

EXHIBIT U

PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., May 18, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

You said something about trouble in getting more than one architect to figure on the chapel. I confess what you said had startled me a little bit and I have taken a little pains to ascertain if there was anything specially unusual existing among architects, and this afternoon have learned that there is a perfect combination among many of the leading architects that if one has been called upon to figure, that no other member of that society will make drawings or estimates without there is really a combination between them, and whatever the second man does is fully known to the first. You may be aware of this arrangement, but I must confess it was new to me, and I probably should not have learned of the same had it not been for the stray remark which you made. This then is the situation. I write to advise you of this condition and also to ask if you were advised of the same before?

With best wishes, I am,

Yours truly,



PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., May 26, 1914.

Doctor John M. Thomas,
President of Middlebury College,
Middlebury, Vt.

My Dear Doctor:-

Yours of the 25th at hand and noted. I am pleased that the advisory committee from the faculty will be only too willing to assist in our endeavors to make the chapel a structure of which we shall all be proud.

As to the Rising & Nelson Slate Co., they wrote me a very nice letter and they are quite prominent people in our county. I advised them that I would write you at once as to the above and this will help to make friends with them for the next few months, when possibly we may need the same.

As to the heating system, surely we cannot get these different parts in shape any too early and not be held up at some unfortunate time during the construction of the building.

I shall be pleased to see the new sketch of the chapel by Messrs. A. & C. when they have the same to submit.

Two young gentlemen called here yesterday with sketches of the chapel, whom I have never seen or heard of before. They were very anxious to be permitted to make some drawings. I told them I knew of no objection, though I tried to convince them that their chances for doing anything substantial would be very very small.

You advise that you have letters from various members of the board, etc. If not too much trouble, should be pleased to receive copies of the same.

Thanking you in advance for this favor, I remain,

yours very truly,

John M. Thomas
Middlebury-000047

PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., July 6, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

I have just received your favor of the 1st inst., in fact, on my return from New York, where I attended the funeral of our Mr. W. C. Page, who has been connected with our company as manager of the New York house for thirty-seven years. Possibly you may have met him when you were at our store some few months since. I am pleased to learn that you are located at last at your island home and now that you will enjoy life for a few weeks to the very limit. Surely both you and Mrs. Thomas are entitled to all the good time that kind Providence will give you.

I have noted Mr. Collens' letter and the blank form of contract which he has submitted and it simply reminds me of the form of contract which the Government is very apt to insist upon being used if you were to sell anything to any of their departments. It is what we in business life call "a jug-handle" to the very limit - all on one side. I must confess to you that I am very tired and in fact have been gone for three days, and I find myself buried in work, but my first impression was that it would take quite a large amount of our sum specified for the chapel to care for the demands of Mr. Collens. This reads very differently from his talk and I thought his talk was pretty near the limit, so far as I was concerned. I have had a great deal of experience with contracts of this nature and I simply wish to state that if sign the contract drawn after these lines, you are tied hand and foot. If you will read it over carefully, you will see that there is not a

(J. M. T. #2)

hole for you to escape through, while they have got every condition protecting themselves.

It is something like the fire insurance policy where the party receiving the same asked if there was any possibility in law of his recovering from a loss should one happen while he was ~~protected~~^{covered} by that policy. The agent himself said, no, that he didn't think there was, and he said, if you find any weakness of that kind, let me know and we will have it protected at once.

I am almost inclined to feel that there was something ~~as to this~~^{of this nature} blank form which our friends have submitted. I feel that we should be very very careful with these people or anybody else in the making of contracts. I have been bit once and I feel that is sufficient for me. I am strongly impressed that we should not tie ourselves to Mr. Collens until we have in black and white exactly how our plans are to be governed. He spoke about 6% on the price of the building for his services and then his necessary expenses, but if you will read over his list of charges and see how he protects them in every way possible and he does not in any way protect the second party, I think you will realize that we are in an embarrassing position.

I wish you would read this over two or three times very carefully and at your leisure and try to look at it from the other side of the fence, and see if you feel at all different. As I understand, we have no contract at present with Mr. Collens; in fact, we have nothing to show for any service he has given us.

With kind regards to Mrs. Thomas, yourself and family, kindly believe me,

Yours most respectfully,

W. M. T.

John A. [Signature]

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PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Aug. 20, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

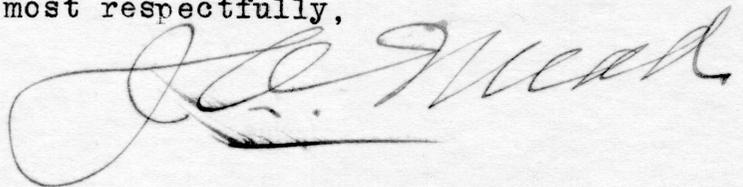
My Dear Friend:-

I have just received a package of blue prints from Allen & Collens and some specifications pertaining to the same. I have no doubt but what they have sent you duplicate copies of everything that was mailed to me. I have not had time to consider them even for a moment with our Mr. Lyman, but shall do so at my very first opportunity. We are sadly behind in our new building, which we hoped would be finished by Sept. 1st certainly, and now if it is finished by Dec. 1st I am sure we will be very fortunate. There have been so many delays that I have almost despaired of completing same before severe cold weather is upon us.

