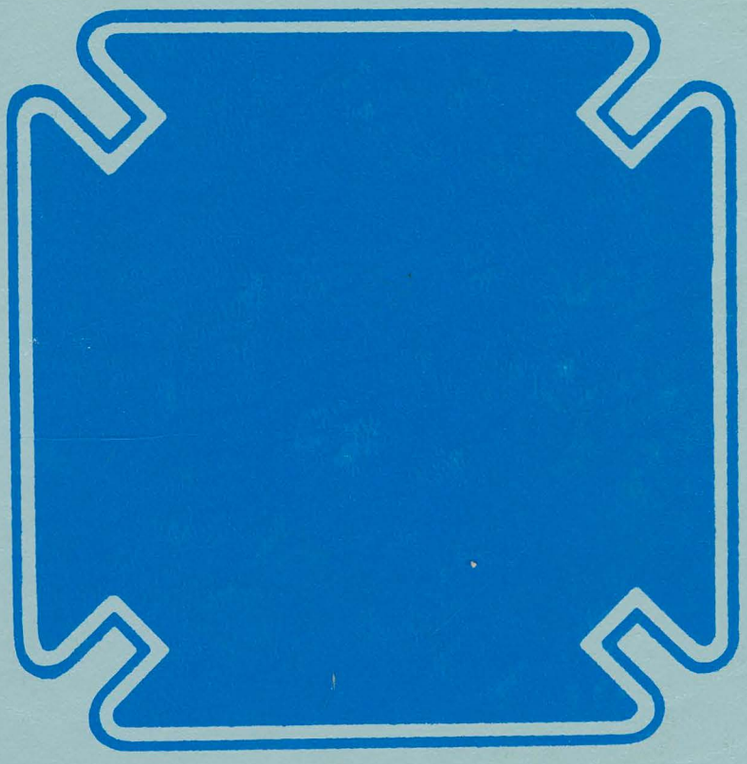
Spencer's

INFANT'S AND CHILDREN'S WEAR



1926-1988

REFERENCE
NORTH CAROLINA
677
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The Employees of Mt. Airy Knitting Company, November 1938



523209

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Spencer's



Spencer's Plant I on Willow Street



Miss Alice B. Hatcher
PO Box 541
Dobson, NC 27017

Mrs. Susan N. Wilmoth
Rt. 1 Box 363
Dobson, NC 27017

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PREFACE

This is the story of Spencer's , Inc. of Mount Airy, North Carolina. Most of the material for this history has been lovingly gathered over the last 60 years by Miss Alice Hatcher, the sister of Mr. F.L. ''Les'' Hatcher. Much has been assembled through interviews and correspondence with former employees, friends, and relatives. I am deeply thankful and greatly indebted to Mary Rauscher, Hazel Brannock, Virginia Porter, and Twain Massey for their help with the picture and word history of Spencer's. I was not able to complete an extensive history because all the information was not available.

To Dan Jackson, I am indebted for his research on the early buildings — from their construction to their present day usage.

It has been my purpose to make this brief history as authentic as possible. Whatever success that results from this effort would have been out of the question without the valuable contributions of those who figure prominently in this book.

