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## Saulter, Leonard oral history interview

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## **Interview with Leonard Saulter by Mike Richard**

*Summary Sheet and Transcript*

### **Interviewee**

Saulter, Leonard

### **Interviewer**

Richard, Mike

### **Date**

July 9, 1999

### **Place**

Oakland, Maine

### **ID Number**

MOH 119

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### **Biographical Note**

Leonard Saulter was born May 22, 1926 in Waterville, Maine to Harry and Elaine (Howell) Saulter. His father worked in the woods for the Conservation Corps and his mother worked as a nurse's assistant. Leonard attended Waterville Public Schools. After high school, he served in the Army Air Corps for two years and then went to prep school at Coburn Classical in Waterville. Following one year of prep school, Leonard went to Bowdoin College where he majored in Economics. Next, Saulter was hired to work for Hathaway Shirt Company in the Sales and Merchandising department, and was later promoted in New York and Atlanta. Leonard eventually became President of Hathaway. After sixteen or seventeen years of being the president for Hathaway, Leonard went to work for Guilford's of Maine. He is a contributor to the Waterville Boys Club. Leonard now lives in Oakland, Maine with his wife Shirley.

### **Scope and Content Note**

Interview includes discussions of: personal and family background; Waterville community; Bowdoin College experience; work at the Hathaway Shirt Company; Muskie social times in Waterville; and skiing with Muskie.

## **Indexed Names**

Gray, Howard  
King, Angus  
Muskie, Jane Gray  
Saulter, Ellen Howell  
Saulter, Harry  
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## **Transcript**

**Mike Richard:** This is July 9th, 1999. This is Mike Richard interviewing Leonard Saulter at his camp in Oakland, Maine. And the time is about 3:30. And Mr. Saulter, can you state your full name and spell it, please?

**Leonard Saulter:** Leonard George Saulter; Leonard, L-E-O-N-A-R-D, George, G-E-O-R-G-E, Saulter, S-A-U-L-T-E-R.

**MR:** And what is your date of birth?

**LS:** May 22nd, 1926.

**MR:** And where were you born?

**LS:** In Waterville.

**MR:** So you've lived here all of your life?

**LS:** Most of my life. During my working career I was away for ten years.

**MR:** And tell me a little bit about your family life and background.

**LS:** Well, I grew up in Waterville, Maine. My father, in my early ages, worked in the woods, and during the Depression at times he didn't have any work. He worked for the Conservation Corps, which was set up by the government during the Depression, so we were quite poor, actually. My mother was a, not a registered nurse, but she worked as a nurse and filled in for a registered nurse, helped support the family. We didn't have a lot of the conveniences a lot of

people had. We had a nice small home, but it was very modest. We didn't have a phone, not until I was probably twelve or thirteen years old. Didn't have a car. My, both my parents came from Canada, in New Brunswick. Later in life my father became a coffer dam builder, which is you build a dam to hold the water back while you're building the original dam, so he did better later in life. So I had a very good childhood. I enjoyed it very much, played a lot of sports. But as I say, it was a very humble time, particularly during the Depression.

**MR:** And what were your parents' names?

**LS:** My father's name was Harry Saulter, S-A-U-L-T-E-R, and my mother was, maiden name was Ellen Howell. She came from, as I say, New Brunswick, from an Irish family.

**MR:** And what was your mother's occupation?

**LS:** She worked as a nurse's assistant.

**MR:** Oh, that's right. And, do you have any sibling, or have you had any siblings.

**LS:** Our own children, yes. We have six children. And now we have nine grandchildren.

**MR:** And have you, do you have any brothers or sisters?

**LS:** I have one sister.

**MR:** One sister. Older or younger than you?

**LS:** Two years older.

**MR:** Two years older. What's her name?

**LS:** Pauline Parent. She lives in Lynnfield Center, Massachusetts.

**MR:** Okay, and what were your parents' political attitudes or registration?

**LS:** Well, I would say they would have to be pretty much Democratic. They weren't active in politics and they didn't talk about it very much. But being, you know, being on the, sort of on the poor side of the (*unintelligible word*), I think they would have leaned toward the Democratic Party.

