TO THOSE WHO HAVE CONTRIBUTED MUCH
TO THE LIFE OF THE MILLS,
THIS BOOKLET IS SINCERELY
DEDICATED
Acknowledgement

The constant increase of interest among students in the industrial development and historic background of the textile mills along the Jones Falls has brought about a need for an accumulation of facts about the mills in the Hampden-Woodberry area.

It is hoped, therefore, that this booklet will prove of some small value to those who are seeking information in this area.

Grateful acknowledgement is made to Mr. George H. Lanier, Jr., President of Mount Vernon Mills, Inc.; Mr. John R. Holley, General Manager of the Baltimore Mills; and Mr. W. Wesley Jones, Treasurer of Mount Vernon Mills, Inc., for their helpful cooperation in preparing this booklet.
The manufacture of textiles along the Jones Falls may be considered as starting with the organization of The Baltimore Manufacturing Company in the year 1789. This mill was located approximately one-half mile from Baltimore Town, along the banks of Jones Falls. At this mill was carried on the process of “fulling” or “felting.” In this process the material (usually woollen) is caused to shrink in both directions and thereby loses its thready look and acquires a compact substantial appearance and feel.

There were many small flour and grist mills along the banks of Jones Falls prior to 1815 where the farmers could have their grain ground into flour on their way to the City of Baltimore. The Falls Turnpike (what is now Falls Road) was a well travelled route leading into the port of Baltimore. These mills were very profitable businesses. Later some of these mills became cotton mills. Following are a few:

(a) Woodberry Flouring Mill
    Operated by Elisha Tyson prior to 1806.

(b) Mount Washington Mill
    Built and operated by Thomas Fulton in 1810. However, this was converted into a cotton mill in 1815 with the establishing of Washington Manufacturing Company.

(c) Whitehall Flouring Mill and Laurel Flouring Mill
    These were closer to the city and later became cotton mills of the Mount Vernon group of mills.

In 1832 David Carroll and an inventor named Horatio Gambrill purchased the Washington Manufacturing Company and proceeded to enlarge it into a cotton mill where yarn was processed from raw cotton fibers. They expanded their operation in 1839 when they bought The Whitehall Flouring Mill and converted it into a cotton weaving mill. They started off with five looms on which they manufactured cotton duck which was in much demand at this time by the sailing ships.

It was found that the yarn mill could not produce enough yarn for the weaving mill, so in 1842 they purchased the Woodberry Flouring Mill and converted it into a yarn spinning mill. Due to failing water power, steam was introduced into the Woodberry Mill in 1845 and its capacity was doubled. During the year of 1845 Hugh Jenkins had built the Laurel Flouring Mill. This was sold to Carroll and Gambrill in 1847 and Jenkins probably bought an interest in the textile manu-
facturing business because later on his son-in-law, Captain William Kennedy (whose biography is very interesting), became president of Mount Vernon Cotton Mills. At this time in 1847 the newly acquired mill was converted into a cotton mill and renamed Mount Vernon Mill No. 1. It seems that now the organization became the Mount Vernon Company. The newly formed organization possibly consisted of the following named persons:

DAVID CARROLL

HORATIO CAMBRILL

THOMAS FULTON

HUGH JENKINS

Tomanuses (grist mill owners of mill close to what became Mount Vernon Mill No. 1)

Bankers from Baltimore City (names unknown)

In 1853 another mill was erected by the Mount Vernon Company just north of the Falls Turnpike from Mount Vernon Mill No. 1. This newly erected building was designated as Mount Vernon Mill No. 2 and this building, still standing today, is part of the present Baltimore Cloth Mill. To diversify the manufacture of cotton products from sail duck to other cotton materials the organization built, during the period 1854-1855, another mill in the area known as Woodberry which was west of the other mills. This new mill was named Park Mill and here was started the manufacture of nettings for seines by machinery. The machinery used in this mill was invented by a Baltimore man named John McMullen.

Fire destroyed the Whitehall Mill in 1863 and immediately upon its site was erected Clipper Mill. The name used was taken from the Clipper ships which were supplied with duck produced at the burned down Whitehall Mill. At this point it appears that the Mount Vernon Company consisted of the following mills:

<table>
<thead>
<tr>
<th>Mill Name</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Washington Mill</td>
<td></td>
</tr>
<tr>
<td>Whitehall Mill (now Clipper)</td>
<td>3</td>
</tr>
<tr>
<td>Woodberry Mill</td>
<td></td>
</tr>
<tr>
<td>Mount Vernon Mill No. 1</td>
<td>3</td>
</tr>
<tr>
<td>Mount Vernon Mill No. 2</td>
<td>3</td>
</tr>
<tr>
<td>Park Mill</td>
<td></td>
</tr>
</tbody>
</table>
In 1865 William E. Hooper (whose biography is very interesting) organized the Woodberry Manufacturing Company and purchased from the Mount Vernon Company the following mills:

Mount Washington
Woodberry
Park
Clipper

These mills were to continue in the manufacture of cotton duck and other cotton products.