Susan Norman Wilmoth
Dobson, NC

COMPILED BY



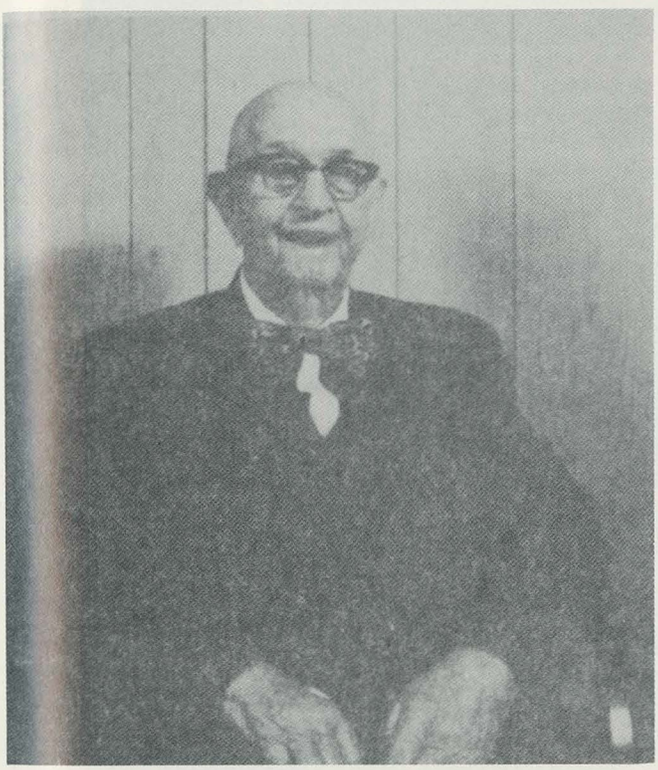
Miss Alice B. Hatcher



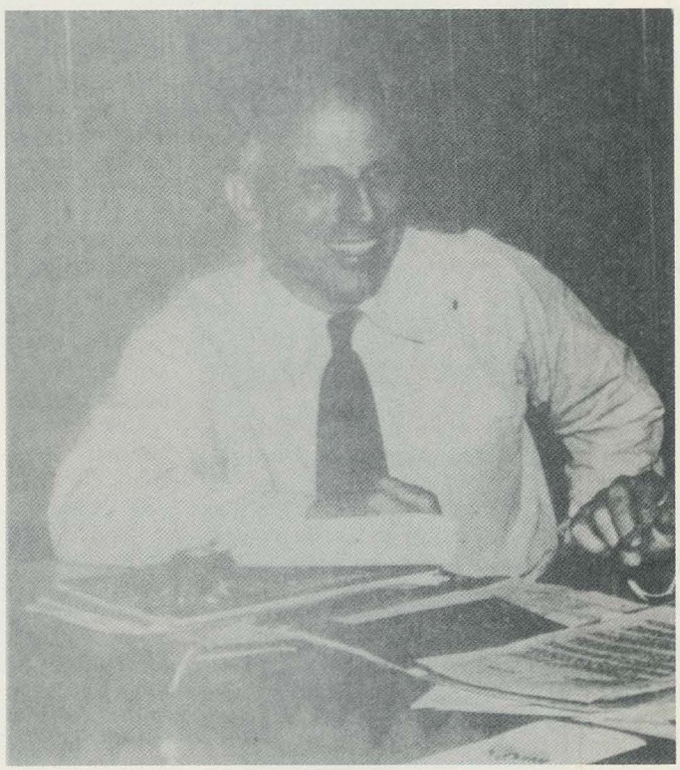
Mrs. Susan N. Wilmoth



Mrs. Ann C. Cannon



Mr. F.L. ''Les'' Hatcher



Mr. J.H. ''Jimmy'' Crossingham

AIM

Our aim is to lift the standard of living of the local people by giving the women something they will enjoy doing and thereby give the public a product they will want to buy.

MOTTO

Spencer's keeps the cost of loving down.



The sweetest dreams come true in Spencer's. Little girls live their daydreams like fairy princesses, all soft and pretty in inherently flame resistant* Spencer's nightie knits of Trevira® 271 polyester. In bedtime stories and stores everywhere.

*In properly constructed fabrics. Meets FF-371.

A LIMITED WARRANTY TO CONSUMERS ★ Good Housekeeping PROMISES REPLACEMENT OR REFUND IF DEFECTIVE

TREVIRA®
...beyond natural.

Leslie Ann Cannon, great-granddaughter of J.H. Crossingham, Sr. and named for F.L. ''Les'' Hatcher

THE GROUNDWORK
HISTORY

Like so many other towns in North Carolina in the years after the Civil War, Mount Airy saw many small tobacco companies begin the manufacture of plug tobacco. One such company was Sparger Brothers. James Henderson Sparger and his brother, Frank, built the large brick factories on Willow Street in the late 1870's. Although not formally chartered until January 14, 1898, this factory grew until it was bought out by Hadley-Smith Tobacco Company in January, 1901.

Consolidation was the game of the day and Hadley-Smith was in turn bought out by Rucker and Witten Tobacco Company of Martinsville, Virginia, in August, 1902. These tobacco companies continued to expand and use the original Sparger Brothers buildings on Willow Street until the last tobacco was manufactured there by R. J. Reynolds Tobacco Company which bought out Rucker and Witten in 1905. Reynolds continued to manufacture its plug tobacco until 1908 when it sold its Mount Airy interests, due in part to its involvement with the American Tobacco Company. A deed by R. J. Reynolds to Mount Airy Cotton Mill Company on June 9, 1908, included the original Sparger Brothers' brick factories. From all known sources this was the first use of these buildings in textile manufacturing. The original Sparger Bros. leaf house on the corner of Willow and Oak Streets was sold to John Banner and J. W. Lovill on October 12, 1909, by R. J. Reynolds Tobacco Company.