**MR:** Did you, so you said you didn't talk about it much at home when you were growing up?

**LS:** No, it wasn't discussed very much, no.

**MR:** And what about their religious views? Were those important?

**LS:** They were very strong Catholic, very strong. My mother went to the church every single day of her life.

**MR:** And how do you say that your parents' attitudes and beliefs affected you while you were a child and growing up?

**LS:** I think it made me quite conservative, actually, particularly growing up during the Depression. That was tough times, and it really made quite an impression on you. And so I think as time went on I, even though I did reasonably well in business, I was always quite conservative, always concerned that, how much you spent, you saved first and spent second. And I think that sort of stayed with me most of my life, actually.

**MR:** Were there other influences on you from the Waterville community outside of your family, like community groups or people?

**LS:** Oh, I think Waterville affected me a lot in that I think it's a very unbiased community. There are a lot of, there was a whole Lebanese group of people that I was going to school with and grew up with. They all lived down at the header falls, and they were very poor when they started. And then they, as they grew they were very, they were very entrepreneurial, and all have done very well in the community now and beyond. There was no anti-Semitism. And there was, of course there weren't any Blacks at all, I don't think there were any Blacks living in Waterville at all, as I grew up. It wasn't until I went into the service when I was eighteen years that I realized there was such a thing as anti-Semitism, that there was a prejudice. Never knew it growing up. It was wonderful; it was a great community. As I said, we were quite poor, but no one held that against you. I associated with people as poor as myself, poorer, and a lot of them with a lot more money than I had. It was just, it was a real nice way of life. And I think Waterville still is that way.

**MR:** Do you think it's changed in certain ways? In the ethnic makeup, the economic situation?

**LS:** Well the ethnic, the ethnic makeup has changed somewhat. And as I said there was a, there were a large Lebanese group of people, and now of course they've intermarried a lot, so you don't think of it as often and you don't notice it as much, and so they don't all sort of live in a particular area. Also there was, the largest group of people of course were the French. And then there were the non-French, the Catholics, and people from Scotland. But, there were quite a few Catholics in town. And the French of course was the dominating group. There was a large in, down in the south end, now today St. Francis. On Elm Street were two big churches, all- for the French, then the Sacred Heart was the one for the non-French. And then also the Lebanese had their church. So I don't think, I don't think people think of Waterville now as the French and the non French or the Lebanese and the non-Lebanese; it's just sort of all, over time they sort of mingled and grown together.

It was a shame really that the French people sort of lost their language. You know, they didn't

teach it in the schools, well they taught it in the schools like anything else but not, you didn't have to, English was of course. And the French people stopped talking at home and it's too bad that they did lose their identity in a way. Because when I was a kid, most of the, most of the older people that my, my mother and father's ages, that were French spoke French at home. They couldn't speak English. Kids all spoke English because they went to school, but over time that all changed and you just don't hear French spoken any more.

**MR:** Okay. Well, where did you receive your elementary and high school education?

**LS:** In Waterville.

**MR:** In Waterville. Was that through the parochial or the public schools?

**LS:** No, I went to public school.

**MR:** Public schools. And what were your impressions and experiences from this time? Did you make any lasting friendships, or any teachers that affected you in some way?

**LS:** Well, as far as the educational system was concerned, as I look back on it, I don't think it was as good as it should have been. And I don't think we were required or encouraged to study the way we should have been. I didn't realize that until I went into the service and I felt then that I was inferior educational-wise to a lot of the other guys that I met there. When I came out, I went to prep school for a year at Coburn to make sure that I could do well in college because I just didn't feel I had it. I think that's changed now; I think the school system's very good. But the, my, I enjoyed the Waterville school system a lot. I played a lot of sports on some real good teams, and that's where you make some real lasting relationships that still exist today. I was president of my class, president of the student council, captain of the football team. So I was, oh it was a happy time. I really enjoyed my years in school.