I wrote you some time since with reference to the by-laws governing the architects of this country and I believe I have not heard from you with reference to the same. I infer that you are having a pleasant outing on your island and that you and yours are enjoying life to the very limit.

With very kind regards to Mrs. Thomas and your family, and with best wishes to you all, I remain,

Yours most respectfully,



PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Aug. 24, 1914.

Doctor John M. Thomas,

Middlebury, Vt.

My Dear Doctor:-

Your favor of the 22nd is at hand this morning. Many thanks for the same. I regret that we should receive these plans just at this most unfortunate time for us. I think I never saw the business conditions of America in the shape they are to-day. I hardly know which way to turn or what to do. The scale company recently started in Bennington, who have their shops all complete and claimed they were doing a fine business, closed down for good some two weeks ago. E. & T. Fairbanks & Co. of St. Johnsbury I understand are now only running five hours a day and they have laid off a very large proportion of their help. The Fairbanks Co.'s shops at Binghamton, N. Y., are closed down tight and the same report is as to their shops at Sherbrooke, Canada. Thus you will notice the general conditions pertaining to scale business, and I think that their affairs to-day are fully as favorable as that of any other class of manufacturers in this country outside of the textiles. We hardly dare export goods, as we fear for the credit which can be obtained. The moratorium which has been enacted in Germany and Austria is liable also to prevail with the other countries. Thus we are in all kinds of trouble and hardly know which way to turn.

I have an appointment for to-morrow which will occupy every moment of my time from noon until evening. Thus it would be impossible for me to do anything outside on that date. Just the first moment that I can get to go over this subject with Mr. Lyman, I certainly

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will do so. He is here working for us and I can but feel would be only too willing to give me any information we might want. I should not for a moment think of trusting my judgment on these plans and I do feel that if there are contracts to be made, that we at least here would never ask for the architects to make them. I certainly should be pleased to meet you and Ex-President Brainerd at the earliest opportunity possible. If you are to be at home a week from Tuesday, would you kindly advise, when I will endeavor to arrange to see you, or hoping that you might come to Rutland. I note also that we have no contract as yet with Allen & Collens, though I do feel that this is a subject which must have attention and at once. You have had more experience in this kind of work than the writer and wish you would look over the rules which I sent you and be prepared for such suggestions as may occur to you. Do you think we could do much this season? I thought possibly we might get in the foundation and get the work started, and perhaps conditions might be such that we could go along with the building, though I have doubted it. I should be pleased to hear from you fully with any suggestions which might occur to you or Ex-President Brainerd.

With very kind regards, I am,

Yours most respectfully,



PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

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Rutland, Vt., Aug. 26, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

I have yours of the 25th referring particularly to the new drawings, etc. I surely wish that we could get this thing out of the way and fully started, if such a thing is possible under present conditions, though I have felt that we were so late that we should not be able to do very much this season. I have wondered why it was that the architects delayed so long in their plans. Surely we are losing all the best of the year. As you state, it is now nearly two months since the original plans were approved. Possibly we might get in the foundation this year and if we had a proper contract made and everything buttoned up, so to speak, we would have everything in shape to move off rapidly in the spring.

We have had here in our factory one misfortune after another following us until we are in all kinds of trouble just at present.

Shall be pleased to hear from you when it is convenient for you and President Brainerd to come down.

With very best wishes, I am,

Yours most respectfully,



PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Oct. 2, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

I have just had a long talk with our Mr. Milo Lyman and am quite a little surprised at what he has been telling me. To be really frank with you, he was a little disappointed, I might say irritated, when Mr. Collens asked him if he could build the staging by which he could put up or construct the spire to the chapel. He said, "after he had asked me that question, I felt I would not say very much more to him", and thus you noticed that he closed his mouth right then and there. Now he comes to me this morning and says that there would be no question whatever about his being able to build that chapel and he says under the circumstances he would like to do it and will simply charge me just exactly what we are paying him here, but that I should pay him for his board up there, which will be reasonable, and his carfare backwards and forwards, and he would have to come home every Saturday; and he goes on and gives me a long history of what he should advise doing and has told me some things that I must confess I didn't know very much about whatever. The long story is in substance that he says he will guarantee to save us the commissions that these other man expect to make, and in addition he also says that he will save us the stealage which will be made out of the building, and guarantee a better building than we had before. Now, I think the next time we meet, that we had better have Mr. Lyman with us and with just your committee there, consisting of Doctor Brainerd, Judge Weeks and yourself, to see Mr. Lyman and he will talk freely with us, and you can be assured that he won't say that he