Messrs. Banner and Lovill continued their ownership of that property until they deeded it to the Mount Airy Knitting Company which they had chartered that same day, July 8, 1926. According to the Certificate of Incorporation of Mount Airy Knitting Company, found at the courthouse in Dobson, W.E. Lindsay, John Banner, and J.H. Crossingham signed the certificate that day. At this time, the law required three signatures and these were the three who were present on the eighth. These men issued stock to themselves in the following amounts:

W.E. Lindsey ..... 100 shares
John Banner ..... 35 shares
J.H. Crossingham ..... 34 shares

Mr. J.H. ''Jimmy'' Crossingham came to North Carolina to start a knitting mill. His father had a knitting mill in Philadelphia (Germantown), Penn. This was Crossingham Knitting Mill which was established in 1889 and incorporated in 1910. [There is a picture of the union suits made here as well as a picture of ''Dr. Spencer'' hanging at Spencer's] Jimmy's father died when he was a teenager [18] and he tried to continue operation but was unable to do so. He heard about the possibility of opening a mill in North Carolina or Virginia through friends. So with the approval and backing of his sister, Margery Deninson, he came to this area. He traveled here in a touring car with the knitting and sewing machines in the back. He told about being so hungry as he traveled through Virginia that he stopped on the side of the road and took four ears of raw corn and ate them on the way to Mount Airy.

At some point after July, 1926, and before February, 1930, Mr. F.L. Hatcher of Dan Valley, Virginia, and Mount Airy bought out W.E. Lindsey's interest in Mount Airy Knit-

of July, in the year of our Lord, 1926.
(Seal) W. N. Everett, Secretary of State

28216

Certificate of Incorporation
of
Mount Airy Knitting Company.

This is to certify that we, the undersigned, do hereby associate ourselves into a corporation under and by virtue of the laws of the State of North Carolina, as contained in Chapter 22 Consolidated Statutes of North Carolina, entitled "Corporations", and do severally agree to take the number of shares of capital stock in the said corporation set opposite our respective names, and to that end do hereby set forth:

1.

That the name of this corporation is Mount Airy Knitting Company.

2.

The location of the principal office of the corporation in this State is ——— Willow Street, in the town of Mount Airy, Surry County, North Carolina, but it may have one or more branch offices and places of business within the State of North Carolina, as well as in said State.

3.

The objects for which this corporation is formed are as follows:

(a) To spin, weave, manufacture, sell and generally deal in woolen, silk, silk fibre and cotton cloths and fabrics of all kinds, and to dye, coat, waterproof or otherwise treat and finish such manufactured articles as to

ting Company for (according to some former employees) $6,000.00. Even though both of these men had been involved with the company since the beginning, a difference in their philosophy of management caused Mr. Lindsey to decide to leave the company. According to the certificate of amendment to the charter of the Mount Airy Knitting Company filed in the courthouse on February 10, 1930, Mr. Hatcher was the president and John Banner was the secretary of the company. The share holders in the company listed were:

G.C. Lovill ..... 25 shares
John Banner ..... 35 shares
J.W. Lovill ..... 40 shares
J.A. Crossingham ..... 67 shares
F.L. Hatcher ..... 83 shares

According to Jim Crossingham, Jr. "Jimmy" and "Les" seemed to gravitate toward each other because of similarities in management philosophy. This philosophy did indeed separate them from most of the other stockholders. Mr. Lindsey, while associated with the company, was reputedly selling ice water to the employees. Also John Banner was very vocal in his opposition to the wage being paid to the employees. He felt that people could be paid or hired for less than what the company was paying its employees. Mr. Hatcher and Mr. Crossingham said that they were not interested in hiring cheap labor. They wanted to pay people a living wage. Mr. Hatcher even said he hoped that by hiring the women that the standard of living in the area would be raised.



Mr. Les Hatcher and Mr. J.H. Crossingham, Sr. at an early Christmas party at Spencer's. Courtesy of Mary Raucher

33932

Certificate of Amendment to The Charter

of

The Mount Airy Knitting Company

The location of the principal office in this State is at No. Neccam Street in the Town of Mount Airy, Surry County, North Carolina.

The name of the agent herein and in charge thereof, upon whom process against this corporation may be served, is J. H. Cunningham.

Resolution of Directors.

The Board of Directors of the Mount Airy Knitting Company, a corporation of North Carolina, on this Tenth day of February, 1930, A. D., do hereby resolve and declare that it is advisable that the Charter of said company be amended as follows:

"That there shall, or may be, issued preferred stock of said company, with preference as defined in said Company's Charter as much as One Hundred Thousand Dollars preferred stock, inclusive of that heretofore issued" and they do hereby call a meeting of the stockholders, to be held at the Company's office in the City of Mount Airy, N. C. on this the 10th day of February, 1930, at 10, O'clock, A. M. to take action upon the above resolution.

Certificate Of Change.

The Mount Airy Knitting Company, a Corporation of North Carolina, doth hereby certify that it has amended its Charter as follows: "That there shall, or may be, issued preferred stock of said Company, with preferences as defined in said Company's Charter, as much as One Hundred Thousand Dollars preferred stock, inclusive of that heretofore issued." Said Amendment having been declared by resolution of the Board of Directors of said Corporation to be advisable, and having been duly and regularly assented to by the vote of two-thirds in interest of each class of stockholders having voting powers, at a meeting duly called by the Board of Directors for that purpose; and the written assent of said stockholders is hereto appended.