**MR:** And you went straight into the service after you graduated high school?

**LS:** The summer I graduated I went into the service. I was there for two years and then came out.

**MR:** Was that Army?

**LS:** Army Air Corps.

**MR:** Army Air Corps.

**LS:** But we were all pretty much washed out by the time we went in in '44. They didn't need pilots any more, so they sent us to radio school, which was very uninteresting. So it was just two years of sort of not doing too much.

**MR:** And then after that you went to a prep school (*unintelligible phrase*)?

**LS:** I went to prep school at, for a year in Waterville, Coburn Classical which no longer exists. Because I wanted to go to Bowdoin; I always did want to go to Bowdoin. When I was kid everyone said “You never can go there because you’re too poor and they only take the rich kids and it’s not the school for you.” And it just sort of challenged me. And so I knew that if I wanted to go there, I had to really go to prep school for a year and improve my education. I enjoyed Bowdoin very much.

**MR:** Did your parents encourage you in your wanting to go to Bowdoin?

**LS:** No, no, they wanted me, I think to go to college very badly, but they didn’t, they didn’t have any... Actually, when I stop and think of it, my mother wanted me to go to a Catholic college, yeah. She wanted me to go to Holy Cross, B.C., Georgetown, Catholic University in Washington. Yeah, she really did feel very strongly. And I went to most of those schools for interviews to see what they were like. But back in 1947 when I was going to be, getting ready to go to college, those schools still had a curfew at ten o’clock. By the time I got out of the service, I’m twenty years old now, I don’t want to, I don’t want a curfew at ten o’clock. I want to be able to go out and do things, so that’s one of the reasons I was against it.

**MR:** And what was your time at Bowdoin like? What did you study and which activities were you in?

**LS:** I studied, my major was economics. I enjoyed it very much. I played football, I was captain of the freshman team, I played football in varsity. And I liked every part about Bowdoin, it was a great school. Had a lot of great friends and am still, still very close with a lot of them. Great school.

**MR:** Were there any teachers or activities that influenced you in a particular way?

**LS:** I can’t remember the name of my, one of my favorite teachers and I can’t remember his name now. But he was my art teacher, which sounds surprising because I’m not that really into art at all. But I just enjoyed him as a teacher and I took the course because I wanted just to see what art was like. It was not necessarily an easy course, because there weren’t any easy courses at Bowdoin. But it was very interesting, and I remember, that stands out as one of the things I enjoyed. The other thing that I really enjoyed, there was a coach, Adam Walsh. You’re too young to remember but he was the, he went to Notre Dame, one of the seven horsemen, captain of that team, and was, taught, during the war he taught, and he was the coach of the Rams out in Los Angeles. Right after the war he came back to Bowdoin; he’d been there before. He, I learned a lot from him. You first had, he really wanted to win, obviously, like any coach would want to. But if, he would check constantly to see if you needed to, if you were staying up with your courses. And if you had a lab to go to in the afternoon, you went to lab; you didn’t go play football. He was very good, and I spent a lot of time visiting with him, talking with him, and went hunting with him. He loved to hunt. Yeah, he was a very, he influenced a lot of people, I

think.

**MR:** And what did you do after graduating from Bowdoin with your economics major?

**LS:** I decided that I wanted to be a salesman. And I joined Hathaway Shirt Company, which at that time the headquarters was in Waterville, actually is again today, and went through a training program there for six months, at the plant, just learning about fabrics and how shirts were made. And then I was sent to New York to the sales office, where I spent six to nine months there watching other salesmen sell customers, meeting customers, seeing how a salesman actually worked. And then I was given a territory out of the southeast, and no one had ever traveled the southeast. And I lived in Atlanta for three years, and then I progressed on from there.

**MR:** And actually, one thing I meant to mention, you were in school with Jane Gray for one period. Was this high school?

**LS:** Yeah, she was, in high school, she was one year behind me. I went all through school with Jane.

**MR:** Did you have a relationship with her during then? Were you friends at all?

**LS:** Friends in sort of, she went with a group of girls that, again, she was one year behind me in school, but she had a lot of good friends; she had a nice group of girls. You know, we'd go to dances together. And, see, I never dated her; I dated some of her friends. And I knew her very well, but I just never happened to date her.