Now the Mount Vernon Company owned only the following mills:

Mount Vernon Mill No. 1
Mount Vernon Mill No. 2

Note: Possibly by this time the Company may have acquired the Phoenix Mill which was located along the Gunpowder River in Baltimore County. It appears that this mill had been acquired from Thomas Fulton who had died in 1851.

In 1866 Horatio Gambrill built a large duck mill on Union Avenue which was considered as being one of the largest duck producing mills of that time. This mill was named Druid Mill and was added to the Mount Vernon Company. Fire destroyed Mount Vernon Mill No. 1 in 1873, and immediately upon its site was erected a much larger structure which was renamed Mount Vernon Mill No. 1 and No. 2. The old Mount Vernon Mill No. 2, which had been erected in 1853, was renamed Mount Vernon Mill No. 3. During this same year (1873) the President of the Mount Vernon Company (Captain William Kennedy) died and was replaced by his son-in-law, Colonel W. M. Boone.

William E. Hooper in 1877 erected Meadow Mill and added this mill to his group.

The Carrolls, who were among the owners of the Mount Vernon Company, in 1879 built a church north of Mount Vernon Mill No. 2 (old No. 3) to be used by the workers in the area. Its name was Mount Vernon M. E. Church. Prior to this time services had been held in the Company store, a stone building which is still standing and used by the mill today as an office, conference room and laboratory.
Two years later, in 1881, ground was broken for an addition to the northern end of Mount Vernon Mill No. 2 (old No. 3). This addition was to be 170 feet by 55 feet, three stories high, with a packing house 80 feet by 45 feet, and when completed was expected to cost $300,000 to $400,000 and give employment to 1600 people. At the same time, Albert Carroll (Superintendent of the mills) commenced work on a large reservoir, the supply of water for which was to be forced from Jones Falls. It was intended for protection against fire to Hampden Village and vicinity.

There existed in 1884 among the duck manufacturers a "Gentlemen's Agreement" which was to restrict or limit their output of duck. At first this agreement was very loose and accomplished very little in the way of control of the duck market. Competition was very great at this time and all duck producers would manufacture as much duck as they could. Therefore, this "Gentlemen's Agreement" was not adhered to and was of little value in maintaining the stability of the market.

In the latter part of 1895 and early part of 1896, some mill owners who were duck manufacturers began considering the feasibility of a combination of mills in order to corner the duck market, but due to jealousy among these manufacturers this movement amounted to very little.

Again in 1898 this movement was proposed, not by the mill owners themselves, but by John H. Parks, a New York promoter. Back of him stood men associated with the J. Spencer Turner Company, a prominent commission house, and many other New York capitalists. In the next year 1899, fourteen duck mills representing seven separate companies consolidated and became The Mount Vernon-Woodberry Cotton Duck Company. It was claimed that these seven companies produced 90% of all the duck made in the United States. This however, was quite an exaggeration; a more reasonable estimate would have placed their control between 70% and 80% of the medium and coarse duck. If fine ducks and drills were included, their control of the entire United States duck industry would have been much less.

The seven companies involved in this consolidation were:

Mount Vernon Company (4 mills)
Woodberry Manufacturing Company (5 mills)
Tallassee Falls Manufacturing Company (1 mill)
Columbia Mills Incorporated (1 mill)
Greenwoods Company (1 mill)
Laurel Manufacturing Company (1 mill)
Franklinville Company (1 mill)

The total spindles operated by this consolidation were 227,028. Both the Mount Vernon Company and the Woodberry Manufacturing Company had old well established businesses and owned many valuable trademarks.

Following are the men who constituted the first Board of Directors:

Chairman of the Board  S. Davies Warfield
President of the Board  Richard Cromwell

Members of the Board:

W. K. Boone; Richard Cromwell; W. Kennedy Cromwell; and Michael Jenkins. (These were all from the Mount Vernon Company.)

James E. and Theodore Hooper
(both of Woodberry Manufacturing Co.)

David Carroll  (from Laurel Manufacturing Co.)

Andrew Jones  (from Franklinville Co.)

Charles K. Oliver and F. T. Carpenter
(from Columbia Mills, Inc.)

J. S. and T. H. Turner
(selling agents and owners of Greenwoods Co.)

E. H. Brinckerhoff and G. K. Sheridan
(members of Turners selling agents)

Henry A. Parr  (from the Continental Trust Co.)

