1/11/17.

Dear Mr. Gradwohl:

I wish you would have a meeting of the entire force, and read them this letter, and then talk together. You make the further explanations as you fully understand and know them, and invite and answer many and all sorts of questions.

The Nelson business as a whole, has done very well in the past year; it always does. There will be a good sized dividend out of the profits, somewhere between 10% and 20%. Union has not made any profit, but while it is a separate corporation, we count it as a part of our business family, and all share alike. Some other year Union may do more than its share. It is your job, and mine and theirs to make it so, and we are going to.

The dividend will be in stock. The stock is a part ownership in the property; it gets regularly its 6% cash dividend, the employees and customers own about two-thirds of the stock, the stock gets 6% dividend, and no more.

The employees and customers get all the profits that are made by the business, except the 6% on that minority part of the stock owned by me and a few others, it is a mere fraction of the total profit. The entire business is run by and for the employees and customers. The employees are interested in doing the best they know how in work and economy: the customers are interested in buying our goods because they get back their half of the profit that is made on the goods. This makes a partnership between the people who do the work, and the customers who take the goods that can't be equalled.

I particularly call attention to the benefit it is to steady men with families to work for a concern that is in fact worked for their use and benefit. The weekly wage is one thing, it may go up and down, and it may stop. It is far more important to have a steady job and be a partner in the business and whatever it earns.

We have had profit-sharing for 31 years. Many of our factory workers have been with us all that time, and have now several thousand dollars of stock. The 6% on that gives them additional money, say from $100.00 to $250.00 a year, and they have interest as well as the principal to live on when they get too old to work.

In addition to this, it is a fixed principle of our concern to take care of any of our employees who become disabled, or their families who become dependent.

One of the chief reasons why I consented to buy into Union was to make it a part of our profit-sharing system. It continued

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to do badly under the management we have had: we expect now to make it do well: I ask everybody to help. It makes work easier as well as profits better if everybody gives a willing hand.

Another thing, you know how handsome Leclaire is; not only the town where the employees and I live , but the factory surroundings; we have big flower beds in the open area on which the factorys front; we have continuous flower beds around the foundations of the factories, which I originally planted myself. We have vines over most of the walls. We have a bowling alley, a billiard room; we have a base ball park, and we have a lake for rowing, swiming and skating.

I want you to put any of these things in to U nion that the men are willing to join in with. I should like to see a kitchen making plenty of hot coffee at 1¢ or 2¢ a cup, and a supply of milk at 3¢ a pint bottle. I should like a room fixed up convenient for lunching and talking, and perhaps some reading. I should like money spent freely on any social things that the men want.

Another thing: I want you and the head men to give a thorough examination about safety appliances, and light and ventilation and cleaning-up and whatever can be done to improve these things, do it. We want to Union profitable, and we also want to make it an arrtactive place for men to work in, and for boys to grow up in.

Leclaire and Bessemer have longbbeen exemplary places. We want, if possible, to make Union catch up and exceed. I t will be all the more worth while when we change a 30 year record of continuous losses, into one of prosperity and steadiness and mutual satisfaction.

Yours very truly,

(signed) N.O.Nelson

C O P Y

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