In witness whereof, said Corporation has caused this Certificate to be signed by its President and Secretary and its Corporate Seal to be hereto affixed; the tenth day February, A. D. 1930.

(Corporate Seal) Mt. Airy Knitting Co.

Attest: Johnnie Banner. By J. L. Hatcher

Secretary. President.

When the plant opened in 1926 there were twelve employees. At this time Mount Airy Knitting Company had twelve knitting machines and thirty-one sewing machines. These are believed to be the original twelve employees:

Sally Pruitt Thomas
Minnie Pruitt Gunner
Isabel (Bell) Grady Harrison Ayers
Julie Stevens
Rita Quesinberry Martin
Lela Edmonds Scott (first floor lady)
Ellen Hall (Belt Captain)
Mae Snody
Fred Quesinberry
Luther Dees
Buck Vernon
Brady Fells

At one time all the employees wore uniforms. At first they were white. However, these got so dirty and some people wore the same uniform all week that the color was changed to blue. Even when the uniforms were blue the floor lady still had a white collar. The employees bought the pattern and passed it around. Each employee bought her own material and made her own uniform. Then people started wearing their uniforms over their regular dresses. Later the uniform would only be buttoned at the waist with a regular dress under it. Finally the uniform was abandoned. The ladies in the office continued to wear smocks until Mr. Hatcher or Mr. Crossingham thought that they all were expecting at the same time. Then, they too were abandoned.

Mr. Crossingham also brought some paneling with glass at the top from Pennsylvania. It was used to panel around the first office.

Hazel Brannock saved one of the original locks that also came from Pennsylvania and gave it to the present Jim Crossingham before her retirement.

For the first several years the employees were paid in cash. Virginia Porter said that they had to send to the bank and tell them how many pennies, nickels, dimes, and quarters that Mount Airy Knitting Co. would need to meet payroll.

Once Mr. Crossingham went uptown on payday and one of the merchants asked him if the mill was going to be able to meet the payroll that day (this was during depression). Mr. Crossingham said that he guessed they would be able to pay the employees because he had seen Mr. Hatcher start across the mountain with a mule to sell.

One Mount Airy merchant said that the little bit of cash that Mount Airy Knitting Co. was able to pay its employees during the depression kept money flowing and Mount Airy afloat during these years.

Mary Rauscher tells about having to line up on payday. She worked on the first floor and she and the other workers on that floor would have to go upstairs to the second floor. Then they would go across and back down to line up numerically to pass by the pay window. There they picked up their pay envelope with the cash in it.

She started work at fifteen for 75 cents a day. She said she left school one afternoon and walked by the mill. Her parents had known Mr. Hatcher for years so she went in and asked him to hire her. He said, "You wouldn't work if I hired you." She responded, "I'll work till you fire me." She worked there for 47 years; he never fired her and she didn't quit.

At one point the snow was so deep that she couldn't get to the mill. Her father walked in front of her so that she could walk in his footsteps and get to work. She went to work in 1930 and there were 50 employees. In later years when she would come back and work at

night sometimes Mr. Hatcher would also be there — when he left he would holler, "Mary, I'm going — be sure to lock up."

Mary Rauscher tells about Mr. Hatcher's sister, Daisy Susan Hatcher Norman of Dobson baking birthday cakes (pound cakes made with freshly ground nutmeg) for him. Mr. Hatcher came in every morning before 6 a.m. and he would have Mary to have some of his cake with him. Then she would put it up until the next morning when they would have some more until it was finished.

Mary Culler Rauscher was the oldest of five children. She went to work for Mount Airy Knitting Co. (MAK) at the age of 15. The four younger children in the family were all in Miss Alice Hatcher's first grade (She went to Dog-Leg Alley school — one room — for her first year. At that school half of the children went to school in the morning and the other half went in the afternoon — there was not enough room for all of them to go at the same time.) Her two sisters, Ellen Culler Heath and Opal Culler Tolbert, both worked at Spencer's until retirement. Her brother, Mitchell Culler, worked in the print shop until he moved from Mount Airy. The baby brother in the family made a career in the military.

Mary Rauscher also tells about Mr. Hatcher's generosity with his produce from his Dan Valley, Virginia farm. She said he drove up one afternoon in front of her house and blew the horn. When she went to the car, an Oldsmobile, he had the back seat and floorboard filled with lettuce and onions. He knew she loved fresh garden lettuce so he had brought her some. She also asked him once if he had any beets; if so, she would like to have a handful. That afternoon he brought her a bushel. She also remembers that he would send a truck from Dan Valley loaded with corn to the mill. He would then send the employees out to get some corn.

Mr. Crossingham was also generous to his valued and loyal employees. He sold Mary the land for her home and then helped John and her to get it built.