S. Davies Warfield  (president of Continental Trust Co.)

S. M. Lehman  (banker)

This consolidation lasted until January 30, 1915, at which time a reorganization took place and the new name became Mount Vernon Woodberry Mills, Inc. Mr. Howard Baetjer became President and remained so until his retirement May 22, 1946.

The breakdown of the seven companies which formed the 1899
consolidation showing the company, owner, and mills, are listed below:

(a) Mount Vernon Company owned by the Cromwells and others.
   Mount Vernon Mill No. 1  located in Baltimore City.
   Mount Vernon Mill No. 3  located in Baltimore City.
   Druid Mill               located in Baltimore City.
   Phoenix Mill             located in Baltimore County.

(b) Woodberry Manufacturing Co.
    owned by Wm. E. Hooper and Sons.
    Woodberry Mill           located in Baltimore City.
    Clipper Mill             located in Baltimore City.
    Meadow Mill              located in Baltimore City.
    Park Mill                located in Baltimore City.
    Mount Washington Mill    located in Baltimore City.

(c) Tallassee Falls Manufacturing Company owned by various men.
    Tallassee Mill           located in Tallassee, Alabama.

(d) Columbia Mills, Inc. owned by C. K. Oliver.
    Columbia Mill            located in Columbia, South Carolina.

(e) Greenwoods Company owned by T. H. and J. S. Turner.

(f) Laurel Manufacturing Company owned by David Carroll.
    Laurel Mill              located in Laurel, Maryland.

(g) Franklinville Company owned by Andrew Jones.
    Franklinville Mill       located in Franklinville, Maryland.

In 1956 Meadow Mill, located in Woodberry, was sold and on the 28th of March, 1956 the name of the company was changed to its present name Mount Vernon Mills, Inc. The general offices of the company are located in the Mercantile Trust Building in Baltimore, and the company is considered as being one of the largest manufacturers of cotton duck and similar fabrics. Upon the retirement of Mr. Baetjer in 1948 he was succeeded by Mr. Thomas M. Bancroft who remained President until October 26, 1967, when he became Chairman of the Board, and Mr. George H. Lanier, Jr. was elected
President and Chief Executive Officer. Mr. Bancroft died suddenly on February 23, 1970.

At present the Company consists of the following six groups of mills:

1. Baltimore Mills—located in Baltimore, Maryland, consists of two units which together are equipped with 20,016 spindles and 134 looms. The yarn unit is the old Mount Vernon Mill No. 1, and the cloth unit is the old Mount Vernon Mill No. 3. Employs 365 persons.

2. Columbia Mills—located in Columbia, South Carolina, is equipped with 29,616 spindles and 155 looms. Employs 735 persons.

3. Tallassee Mills—located in Tallassee, Alabama, consists of four units totally equipped with 86,520 spindles, and 1,528 looms. Employs 1,570 persons.

4. Arcade Mills—located in Rock Hill, South Carolina, is equipped with 24,048 spindles and 472 looms. This mill was bought and added to the Company in 1955. Employs 199 persons.

5. Williamston Mills—located in Williamston, South Carolina, is equipped with 41,988 spindles and 1,018 looms. This mill was bought and added to the Company in 1957. Employs 336 persons.

6. Mount Vernon Dryer Felt Mill—located in Greenville, South Carolina. Mount Vernon Mills, Inc. bought from Wm. E. Hooper & Sons Co. on July 1, 1961 their machinery for making dryer felts, along with their dryer felt business. In 1964 a building was erected in Greenville, South Carolina by the Company to house this newly acquired machinery and to continue the manufacturing of dryer felts. This plant has 7 looms and employs 56 persons.

The total number of spindles, looms, and employees in the Company are:

<table>
<thead>
<tr>
<th>Spindles</th>
<th>202,188</th>
</tr>
</thead>
<tbody>
<tr>
<td>Looms</td>
<td>3,314</td>
</tr>
<tr>
<td>Employees</td>
<td>3,763</td>
</tr>
</tbody>
</table>

On November 9, 1961 the selling agents for the Company, Turner Halsey Co., Inc., were merged into Mount Vernon Mills, Inc. and became a wholly owned subsidiary.
The Company also acquired certain assets of Western Products, Inc. located in Haverhill, Massachusetts, on January 2, 1962. Western Products, Inc. were manufacturers of precision-cut aluminum foil for decorative and other purposes.

