Erie and one summer she had gone to summer school at Allegheny College. She met a boyfriend and met some other

friends there so that winter she decided to stay in the area and teach school
 → which she did at Wesford, Pennsylvania. So we said well Wesford in Arnold is
 one of our Bank officers graduated from there at the time he was a short chap,
 short individual and she said yes, I remember him. As a matter of fact I think
 I have or had an account in your bank with a balance of maybe 50¢ now. Well
 your name, she said then it was Mary Axe Palladino. Well anyhow when she came
 back to saying that you fellows have two strikes against you because we had an
 adverse ruling, well we said yes, but all that you have to do on that is for you
 to change your position. You made the ruling. She say oh no -- we said wait a
 minute - leafed back through the papers and we said there are your initials MAP
 → - Mary Axse Palladino - she looked at it and didn't admit to us in words, but we
 know she had the point. We came back and waited the 90 days - lets go back a
 step.

Part of the ruling and part of the discussion was based on the fact that
 the records for Reynolds Development had to be kept completely separate from the
 records of the GBMA. The finances had to be kept in separate bank accounts and
 there could be no co-mingling of funds. There could be nothing in the operation
 of Reynolds Development whereby funds could be drawn off in any way to ease dues
 paying burden of the members of the GBMA. Remember those words, they have come
 ← up time and time again as people have tried to draw off funds for other
 purposes. For instance for the renovation of Downtown Greenville, of this and
 that and every time we have had to go to the mat and explain to the members of
 the Association that the funds of the Development cannot be touched for other
 purposes and in no way can they be used for the sustaining of the GBMA. At
 different times there have been approaches made that the Association should
 assume part of the expense of the Executive Secretary of the Association. To
 carry part of the expenses of the GBMA operations and I think that various

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members at times have thought that we were sort of too conservative or too honest on it but there is no possibility of those funds.

We had come back from Washington waited the 90 days and Glory be we received a notice on that day that not only we been classified as a non-profit corporation but that we had been awarded the refund of the taxes on the revenue on buildings created from borrowed money so that we got a refund in the neighborhood of \$7,800. This was a milestone in the Development of Reynolds because had we not won that there would not be Reynolds Development as we know it today.

Talked about the tree planting. The whole area where we have Reynolds Heights - those beautiful homes that are in there today, that had been the sight of the Army hospital. Those buildings had been set up on concrete piers. The Government took the hospital buildings off after the war^R but they left the piers and it was an unsightly situation. So after some discussion and some investigating, we entered into an idea that we would clear that land of those piers, recover the ground and put in the necessary streets, bring in the utilities like gas, particularly gas, and then try and sell the lots for enough to recover the costs. We proceeded to do that and I guess most of those pillars are buried on the lower part of the site - we got the gas in and this was one of the two or three projects we had with the gas company and were able to work it out through the good auspices of Harry Wood, who was then with the Gas Company and later became its President. We put up a certain amount of money which would be refunded to us as users developed in the new area. This was done at least twice and in both cases we had our money refunded well before the deadline of five years.

The Reynolds Heights worked out very well which is now apparent and I have never checked the figures completely but I think that we came out about even on

the whole transaction, however, we came out way ahead with the recovery of that ground and putting it into such beautiful use.

This story is disjointed so we might as well keep going that way. When the districts of Fredonia, Delaware, Pymatuning Township and West Salem Township decided to build a school, the Reynolds Development donated 30 acres of ground as those people of you know have seen these developments over the State and throughout the country, would have cost, found that the site would have cost in the neighborhood of \$50,000. They had the site there with improved streets, with water, sewer, gas, telephone, everything at the curb so that is one of the ways which the community there has a very definitely benefited. Later on they decided to build an Elementary School. For some reason there they wanted to have come consideration so there was a small payment made for the trees. I don't recall the figures - maybe two or three thousand dollars. We can correct this statement whatever that is figure is. As you know there has been a very nice beautiful elementary school building erected.

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in late
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There again the Development came to the help of the Township for the Township and made a contribution to the community. Incidentally as you know, those schools have developed very, very nicely and are a credit to the County.