**MR:** What was she like back then?

**LS:** She was a very pretty girl. A little on the heavy side, but very sweet, good sense of humor. And you know, you can see I'm smiling when I think about her because she did, she was just an enjoyable person to be with; you know, good company.

**MR:** Did you get to know her family, the Gray family at all through your (*unintelligible phrase*)?

**LS:** I knew them, but not that well. Can't remember that much about them, to be honest with you.

**MR:** Okay. Do you, actually do you know anything about how the Gray family was looked upon by other people in the community? Did they have a reputation in the community?

**LS:** I don't really remember too much. I can't remember what her father did now for work, but I wouldn't say as they were really noticed for any particular thing that I can think of. Wasn't that her, or was it her, was it her father's brother that was head of the *Sentinel*?



**MR:** Oh, I don't know. It could have been.

**LS:** I think there was a connection there. Howard Gray- have you ever heard that name? He was a very nice person; very, you know, very prominent in the community.

**MR:** Okay. Well, I guess we'll go back to your career. And you were talking about a few years after you'd left Bowdoin, and your work then.

**LS:** Okay, well I joined Hathaway, as I said, and in a year and half I was, I ended up in Atlanta. And fortunately there hadn't been any salesperson there before in the southeast. And actually, now this goes back to '53, I was there '53, '54, '55, and the people that were running Hathaway in those days, wonderful people, but not prejudiced, but they just didn't know what went on outside of the major cities in this- they didn't think Atlanta was much, they didn't think Sheldon, North Carolina or Richmond, or even Miami. They said "It's just a good place for you to get started, but you won't be down there very long because there's not much there to do."

And the just the opposite happened, I built up a very large business, had a very successful, because it was there to be had. But people in New York and, most of the managers for Hathaway were living in New York in those days, they just thought, well you know, they didn't think the South was, they didn't realize the South was fast developing. It was kind of an interesting thing because being Catholic and being a, being from the North I was a Catholic Yankee and they didn't think too much of Catholics. And of course Yankees they always tease them. The war was still going on in their minds a little bit, the Civil War. It was kind of, it was interesting, but I found them. I enjoyed every minute of it and I was very fortunate in the timing. You know, I was lucky, so I built a big business quickly.

Then Hathaway decided to expand into Canada so I was asked to go to Canada to (*unintelligible word*), what actually, Hathaway bought a small little building and a sport shirt company, very small, not dress shirts but sport shirts in Prescott, Ontario from a guy named Jim Walker. And so they asked me to go to Canada and they said the same thing they said about Atlanta. They said "You won't be there long. It's not going to be a big business but we'd like to introduce Hathaway dress shirts to Canada." Hathaway was not big in sport shirts; it was big in dress shirts. We sold sport shirts, but our real legacy was dress shirts. And so I thought that was a, you know, real interesting challenge. So another foreman went with me who ran production and I ran the, well, I was president of this division that was really just starting.

So I traveled across Canada from one end to the other to find out where the good stores were and introduced myself. And they knew about Hathaway, the good stores, but there was no Hathaway sold in there in any of the stores. And surprisingly enough, not to make this too lengthy but it's very interesting, that there were no soft collars sold, shirts, dress shirts, soft collared. They were all stiff collars. And so the store keepers were saying, "Well, Len, people don't wear soft collar shirts in Canada like they do in the States." But I used to go out and go to the best restaurants that I could go to at night, stay in the best hotels that I could find, to see what people actually, how they lived and how they, what, particularly what clothes they wore because Hathaway was

considered an expensive shirt. And I saw many, many people wearing soft collar shirts, particularly button down, but you couldn't buy a button down collared shirt in Canada at that time. To make a long story short, I finally persuaded some of the stores to just buy a few shirts and see. I says, "You've got customers here that are going to the States and buying their shirts, you don't realize it." And that's what happened. It was very successful, and it's still successful today.