Following are the materials produced by the various mills within the Company:

Baltimore Mills in Baltimore, Maryland
   Synthetic novelty yarns in yarn unit
   Spun synthetic cloth and filament cloth in cloth unit

Columbia Mills in Columbia, South Carolina
   Sail duck; wide duck; hose and belting duck; filter cloth;
   paper felts and industrial specialties (using both cotton and synthetics)

Arcade Mills in Rock Hill, South Carolina
   Broadcloth and printcloth (made from either all cotton or cotton and synthetic blends)

Williamston Mills in Williamston, South Carolina
   Cotton printcloth

Tallassee Mills in Tallassee, Alabama
   Unit 1—Printcloth and broadcloth
   Unit 2—Drills, sateens, twills and sheetings
   Unit 3—Numbered duck, army duck and industrial fabrics
   Unit 4—Cotton mop roving and yarn

Mount Vernon Dryer Felt Mill in Greenville, South Carolina
   Cotton and synthetic dryer felts

On April 30, 1970 Officers and Directors of Mount Vernon Mills, Inc. consisted of the following:

Directors:

Executive Committee:
Officers:

George H. Lanier, Jr.  President
Willis E. Johnson, Jr. Vice President in charge of manufacturing
Charles H. Coggin  Vice President—Manufacturing
E. H. A. Grassi  Vice President in charge of sales coordination and product development
W. Wesley Jones  Treasurer
J. Edward Thomas, Jr.  Secretary and Assistant Treasurer
Winthrop W. Smith  Controller
Walter L. Patten  Assistant Vice President
John T. Rau  Assistant Vice President
J. C. Stewart  Assistant Vice President
Charles W. Kiehne, Jr.  Assistant Secretary

On April 30, 1970 the officers of Turner Halsey Company Incorporated the wholly owned subsidiary who acts as selling agents for the parent Company and others, are as follows:

George H. Lanier, Jr.  Chairman of the Board
Thomas M. Bancroft, Jr.  President
Garret J. Garretson, II  Vice President
Douglas H. Haight  Vice President
William Singer  Vice President
W. Wesley Jones  Secretary-Treasurer
Joseph P. Gabriel  Assistant Secretary-Treasurer
Henry N. Bourquin  Assistant Secretary-Treasurer

While the mills were flourishing along the Jones Falls other industries moved into the area. As a result of this the villages of Hampden and Woodbury became largely populated by persons working in these varied industries. The largest of these industries was Poole and Hunt Foundry, which came to the area and produced many pieces of equipment and machinery for the mills, among other products.

The owners of both the mills and the other industries were very civic minded and contributed greatly to the development of the area,
both financially and culturally. Examples of the cultural contributions are:

Hampden Hall (a community center) now out of operation.
Hampden Library (now Enoch Pratt Branch No. 7) contributed by Robert Poole.
Robert Poole School No. 58 (public elementary and junior high) land donated by Robert Poole.
Mount Vernon M. E. Church (still in operation) built by the Carrolls.

Today only two mills of the nine located in Baltimore during the formation in 1899 of Mount Vernon-Woodberry Cotton Duck Company remain. These are still actively involved in textile manufacturing. They are Mount Vernon Mill No. 1 (now Baltimore Yarn Mill) and Mount Vernon Mill No. 3 (now Baltimore Cloth Mill) both of which were originally part of the Mount Vernon Company formed in 1847. It is interesting to note at this point what happened to the other seven mills. All were sold except one and are being used by other industries. The remaining one was sold and demolished when the watershed for Loch Raven Reservoir was made in 1912. Following is a list of those seven mills showing the names of the industries which occupy them today:

<table>
<thead>
<tr>
<th>MILL</th>
<th>INDUSTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mount Washington Mill</td>
<td>Maryland Bolt and Nut Company</td>
</tr>
<tr>
<td></td>
<td>(division of American Chain and Cable Co.)</td>
</tr>
<tr>
<td>Woodberry Mill</td>
<td>Schenectady Industries, Inc.</td>
</tr>
<tr>
<td></td>
<td>(manufacturers of tires)</td>
</tr>
<tr>
<td>Park Mill</td>
<td>Commercial Envelope Corporation</td>
</tr>
<tr>
<td>Druid Mill</td>
<td>Life-Like Products, Inc.</td>
</tr>
<tr>
<td></td>
<td>(manufacturers of plastic articles)</td>
</tr>
<tr>
<td>Meadow Mill</td>
<td>Londontown Manufacturing Co.</td>
</tr>
<tr>
<td></td>
<td>(manufacturers of London Fog rainwear)</td>
</tr>
<tr>
<td>Clipper Mill</td>
<td>I. Sekine Co., Inc.</td>
</tr>
<tr>
<td></td>
<td>(brush manufacturers)</td>
</tr>
<tr>
<td>Phoenix Mill</td>
<td>destroyed when watershed for Loch Raven was made in 1912.</td>
</tr>
</tbody>
</table>
Map Showing the Location of the Various Mills Along the Jones Falls.