At one time or another we, the Trustees, I mean, were approached by churches. These Trustees were thinking out quite aways or thought they were they decided that there were just too many churches around but that they would permit one church to come into the area and for that church the site would be donated to them. So the church that came up with the first proposal that was accepted was the Baptist Church and one of the conditions of that was if they had the Baptist church there it would have to be one church in the Township for the Baptist church, the church at Transfer should become a part of this and they should build one good new church in the increased service area. They never did

carry out that part of the proposal but had had a nice community church down there which I believe is run along non-sectarian lines. ~~And~~ they have had a good church there for many years which again this is a contribution we like to feel that was made for the community.

At one time we had laid out a playground in a pie shaped piece of ground up near the schools, that was before the schools were built. Then when the schools were built we felt that the playgrounds, etc, should be apart of the school activity. The folks of course that were interested in creating the playground came to the Association and wanted the Association to put up a good share of the money but we felt that it was just a duplication of services because all the equipment was available at the schools and that the program should be operated in connection with the schools. Right or wrong that is the way we felt about it.

At one time we had a problem another rain storm to dry up. An attack was made on the Association by certain people. We were never quite ^{able} ~~about~~ to root out who the people were that caused the difficulty, however, it ended up in a meeting down at Reynolds at which unfortunately for him, I mean, Lee Richards was the spokesman and which they ~~attached~~ rather loudly the Association for their method of operation and for their system of bookkeeping. The thing that was ~~attached~~ particularly was the fact that as these assets were acquired all being land, they were written off as an asset. There were two or three reasons for that - one was that the land eventually might be given away to industries to bring them into the area and we didn't want to have an asset one day and next day have an industry and no assets. Also, there was a question of what the value of those assets would be in the hands of the Associations because they certainly were not productive. The third was that it gave a distorted picture of the assets of the Association and it kept people from getting ideas about exploiting

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the Association. As I mentioned before we had Don Eichinger from about 1950 on auditing our books, etc. and when the statements were prepared all of these facts year in and year out were set forth on the statement. So that meeting had some lasting results in that certain of the industries that were represented at the meeting, etc. took the position that if they were being attacked^K by people ← in the Community on those grounds they were certainly sure that they were not going to retain their memberships in the GBMA. And those people to this day have not paid dues into the Association as an outcome of that meeting. So sometimes we have situations which we have no control but which cause us difficulty.

You might say that we had a lot of situations, at one time with the property catty-corner from the 50,000 square foot building up on 7th Street. The Government came in to attack and try and take away from us our interest in that building. I can't recall at the moment with the tax people, I will have to supply information here because I don't remember all of it, but any way, the people that had the thing was a man from Linesville. The Government were coming in on him for taxes and were attacking trying to take a judgement against it. At that time the government could take a chattel lien but the average citizen or civilian business could not take liens on chattels. Anyhow we ended up down at Reynolds with a whole conglomerate of people - two or three people from the Internal Revenue Department at Pittsburgh, two or three people being attorneys for the Internal Revenue Department, and various others. So that there were about 10 or 11 people there including Warren Keck, our Attorney, etc. We got into quite a hassel and I told them that they were absolutely on unconsitutional grounds, that I wasn't an attorney but they were asserting a claim on the system of law which denied the same rights to civilians and that it wasn't fair. They said well show them the law. I said I don't know anything about the law - I told you I wasn't an attorney but I do know that the law stands for what is right, the law is or has been made to protect the rights of people and the rights of property. Well this argument got rather warm and particularly warm as arguments can get warm when you are not sticking to precise law, etc. Anyhow, we got out of it a pretty fair settlement worked out of it although I still don't think they were entitled to anything. And in the course of this meeting, I said well if this is all that is going to come of the meeting I might as well leave and go back to the Bank and make up some of the loss these decisions were causing the Bank. We were involved two or three thousand dollars as I recall it. And I got up and walked out. Bob Parker came out and said you had better

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stay with us if you think we will loose the whole thing. No, they made their concessions up to this point which they will stand-by - at this point we have them worried. So, anyhow, I left shortly thereafter and as a courtesy to them, Warren Keck took them to dinner at the Country Club. He reported that they kept talking to themselves and among themselves all evening and they would like to take me into court and determine whether I was right or not - which I always thought was rather interesting that a layman could present a situation to a bunch of lawyers and have them so puzzled. In other words, they certainly had in their law something that wasn't fair and equitable. That was another chapter we won and the Association won in keeping control of the property and it was never sold. As I remember it, there was quite a question came up as to whether it was personal property as pertained to the agreement or real estate and this was the thing we were battling back and forth, and anyhow, we won on a substantial way in forcing an agreement. We didn't win everything - if you are listening to what I am telling you would think we were winners on every count - this is far from the truth.