Spencer's Maltese Cross logo

Mary Rauscher also remembers that once when times were hard for the mill and they needed money, Mr. Hatcher called her in and asked if she could help raise capital. She went home and talked to John and came back and said that they would mortgage their house to raise capital. As it turned out there was no need to do that--but it does illustrate the feeling of most of the long-time employees: This was their mill--They too had invested blood, sweat, and tears in it.

Several other employees told of signing notes to help out in hard times. They also told of receiving stock to repay notes or instead of overtime pay.

The first box used to package Mount Airy Knitting Co. products was yellow with a picture of Pilot Mountain on it. Twain Massey said he thought he had one of these.

The next box had a round picture of Jim and Ed Crossingham and Clark Lakey's daughter in union suits on it. These boxes were grey and red. Mr. Crossingham was in New York once and he saw a box in a store. He told the saleswoman, ''Those are my boys.'' She looked at him as if he had lost his mind until he finally explained who he was.

After these boxes were no longer used the Maltese Cross was adopted as part of the logo and the boxes were blue and white.

Mount Airy Knitting Co. bought the Button Factory in 1930. It was located on Stuarts Creek and made bone buttons. Some employees remember that it smelled so bad because of all the bones that were stored there. Later the buttons were made of plastic so the odor was eliminated. Finally the whole operation was moved to Willow Street.

Originally Mount Airy Knitting Co. made union suits for adults and children. In the early 1930's, the mill bought (maybe 1929) a small building and put up some machines. Then Ada Hodges and some young women for her to train were sent up there. After the women learned to use the machines making union suits, they switched to making baby shirts and this was the beginning of the baby business.

However, union suits continued to be the main product until after WW II when the mill switched to the manufacture of infants' and children's wear. There were two exceptions: during the Korean Conflict union suits were made again on a military contract and these same union suits were made for Mr. Hatcher until his death in 1978.

The change from union suits to infants' and children's wear was a management decision after careful analysis of the current market. The children's market was seen as a very stable one. As long as there are people--there will be babies and children. Also this market seemed to fit the mill's capabilities better. All of these reasons may be a direct result of the post WW II ''baby boom.''



Spencer's employees are mostly women which was the original aim of the founders.

Mr. Hatcher called Twain Massey's father in the night to come and try to fix the boiler at the mill (1929). He went over to work on it. Later he had to get Twain to come and help because the hole in the wall to get into part of the boiler was not large enough for a man to crawl through--so he had to get his son who was still a boy. A week later Mr. Crossingham and Mr. Hatcher sent for him and offered him a job. He went to work and one of his first jobs was nailing hardwood floor in place. This floor had to be put in the first building that the mill bought. It was the Sparger building.

The Reynolds Tobacco Building had to have hardwood floors installed before it could be used as part of the mill. Twain Massey helped with this as well as the installation of the freight elevator. This building may have been purchased in 1939 for less than $10,000.00. Twain Massey helped to run the steam heat from across the street to heat the building.

Mr. Crossingham worked on all the machines. He kept his office door open so that he could hear if anything sounded "funny" or stopped running. Then too he could jump and run faster if he didn't have to open the door--and the sooner he got to a machine, the faster he could fix it and get production going again.

Hazel Brannock worked in the office. She said that even in the winter she had to open the window and put her head out if she had to talk on the phone--otherwise she couldn't hear a thing that the caller said.

The third building was bought from Duke Power Co. and it was a little building used as a bleach house.

Two of the first major customers of Mount Airy Knitting Co. were Butler Brothers of Chicago and Rice-Stix of St. Louis. Both of these companies were jobbers in that they bought a certain quantity of merchandise and resold it to their customers. The merchandise was then ordered in bulk from the mill and



Willow Street Plant as it looks today with buildings painted Spencer's blue. These are also the original Sparger Bros. Tobacco Co. and Reynolds Tobacco buildings.

stored at the mill until the jobber gave orders to ship to their customers' private stores. The main advantage in this system was that when the jobber placed an order, they paid for that order--whether or not the goods had been already manufactured. This gave the mill some steady capital to purchase the raw products necessary to produce their infants' and children's wear. Another jobber who brought large orders was Clifton and Goodrich of New York. The first major retailer to buy large quantities from the mill was Woolworth's. The first two jobbers mentioned kept the mill running through the depression years.

Mr. J.H. Crossingham, Sr. died on January 19, 1964, while in Florida. His death didn't cause a change in company policy. According to Ann Crossingham Cannon, granddaughter of "Jimmy," Mr. Hatcher was staunchly determined and successful in continuing the morals and high ideals that Spencer's began with in 1926. Two sayings that were originated by Mr. Hatcher and have become synonymous with his name, indicate those ideals: "Spencer's success is due to hard work and being blessed by God" and "If Spencer's does anybody wrong it would make it right if it takes the hide." Combining these morals, maintaining quality, providing the best product for the money, and using just plain "horse sense" has made Spencer's a success for 62 years.