So I was there for three years and then I was asked to come back and start the, a Lady Hathaway division in New York, which I did. Did that for a couple of years and they were starting to do quite well, and then Hathaway was sold to a company called Warner's out of Bridgeport, Connecticut. When they came on the scene, they wanted to make some changes. They didn't particularly believe that the present management of Hathaway was aggressive enough; they didn't think they were building the company large enough. And so they asked them to step down and then they made me president. And I was president for sixteen, seventeen years. And then I left and went with a company called Guilford of Maine. Sorry to be so long.

**MR:** Oh, no, this is, this is good. So you left, you became . . . ?

**LS:** President of Hathaway.

**MR:** And then you joined Guilford of Maine in the '70s?

**LS:** Later, '79.

**MR:** Seventy-nine. But you moved up to Waterville you said in '63.

**LS:** I came back to Wa-, once I, when I became president in 1961 or '2, I was living in New York, in Larchmont, New York. It was a good commute; I enjoyed it. We had two children at that time. My wife wanted to stay there; we had a nice home out in Westchester County. But all of the other vice presidents except the sales manager, of which there were six other than the sales manager, lived in Waterville. And it was my moving them all to New York, or just one person, meaning me, move to Waterville, because I thought we all should be together. And I didn't mind traveling. I knew I'd go to New York probably once a week anyway, because my real strength and my real interest was in the marketing end of the business, sales and merchandising, which really needed to be in New York. So I moved back to Waterville, which was a good move because we enjoyed it once we got back and brought up our kids in Waterville.

**MR:** And what is your wife's name?

**LS:** Shirlie, S-H-I-R-L-I-E.

**MR:** And when and how did you meet her?

**LS:** She grew up not too far from me when I was growing up. And she was four years younger,

so when you're young that's a, you know, that's a big spread. When I came back from the service she was in high school. And she lived, as I say, close by where my, I was still living with my mum. And she'd become a very pretty, attractive young lady. And so once, so after, when I first went to Bowdoin I invited her down to one of our parties that we had there. And we off and on dated for a few years and then got very serious. And we went together for a long time and then got married and have had, we had the fortune to have six children of our own.

**MR:** And, so have you been politically involved at all in any, maybe not necessarily held an office but maybe helped with a campaign or . . . ?

**LS:** No, not politically, no. I was very involved with the Waterville Boy's Club when I moved back here. In fact I went on and became a director. And most of the directors were much older at that time, about my age then, so they weren't really active. They weren't really doing anything. I became very interested in that, I just thought it was such a wonderful thing for the kids in this community. And so I changed the whole structure of the board and brought a lot of young people in, and we ran a campaign, and we did a pretty good job in getting it moving again. And of course today it's a big success. I don't know if you're familiar with it or not, but, oh, they've got the nicest Boy's Club facility in, probably in the country today.

**MR:** Do you still do work with them?

**LS:** Off and on, yeah, and I'm quite generous as far as giving to them. And, yeah, I went to a meeting a couple of weeks ago. Every once in a while they'll call and ask if I know this person or that person, what do you think about doing certain things. I'm very interested in the Waterville Boy's Club. They've done a super job; they've got a great group of young people in there today.

**MR:** Okay. Well I guess we'll move on to talk about your relationship with Ed Muskie, and when you first met him, first of all.

**LS:** Well, I remember, I remember specifically the first time I ever met him was in Alvina and Delia's (*sounds like*) store in, on Main Street in Waterville. He was just starting to date Jane. Whether they was really dating or not, or hoping to, but anyway he was there in the store waiting for her one evening around five o'clock to get through work because she used to work with Alvina and Delia, who, that was a bonnet shop in those days. And they sold primarily hats and that was, women's hats were big in those days, and they used to make them. And then they also sold expensive dresses and gowns. But they really made their, had their start in the, making the hats. And she worked in there with them; they taught her how to make hats. And I can remember walking in the store with Jim Schoenthaler, who was Delia's, one of Delia's sons. And there was this guy standing there, big, tall, good looking with a marvelous smile looking down at you, and it was Ed Muskie. He was waiting for Jane to get, you know, to get out of work so they could go off and have dinner together.