One evening my wife was in Pittsburgh and had dinner with the Carlisle's. Mrs. Carlisle was a hospital auxiliary friend of hers and out of that came some conversation and Mr. Carlisle said that PPG was contemplating placing an industry in Western Pennsylvania. Well my wife came home and repeated that and I, of course, talked to our fellows about it and we proceeded to figure why shouldn't this area be good for that. Well, we began trying to put together a sit in the Reynolds Development itself. We also talked to Lewis Homer about the site down there which would be back of - the Agway plant now - we have some 65 acres. Also, trying put a site we talked to the Bessemer & Lake Erie Railroad which had the 750 acre plot on Route 58. There was a lot of engineering and surveying done, the matter of the acreage - its sites, facilities available and

what the cost would be, etc. Three sites - the one in Camp Reynolds itself and the Homer Farm.

There was a lot of work done on that ^{at} by somehow or other they got attracted to the area near Meadville, we don't know just what happened. We felt all the plant could have been put in this area at a considerable savings to the company but through the people in Meadville and Governor Shaffer, we didn't get the plant. However, in doing so, we didn't buy the Homer farm and interestingly the discussions at Homer's were quite extended and they did not want to sell. Now they suggested we go across the river and try to a site there which was pretty difficult to get. The Homer Farm was low but it was reachable by the Railroad, in fact it possibly bordered on the railroad. But they said they would not stand in the way of the industry coming in there or would they hold up on the price. So anyway it does show the good faith that those people had and interestingly it was one of the finest exhibitions of that that we have run into. We did buy the Mabry Farm at that point which gave us more exposure to the railroad and that ^{the} barn was bought - we couldn't buy the property from them - but they did sell it on an agreement. A very interesting agreement. Mrs. Mabry said that she had been widowed and that she wanted an income to replace her Social Security until such time that she would be eligible for it and out of it we worked an agreement for around \$12,500 for the place which was probably three or four times what they paid for it.

At a very fair price for the property. We worked out this arrangement with Mr. Mabry and we paid her so much a month. The agreement was we would pay her so much a month during her lifetime and to her heirs after she died. She was a very fine person to deal with and unfortunately she ^{died} before the agreement was paid out so that the agreement, I believe it was seldom made out to her death with the heirs to be paid the balance at a discount to take into consideration

the value of money. A very fine person.

We had previously purchased a tract of about 35 acres which ran back along the road which ^{will} be 7th street so then we have exposure on both sides of the Railroad. It was rather important to get this because there was a triangle of that piece of property ran across the Railroad and into the land we already owned on the other side so that if we were to put into a rail siding which we later did, for the feed mill, that triangle would have been in the way of the extending the tracks.

The Agway property ^{was} Development was put on land we had purchased. An area farm and on which you will notice there have been a bunch of trees planted. It was very interesting with Agway, they felt they might have a dust problem and wanted to acquire the property across the road. The Association already owns about 6 acres of ground over there which is along the railroad but the other ^(Chernisky) people wanted, I believe, about \$70,000 for the property. Agway would pay up to about \$30,000 for the site. These people wanted \$70,000 so that was \$70,000 without a question. So the matter was dropped. These people later came in and complained buried and varied to Bob Parker that they didn't want to lose the sale, well he said we offered you \$30,000 but they said you didn't offer enough. Which goes to show some of the problems you have. (Chernisky)

That farm that we bought to the west of Route 18 where the Agway is has now been further used by the installation of Grant Company area Warehouse. This is a distribution center for the whole tri-state area and will provide employment for about 40 people. This financing was done under the County Authority and was financed through First National Bank of Mercer County to the tune of about \$700,000. In the past few months and I guess opening up about now is the Greenville Wholesale Drug Company which will eventually employ about 40 people. This cost \$200,000 area - and also was financed by First National Bank of Mercer

County. I mention this particularly because in the recent period money has been in very short supply but the bank did come through and finance the two properties.

