

THE REALIZATION OF A DREAM



plans and some methods inspired with the Crerar & Knapp organization, have been installed. These buildings will result in more efficient workmanship, more careful supervision, less imperfect work, and, what is generally considered a most desirable thing, an increased enthusiasm on the part of the employees in the company's product brought about by excellent working conditions. The new location of the plant adds to the fact that the employees can look out over Long Island Sound and the beautiful Norwalk harbor to see a life and over the great fishing sections of Connecticut as they pass.

The new Crerar & Knapp plant illustrates the difficulties which are so prevalent in the hat industry—in plants that are not adapted to the process. This plant is not an addition to an old factory; it is built on a new site, and is safeguarded by the economy of joining two plants into one structure. It has

not been necessary, because of existing buildings, to build first and then fit the process to them. The proper sequence of operation and location of departments was determined and at the same time economical building plans designed and the two worked together. In this way the proper sequence of the plant has not been sacrificed or modified to accommodate the use of old structures.

Every provision has been made so that the plant can be expanded by the addition of extra floors on the original building, or by extending the original building in either side. The departments have been arranged so that they can be extended to take care of increased production in an almost unlimited degree without sacrificing the "company" method of production characteristic of the Crerar & Knapp process.

A statement prepared by the Twent Construction Company, gives the following interesting facts. The new plant required



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8,000 cubic yards of concrete, 400 tons of reinforcing steel, 14,000 barrels of cement, 200,000 pounds of sand and gravel, 100,000 pounds of lumber and 100,000 pounds of steel. The value of the building is about \$1,000,000, and the total investment about \$2,000,000. The building is about 100,000 square feet.



with a capacity of 100,000 gallons of water to supply the building system. The capacity of the new plant is about 1,000,000 hats a year or nearly 10,000 hats per working minute. Fifty-two thousand dollars' worth of machinery, selected for their ability to make hats in the Crerar & Knapp way, will have the distinction of being employed in the new factory.



ausgestatteten Festschrift nicht absprechen darf, so läßt sich Geschlossenheit des Eindrucks, höchste Wirkungssteigerung und würdigste Repräsentation doch nur durch ein in der rechten Schmiebung aus dem Willen und Können einer starken künstlerischen

Persönlichkeit zusammengeschweißtes Werk erreichen. Nicht der Seitenumfang, nicht die Bilderzahl, nicht die Kostbarkeit des verwendeten Materials führen zu Gipfelpunkten, sondern allein die Leistung des schaffenden Künstlers.

farm, and, like all the boys around him, hunted and trapped; he knew how to judge furs. In the village of Danbury a market for pelts already existed; here many trappers exchanged their beaver, muskrat and rabbit skins for food and clothing. And here back in 1780 Zadoc Benedict's small red hat shop—long afterward the site of the Danbury & Norwalk Railroad depot on Main Street, now the site of the postoffice—employed a journeyman hatter and two apprentices and turned out three hats a day. Indeed, the first hat made in the United States came out of Danbury. As long ago as 1808 there were fifty-odd makers of hats in the Danbury region, employing from three to five men each. Many of these "hatters" were farmers who made a crude product and worked irregularly.

So it was natural that Ezra Mallory should choose the hat-making business when finally he made up his mind to quit agriculture and cattle.

In his primitive shop at Great Plain, Mr. Mallory began with one hatter and an apprentice. Indeed, he was an apprentice himself, and learned the composite trade. There were no skilled specialists, as now. Today the fur is bought detached from the pelt and partly prepared, but in that dark industrial era, Ezra Mallory began with the raw pelts themselves. One fertile source of skins lay in the sand dunes



The Tanner's Shop

of Coney Island. This famous resort owes its name to the coney rabbit which lived there.

Ezra Mallory bought many of his pelts from the Indians, and sometimes went up into Canada to buy beaver, muskrat and otter skins. He and his two workers cut the fur from the pelts with long handled shears, and with their fingers separated the fur from the hair. And then they did the forming with a device resembling a violin bow, though five or six times as big. One old bow is now a treasured relic at the Mallory plant. By snapping the catgut string upon a pile of fur on a bench, the particles separated, scattered, and gradually deposited in a smaller and finer sheet, free from other sub-