**MR:** So what were your impressions of him then? Evidently favorable, but?

**LS:** Very favorable. Well he was such a, you know, he was so tall and he'd automatically put his arm around you. And he just, you know, he had that just wonderful smile and gentle way. And he was, I was very impressed, very impressed with him.

**MR:** So how did your relationship with him develop over the years? Did you get to know him very well soon?

**LS:** Well, quite well, socially more than anything else. I used to see him there in the store a lot because I was in there a lot because of hanging out with Jim Schoenthaler. We were there, all through college we'd, you know, weekends when we'd go home we'd go in there and see his mother, mother and his aunt. They were really enjoyable people. So Jane was always there, Ed was there a lot. And then we used to see him socially at Jim Schoenthaler's home in Waterville. He used, when he was governor he used to go there once in a while; we used to go out and eat with him once in a while. He took up, he had an interest in skiing for a few years at Sugarloaf, and our family went to Sugarloaf every single weekend. So Shirlie and I have had dinner, had dinner with him there a few different times. I skied with him a couple of times. So, Waterville being a small town, and of course Sugarloaf being a small community, we got to see him from time to time. Then of course having known Jane all my life, it was just very easy to be with them. And Ed was such a, you know, a very friendly person.

And even though I didn't have a lot of interest in politics, when he was in the Senate, you, number one you're proud of him and you're interested. It was just fun to hear him talk about what was going on, you know. He brought it, brought Washington back to Waterville to you socially when you sat down and talked to him. And he loved to talk about it. You know, he was, he didn't try to get away from it. He was, that was his life. And I've been with him when he, calling senators around the country to talk about different things. And so it was always very interesting to be with him.

**MR:** So you've been pretty regularly close with him throughout his Senate career and then after in the '80s after his Secretary of State period, all through that period?

**LS:** After, no, near the end you see, he pretty much lived in Kennebunkport, I think it was Kenne--, yeah, it was Kennebunkport, so we didn't see him as much. He wasn't in Waterville that much, and if he came up to visit or make a speech we probably would show up and see him. But we didn't see him that much after he moved to Kennebunkport.

**MR:** Okay. Well I guess I'll just ask if you have any stories or anecdotes or things that show what Muskie's personality was like that you'd like to share now, just from any time that you've known him.

**LS:** Well, I, of course he had a very strong personality. What he believed in, and, you know, of course that's why he was so successful and he, you know, he didn't mind saying what he believed. And he did a, and of course he was a very kind person. And you know what he, you

know, it's on record what he's done for the environment. And there's a reason for it obviously, having grown up where he grew up in Moscow, right outside of Rumford. I don't know if you're familiar, you're probably familiar with the stench that came from that river at one time, from, you know, with the mill polluting the river. And I don't mean to be critical, all the mills did in those days. Everything was dumped in to the rivers like, as it was in the Kennebec. When I grew up there was a sulphur smell that was quite strong in Waterville. But in Rumford there was a terrible odor from that river. I'm sure that had a tremendous influence on him, why he was so strong on, to correct the environment when he was there. And that was his, you know, that was his strong position. And, because when you used to drive through Rumford, when you'd get within four or five miles of Rumford you could begin to smell the odor. And if you were in a car, even in the summer time, you'd put the windows up until you got through; it was that bad. So that was what really I'm sure influenced him, and, to clean up, you know, the rivers and the lakes in this country. And we've come a long way, fortunately, because of what he's done.

And he was, when he was governor, he really wanted to, not only to help the people in the state of Maine, and wanted to get the state growing, get business to come in. And he didn't accomplish an awful lot then, but up until recently with, I think King is doing a pretty good, people basically didn't want to change Maine. They said they did, but they wanted to keep it like it is, you know. He wanted to have it so that other people, young people could stay here. I know I just, I grew up in Maine and I got back to Maine only because I was with Hathaway and it was just luck. But most of my contemporaries had to find jobs elsewhere. And it's still going on. You know, there's just not that much industry in this state to keep the young talent. Nice place to live, but it's not a nice place to make a living, unfortunately. But my recollection of Ed was of a very bright, gentle, humorous, strong-willed person with a real good temper. I'm sure you've heard that before.