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can put up that chapel without he is capable of doing every part of it. He hasn't talked with me this freely at any time, but he was a little bit startled when Mr. Collens asked him if he knew how to build the staging for the purpose of erecting the spire. He says he doesn't want any architect fussing around him - if he will give him his plans; and he states in addition that he should want some of these plans changed in his opinion quite a little from what they are to-day. He says no ordinary man from his plans could make out a bill of timber without quite a little work, unless they were very very familiar with the structure to be made.

I simply give you this in a hurried way and wish you would consider the same and let me hear from you. I should be specially pleased to know what Mr. Partridge says as to the marble and I shall also take it up with Mr. Bowker to know what his views are.

Yours very truly,

J. M. T.
John A. Wood

PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

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Rutland, Vt., Oct. 5, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

Your favor of the 3rd inst. at hand and contents noted. I can only add ~~from~~ ^{to} what I wrote in former letter, that Mr. ~~Is~~ man is only too anxious to attempt the building of the chapel, though I confess I dislike beyond expression having him leave us on any occasion whatever, as we want him so badly right here; but I am willing to make the sacrifice if it is necessary. As I may have stated, I feel that I must keep the sum within the amount which I have specified. I thought first of \$50,000 and talked of that, and then it was stated between \$50,000 and \$60,000 and it has gone to that sum and I am willing to stand for that amount, but I must draw the line there. I wish to say to you confidentially that I have something in mind that I would like to do for Rutland and would like to start the same now, but this horrid war has obliged me to wait to see what the future may have in store for us. Thus, I wish you would keep in mind that I want to limit my gift to the amount above specified. I do feel that we should keep within this amount and can do so if the thing is properly handled. I am now quite busily occupied in Mr. Hinsman's, (my son-in-law,) campaign for the State Senate, as I do feel that it is very necessary for our college and for the protection of the business men of our state that we should have a full and strong representation in the senate for mutual protection, and thus it takes quite a little time, as it were, to sort of look after his campaign. He is a good fighter for somebody else but a very poor one when it comes to a personal matter.

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(J. M. T. #2)

Referring to the statement made and of ~~your~~ affairs, as to Mr. Lyman's not wanting to have an architect a "fussing around", you need not worry for a moment about that. Mr. Lyman will do anything within the bounds of reason that I ask him to and he will make any change on this building that we may wish, or submit to any suggestions from ~~others~~ ^{if} ~~it is~~ ^{think} ~~thought~~ best to put him to work. I wish you would forget this part of it.

I regret that Mr. Partridge did not seem inclined to make some concession on the marble part, as I was in hopes he would do so and quite generously.

As to Mr. Bowker, I have the specifications here waiting for him to take the same. He has been out of town for two or three days and thus I have not been able to reach him. Shall without doubt see him to-day.

Yours very truly,



PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Oct. 30, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

I received your favor of the 27th inst. and have read the same over several times and hardly know what response to make. I note that you have heard from Mr. Collens and he is anxious to proceed with the building. That is very natural. I rode in the seat with Mr. Rogers to Brandon the other night and had a long talk with him. He is anxious to take the contract, but I do feel that you could make a better one than he has named, although I asked him if he would be willing to go ahead with the foundation part this fall, and he said very plainly, no. He said that before we knew it we should have freezing weather and that would be worse when attempting a concrete foundation. I had been hoping that we might by some means get the foundation in this year and would be perfectly willing so to do at this very moment. I can but recall Mr. Collens' statement when he was with us at commencement - that he would have the plans all complete in from four to six weeks, and you realize the length of time which expired before we could get them. I do not like this feature of it for a moment. It seems as though he was holding us off.

As regards the architect's supervision, my special thought at present is to be able to have the building erected within the \$60,000 limit, because, to be frank with you, I have felt that this was the very farthest that I could go. You will recall that when we spoke about this in New York, I said from \$50,000 to \$60,000. I was hoping,

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(J. M. T. #2)

naturally, that we might limit it to the \$50,000, but the size of the building, etc., very naturally has carried it beyond that point; but I do feel that I must draw the line on the \$60,000 and leave the building all in first class shape. The moment you can make contracts which will cover this and cover the little details pertaining to the same, I shall be as much delighted as you will. It is with this end in view that we were trying to cut down some expenses.