Each decade has brought expansion and growth to Spencer's. Today there are six plant locations: (1) Plant No.1--Willow Street, (2) Plant No. 2--the Mountain View Road Box Plant, (3) Plant No. 3--the Blue Ridge Parkway Plant, (4) Plant No. 4--the Arlington Street Plant, (5) Plant No. 5--the Hickory Street Plant, and (6) Plant No. 6--the Stuart Plant.

Spencer's plans no radical changes in the future. Things will be done as they have always been done--growth, improvements, and innovation. Spencer's is a consummer-minded firm and is proud to serve what they consider America's key to the future--children.



Jim Crossingham CEO of Spencers today and son of the co-founder, J.H. Crossingham, Sr.

SPENCER'S INC.
Mt. Airy, NC
1979

"Some banks are oriented primarily toward facts and figures. The Northwestern Bank is oriented toward people."--Jim Crossingham, President

The small infant and children's wear manufacturing plant started in 1926 by Jim Crossingham's father and his partner in Mt. Airy, North Carolina, has today grown into Spencer's, Inc., the largest volume manufacturer in its industry with four plants and some 2,000 employees in Surry County.

"Some of the company's early growth would not have been possible without the help of The Northwestern Bank," Jim recalls. "In the 1930's, at the end of the Great Depression, the company was operating under a federal government loan from the National Reconstruction Act. The nation's economy was picking up and Dad and his partner saw a great opportunity; however, expansion was prohibited under the terms of the NRA loan."

"Dad mentioned the problem to one of our major customers in Sparta, North Carolina, and the fellow suggested he talk to The Northwestern Bank. The bank not only loaned the money to pay off the NRA loan but also financed the expansion program. We've worked with Northwestern ever since."

Mr. Crossingham's Death
TEXTILE MAN DIES AFTER HEART ATTACK

January 1964
(From either The Mount Airy Times or News)



J.H. Crossingham, Sr.

James Henry Crossingham, Sr., 65, of Springs Road, Mount Airy, died unexpectedly early Sunday morning at Bethesda Memorial Hospital in Boynton Beach, Fla.

A Native of Philadelphia, Pa., Crossingham came to Mount Airy in 1926 and was one of the organizers of Mount Airy Knitting Company, whose name was later changed to Spencer's, Inc., entering the business in partnership with John Banner, Lester Hatcher, Jim Lovill and W. E. Lindsay.

He was secretary of the firm until last fall, when he was made president. His father was a textile manufacturer in Philadelphia, which made Crossingham the second generation in his family to enter the textile business.

He was the son of Mr. and Mrs. J. H. Crossingham of Philadelphia, Pa.

In Mount Airy he was a charter member of the Mount Airy Lions Club and a past president. He had been a member of Granite Masonic Lodge No. 322 AF and AM for 35 years.

He had been a director of the Reeves YMCA and had taken an active part in bringing new industries to Mount Airy.

A member of First Presbyterian Church, he was a former chairman of the board of elders and was a teacher of a Young People's Sunday School Class. He was interested in and active in youth work in several programs.

In addition to his textile business, he was famed for the Hereford Cattle which he bred on a farm in Mount Airy.

In 1926 he was married to Miss Anita McNally.

Surviving in addition to his wife are two sons, Edward and James Crossingham of Mount Airy; Five grandchildren; and one sister, Mrs Margie Deninson of Philadelphia, Pa.

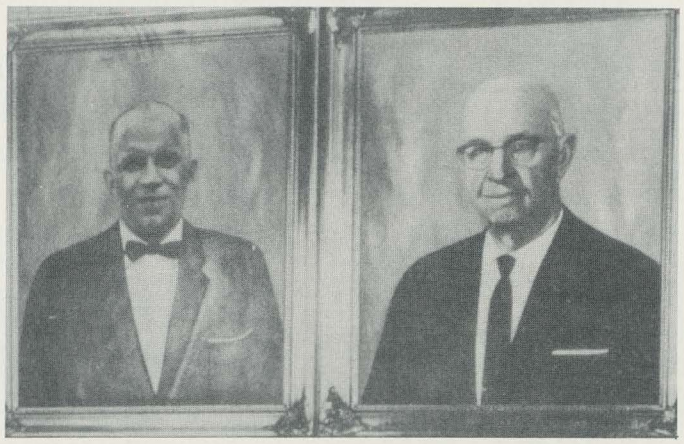
The funeral will be conducted at 2:30 p.m. today at First Presbyterian Church by the Dr. D.S. McCarty.

Pallbearers will be Earl Watson, Hugh Hennis, Crissie Lowe, W.M. Carter, L.M. Lamm and Howard Mills.

The body will remain at Moody Funeral Home until placed in the church to lie in state for one hour prior to the service.

Burial will be in Oakdale Cemetery.