**MR:** Yeah, Mr. Schoenthaler was telling me.

**LS:** He had a very strong temper. And I don't mean it in a negative way; he just, he felt strongly about things. Just like when he was interviewed by Loeb in New Hampshire, he felt very strongly about his wife, and it affected him. And, you know, he sort of looked like he, I don't know if he really cried on TV or not. I mean, I saw, like everyone else, I don't know if you call it, they said he teared up and that was a weakness. I didn't think it was a weakness; I thought it was a marvelous thing that he felt that strongly about protecting Jane. He really was a fine person. We were lucky to have him as a governor, and he certainly moved, got this state moving. And we all know what he did as a senator and Secretary of State. It was a short period of time, but he did a good job while he was there.

**MR:** And what would you say his general effects or his legacy for Maine or for politics in general have been?

**LS:** Well, I think he changed it from a Republican government to a Democratic government; no question about it. Before him, in my growing up, I can remember everybody says that "As Maine goes, so goes the nation, Republican." It doesn't always go that way today, but I mean, it

was just, it just was a Republican state. I mean those were the people that got elected to governor. And he changed all of that. You know, he got elected, what, twice? And then the ones behind him that were governor were Democratic as well. So he's done, he really changed politics a lot. He was a very fair, understanding, hard working. I mean everybody knew him; he traveled everywhere.

**MR:** Did you get to travel with him at all during his campaigns?

**LS:** No, no, I never did, no.

**MR:** Okay. Well, is there anything else that you'd like to talk about on any subject at all, it could be Muskie or your own career or life or something about Maine, anything that we haven't covered yet?

**LS:** Well, if I talked about Maine, I think one of the strongest assets that Maine has is the people. I, being in Hathaway all the years we hired, not hired but we appointed somewhere between five and six hundred women at all times. There weren't too many men working because lots more women did the stitching, and then we needed the stitchers so it was primarily women, it was a woman's trade, and extremely good workers. And when I went with Guilford, it was a small woolen mill that had just come out of bankruptcy. And we thought we saw a new opportunity to get into a new market making fabric for the office furniture industry, the open office system they referred to it, and we were right. And we took a company with, doing just a few million dollars and to become a very successful company. We grew so rapidly from late '79 through '82 that we were all, oh we had a tremendous time to keep up with it.

It was a lot of fun, but we really had a real challenge. And for two years running we worked twenty-four hours a day around the clock, including Christmas, including Thanksgiving. These people never, never complained. They built a real business, because we had to work those hours because we were growing so quickly we had, we didn't have much money in the beginning. Then we, then as we got more successful we had to buy machinery, but it took time to get it; most of it was made in Europe. So we really had to, the people had to do the work. As time went on we still have a lot of people there, but now they've got all the new technology and all the new machinery, so they don't have to work around the clock to complete what they want to do. But it would never have been, it would have been hard, you couldn't have done it without the people being willing to work and as dedicated as they are. The people in Maine are really, really very industrious. It's a great state to be in.

**MR:** Okay. Is there anyone else around in the area that you can think of who might be useful to interview for the project? You know I just got back from an interview with Mr. Schoenthaler.

**LS:** Yeah, that's good. I'm glad you did because he, I'm sure you found that interesting. He knew him very, he knew him, they were very close. Ed really thought a lot of Jim; enjoyed being with him. No, I'm sure you've- how about Bob Dubord? Have you, did you interview him?

**MR:** I think they got him, yeah, a few weeks ago.

**LS:** Yeah, I would think that he would have, would have a good insight parti-, into the politics, because his father was into politics and also his brother was very close to Ed, very close. Dick Dubord, yeah, he died young, as you know. No, I really can't think of anyone that you probably haven't already interviewed. Must be an interesting project, because I'm sure there's, because Ed was really, he was loved. There's no doubt about it.

**MR:** Okay. Well, thanks a lot for your time.

**LS:** You're very welcome.

*End of Interview*