In this period of seven and one-half or eight per cent unemployment, Reynolds Development takes on a renewed significance in that there are close to 1,200 people employed in the area. That is with the Whittaker Corporation down, that was sold and people are beginning to get ready to go into operation there with in the next month. At one time they had as many as 300 people employed there and if that would get underway again and get even half of the employment it would be a tremendous boost to the economy of this area. That plant was financed in its expansion, etc. by the loans ^{from} for the Bank and I believe we had a participation by McDowell. We will have to check that out, I don't recall at the moment.

The whole story that is really big. There were two companies there an Alloy company know as Staleco and Mercer Alloys both started by Joe Filner and his associates Sidney Greenberger and a fellow named Kirk from Youngstown. It developed from nothing down along the tracks to industry doing millions of dollars of business. It was a rather difficult situation to cope with and also financially. There is one thing about those people, however, every one of them would go on the line and sign personally for everything they got. But it became increasingly a problem to keep them financed because Joe Filner was very versatile and of an expansive nature. He kept expanding the business, he was doing business ^N principally in Sweden and later in Japan and in the rest of the world also, for that matter.

We had difficulties, like the rest of us at one time or another, Joe made a mistake or two and one of them was that at one time he got mixed up with the Communist Party. Every time we would get into a deal with Joe this would come

up. We had talked to this about this and had discussed it openly and he said that he had made a mistake which I think that anyone of us had to admit that we had made any one, two or three or four or half dozen of them. But Joe, had seen the light of his ways and he was a tremendously fine person. A very fine thing about Joe Filner is that when he closed out, at a good profit, he didn't forget the local friends that he has and that is seen in the local hospital where the coronary care and intensive care section has been largely financed by the Filner family - Joe, Dave, and the sons.

It seems that over the years that people have pretty much forgotten about the importance of the jobs and full employment has been taken for granted by an awful lot of people. However, it is interesting where the appreciation of Reynolds comes about. I was up in the Intensive Care Section of the Hospital a couple of months ago and was in a double room with Reverend Norman Tyson of the Baptist Church. The newspaper carried items of the nearing completion of these two enterprises, that is I mean of the Grant Company and the Wholesale Drug Company and he said what does this mean in terms of employment. There was a man of the ministry, etc. but he could appreciate that this meant employment and then jobs for people in this area and it is rather difficult sometimes to see the lack of appreciation the significance of jobs.

I think about these plants and as a matter of record it should be appended that should be a list of the various companies from the time they started and followed through successive owners because it all become a part of the history and we all forget about them as or more a least than I do at the present time.

One of the facts of the Reynolds Development that people have been puzzled about and many minds have questioned the whole matter because they have not been able to understand the voluntary non-profit nature of Reynolds Development. Many times various members of the Trustees have been approached with the

question of who gets the profit out of this. And we tell them that there is no profit - well you fellows are certainly doing all right.

We tell them that we have never drawn a penny off this operation and as a matter of fact and as I have mentioned earlier in these tapes the Trustees never recieved any benefit. I have said to them - since you bring the subject up let's put in on an entirely selfish basis - let's say that we are not altrustic in any sense of the word - that we expect to gain by this. Well ^hnow is this if you are not gaining any money out of it - well if that Development prospers and new housing ^t developed and put in there creates business, ^t Business for our businesses. Yeah, but your competitors could share in that, yes but it is up to us to get our share of it. If there isn't anything there nobody gets any part of it - which is something that they don't seem to be able to comprehend. Any ^d I had one fellow say crudely one day - I'm not objecting to you getting your share out of it but I want cut in - how would you like to go ^{to} on those place^s or that place.