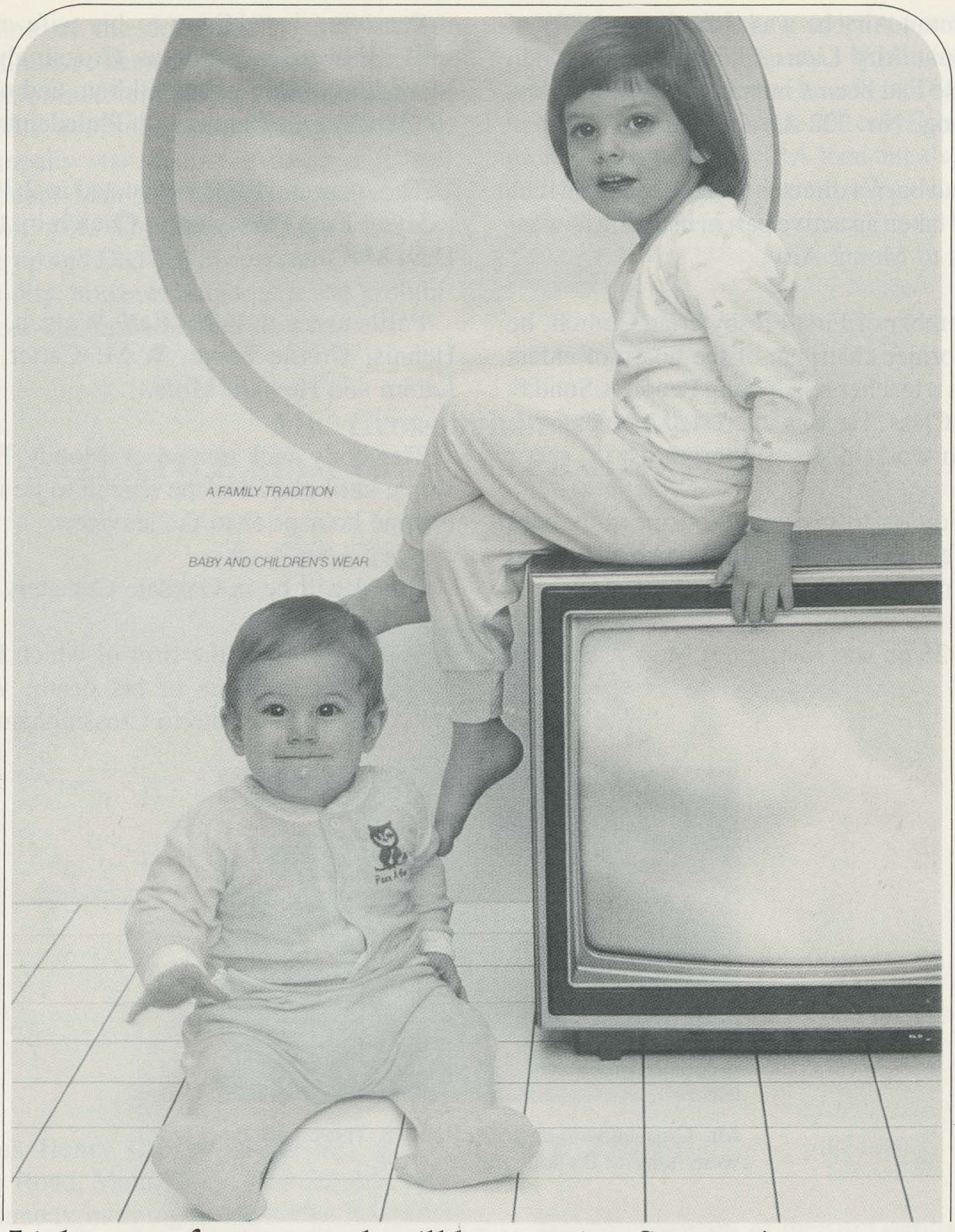
Spencer's, Inc., the firm of which he was president at the time of his death, will be closed today in tribute to Crossingham.



Mr. Crossingham and Mr. Hatcher. These portraits were hung in the lobby at Spencers.

"After struggling for years against what seemed like insurmountable odds and misfortunes, we had just reached the place where the public was asking for our product, banks and financial institutions were asking for our business when Crossingham suffered a heart attack and died."

Les Hatcher



Light years from now, they'll be wearing Spencer's. Far, far into the future, as long as there are sleepyheads, there'll be Spencer's snuggly, inherently flame resistant*sleepers in Trevira® 271 polyester knit. Today we're ahead of our time. At fine stores in this galaxy, in heavenly shades and prints.

*In properly constructed fabrics. Meets FF-371.

A LIMITED WARRANTY TO CONSUMERS Good Housekeeping PROMISES REPLACEMENT OR REFUND IF DEFECTIVE

TREVIRA® ...beyond natural.