You will remember that Mr. Rogers told me that he would send me the bill of the timber at once so that the same could be purchased. I have already virtually contracted for this lumber and have written Mr. Rogers already asking for the bill to which he referred, but have not heard from him. If you gentlemen in Middlebury feel that you have got this expense account down to that point where we surely can land within the \$60,000, I am perfectly willing to step one side and have nothing further to do with it, it being understood that the general features of the building should remain about as has been already specified. I will not stand in the way in any respect for a moment. So do not say that what is or is not done is "for me to decide."

Referring again to Mr. Collens' general supervision, his statement that he could arrange to have a fixed sum which he would charge when he came for advice, I should think would be desirable.

In this connection, I would state that we are ^{now} in this political fight up to our eyes and I trust that you will appreciate that one thought I had in mind, was to have somebody ^{in the senate} who would be friendly to our college, and Mr. Hinsman was the man. I have already had a long talk with Doctor Wright of Brandon, who will without doubt be elected to the senate, and he is entirely in sympathy with us. We are having quite a

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struggle here in Rutland as between the progressives and the democrats, but I feel that we are quite sure to win out, although the fight is desperate. It is for this reason that every single moment has been occupied and let the results be what they will, I shall be perfectly satisfied with the verdict of the people. Then I shall have more time to take up these other subjects.

I wish you and Messrs. Brainerd and Weeks would thoroughly consider this subject and I assure you I shall join you most heartily in anything which would hasten the construction of the chapel and leave the same within the limits we have mentioned.

With best wishes, I am,

Yours very truly,

John A. Mead

PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Nov. 4, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

Mr. Rogers has just been with me for an hour or so, and gave me the bill of lumber that he will want for the chapel. I have suggested his seeing you and any arrangement you may make will be entirely satisfactory to me, it being understood that you will be able to complete the building within the sum specified, viz., the \$60,000. I feel as though I should not go beyond that sum and thus hope that everything will be so governed as to make the building ~~and~~ come within the amount stated. He states that he would pay \$25.00 for this lumber on the grounds, that the same can be moved from the depot to the lot at 50¢ per thousand feet, and I will find out this afternoon what the freight will be from here to Middlebury, and thus know what our saving would be. I can buy the lumber on board cars here at \$20.00 per M.

Now that election is past, I am at liberty to further consider this subject and to do whatever is necessary. He advises that he should like to make all his excavating this fall and might do a little more, though he doubts it very much. It has occurred to me that about the first thing now to do was to arrange a contract for the marble and it seems as though we could do something with Mr. Partridge.

With best wishes, I am,

Yours most respectfully,



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PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Nov. 6, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

Many thanks for yours of the 5th inst., referring to the fact that I may see you and Mr. Rogers here to-day. I rather think that we shall be able to save nearly \$3 a thousand on the lumber. I have just got a freight rate from the Rutland people, which I think would give us about \$3 net profit, and with some sixty to seventy thousand feet, this would be something worth saving, though it would be some little trouble to handle the same at this end. I agree with you fully that we want to get all we can out of this \$60,000, ~~but~~ I wanted this to cover all the little necessities which we should want, viz., organ and such like.

Mr. Hinsman is surely very fortunate in having received so large a vote and he and Mr. Wright are solid on the educational question, as I have been over the subject with them both. I think they will be able to carry the other two from our county.

Yours very truly,



PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

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Rutland, Vt., Nov. 11, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Doctor:-

I have just received your favor of the 10th inst., as I am leaving for Boston in a very few minutes, and simply write to acknowledge receipt of the same. Am pleased that the architect has made quite a reduction from his bill, as it seems as though he could very well afford to do, and your arrangement for expert work meets our judgment in every way. I feel that if we keep a cutting off the corners, we shall get this down to within the \$60,000 so that we can use this difference for little things, which I am sure will be useful.

I have a price on the lumber which I will not put in black and white just now, but I think it will look very interesting to you. I have Mr. Rogers' bill and I went over the same on Monday, and a party has agreed to send me an accepted bill for the same, which will save us quite a little.

With best wishes, I am,

Yours very truly,

John A. Mead.

PRESIDENT'S OFFICE,
THE HOWE SCALE COMPANY,
RUTLAND, VERMONT.

Rutland, Vt., Nov. 25, 1914.

Doctor John M. Thomas,
Middlebury, Vt.

My Dear Friend:-

Yours of the 24th I find on my return to town and I am delighted to learn that there is a prospect of saving quite a snug sum on our contracts and I felt very sure that we could do so. If we jump at a man's first figures, we generally find ourselves left before we get through dealing with him.

I sincerely wish that Mr. Partridge could see his way clear to meet the price of stone which is made by the western people, and when we realize the difference in freight rate, it does seem as though they could do so.

I shall hope to see you on Tuesday evening or Wednesday morning of next week without fail. I am pleased to learn that you are to be with us and shall surely endeavor to be present if I am in town.

With best wishes, I am,

Yours most respectfully,