Over the years to it sort of seems to be in the minds of a lot of people that there is a certain prestige to being a Trustee of Reynolds. ^tto us it has been a lot of work and a lot of satisfaction. One of the reasons we have definitely and strenously tried to stay with the original group is that ~~has been~~ ^{the group} the group has been able to work together. However, going back several years some of us have begun to talk about getting replacements because we were getting older and about four or five years ago we did increase the Trustee Board ^w to by adding - increasing it to five - adding Quentin Grosser and Clyde "Red" Uber. These men have taken a very definite, intelligent and creative part in the operation of Camp Reynolds. I don't know how the choice could have been better made, than with the additions of those men to the Board. And of course, as time goes on arrangements will have to be made for replacements of Mr. Dart, Mr.

Kuder and myself.

Over the years we have had some very very interesting situations. For instance when the Deutch family from Los Angeles or Huntington Park, California came to us for a building of 25,000 square feet and a rail siding, we entered into a deal with them. They were good business men and they know how to deal. We told them what our terms were and the best we could possibly do and that we were just country boys and didn't understand some of this high finance business. Well any way - they gave us credit for knowing what we were doing and we entered into quite a satisfactory arrangement with them. They were rather fine people. One of the people that they brought in was a man that was in the community for a period of time - Charles Hoppenstand, his wife, their son Charles, Jr. a very fine addition. Well anyhow, eventually the Deutch family sold the plant out to a family by the name of Sigmund Werner of New Jersey. They proceeded to strip the plant of its operation and later we acquired it back.

In the meantime for their operation we had put on an additional 25,000 square feet of space which gives us a very fine building with 50,000 square feet of space. Which in recent years has been occupied by the R. D. Werner Company which has had the satisfaction of being able to provide facilities for that very fine company.

A story of this would not be complete without mentioning the contribution made by various members of the Trustees. By these tapes you think that Norm Mortensen was the only figure on the team, that he was the star and the principal player, which is not true. Because it was a joint effort of the Trustees, each in his way contributed substantially. The whole development I don't believe could have developed as it has without ~~the~~ Luther Kuder who had wide connections and favorable connections in the Shenango Valley, who is a very fine salesman and he used those abilities all of the time selling Reynolds

Development. He has made it, and I say this sincerely, without is Reynolds would not have developed as it has. The same could be said of Jess Dart, who did a tremendous job in the acquisition of the Reynolds Development, ^{Inset Page 22} was ^{in letter} operated. I made some contribution to the matter of the financing, the finance management, the acquisition of properties too and hopefully in judgement given along the way.

The addition of Bob Parker as Managing Engineer in 1950 was of course fortunate. Bob is an aggressor - a Civil Engineer by training. He had done a tremendous job in once we had prospects for a building or a plant to follow through in the final selling stage, of bringing the people in, of developing plans for the buildings not only plans but details, the supervision of the construction and of government financing as PIDA and Industrial Development Authority, created in the County. Bob also supervised and carried on management of the water facilities which unfortunately tried to develop the towers and later on went to where we should have been in the first place, in my opinion, dug a reservoir on Reimold's farm. The sewage disposal plant has created a lot of problems and has been rebuilt and refinanced.

The Telephone Company is in about the third or fourth stages of up-grading and I mentioned this previously in these discussions. He has become recognized as probably one of the finest industrial developers and Industrial Park Developers in the Eastern United States. He has done a tremendous job. There is a wide community effect of Reynolds Development. The Camp was desolate site. Where the warehouses had been, where they had been the hospital area when the barracks were removed much cleaning up had to be done there. In place of that area these industries which have several million dollar tax base for the operation of the township.

The several hundred houses that were built in Reynolds Acres, Reynolds

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Heights, the tax revenue base that has been put in there is tremendous and it will be interesting to see where the tax base created by Reynolds compared to the base of the rest of the township and the proportion of the taxes that come from these as compared to previous times when it had to be more heavily laid on the rest of the township. But we think it has been a tremendous effect. The very interesting thing about the whole matter is that somehow or other we have never been able to completely sell ourselves to the people in the Development or Pymatuning Township. I asked this very good friend of mine one time what was wrong with us - what had we done wrong all of this had been done for the benefit of the public, particularly it came directly to the Pymatuning Township and at the same time we did not endear ourselves as individuals to the township people. He said it watered down to the four letter word - envy. At the same time we have not always had the full support of the people in Greenville.