Leslie Ann Cannon and Will Cannon

THE EXPANSION
Early Growth
MOUNT AIRY KNITTING COMPANY DOING BIG VOLUME OF BUSINESS

(From: THE MOUNT AIRY NEWS--by Bob Tannehill)

One of the things which has characterized Mount Airy Knitting Company over the years has been its continuous operation.

Even during periods when most other factories and plants in the city were shut down Mount Airy Knitting Company went right on producing. With the exception of the years 1951-52, and to some extent this year, the plant has never been closed down.

This is the word from J.H. Crossingham, secretary and general manager of Mount Airy Knitting Company, located at Willow and Oak Streets.

Mr. Crossingham stated that the company opened for business in the Granite City in 1926, employing about twelve persons.

Now Almost 800

Since that time the plant has experienced a steady growth. Operating only one shift, today it employs close to 800 men and women. F.L. Hatcher is company president.

"That single shift idea is our own," the manager explained. "We do our bleaching and dying with time rather than by heat and strong bleach. This gives a softer fabric treated with mild chemicals and a mild temperature."

The local firm's main line of merchandise is Spencer's Baby Wear--"America's Largest Selling Line of Popular Priced Baby Undies." Production consists of clothing mostly up to size eight. Some few articles up to size 16 are produced, however.

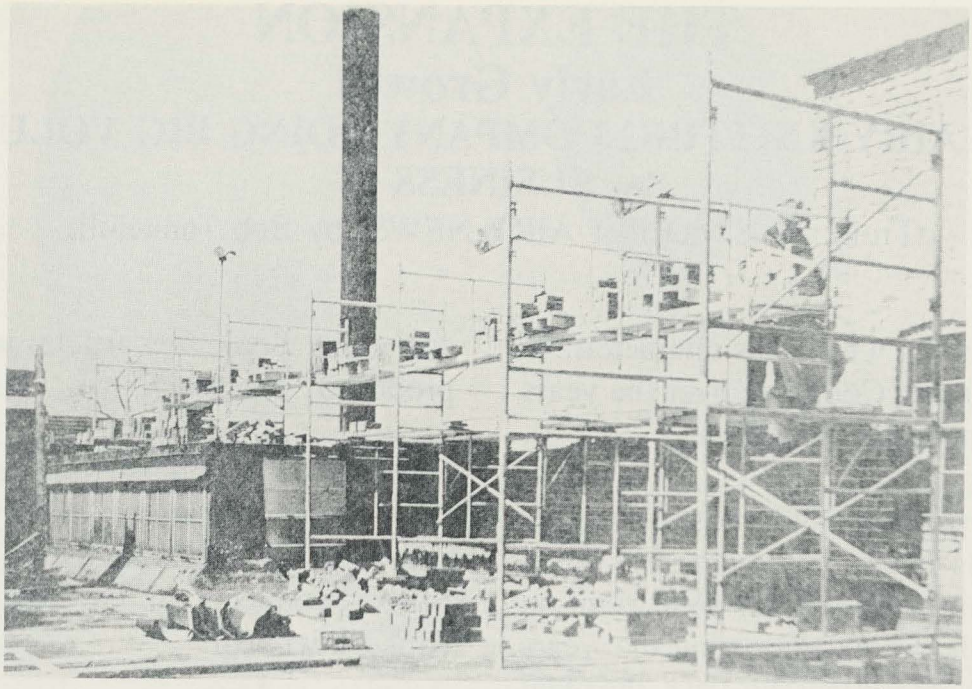
The firm's manager explained that the company was first located in Pennsylvania and was operated by his father as Crossingham Knitting Mills, producers of Dr. Spencer's Sanitary Knit Underwear.

Explains Name

He said his father had been desirous of endorsement of the fabric by a physician but could not obtain this and thus used the name of his (the younger Mr. Crossingham's) great uncle, Dr. Spencer--who was not a medical doctor, but a doctor of divinity.

"Business has been good and indications are that it will be much better," according to the general manager who told this reporter that only recently the company received a big order of merchandise for Oklahoma. "We regularly ship to our market centers in New York and Chicago, as well as to points in the mid-west."

Description of merchandise produced by Mount Airy Knitting Company, with various styles of each item, are listed as follows: abdominal binders, gripper and pin-back shirts, tie-side shirts, lap-shoulder shirts, diaper shirts, sleeveless shirts, infant's gowns, wash cloths, towels and sets, bibs, baby crib sheets, wet- proof, plastic-lined panties, infant's training panties, children's panties, kimonos and sacques, diapers, sleepers and pajamas, baby-doll sets, playsuits, creepers,



A maze of scaffolding masks work on the new addition at Spencer's, April 10, 1964

sun suits, boy's briefs, "T" shirts and athletic shirts, girl's briefs and vests, and individual baby sets.

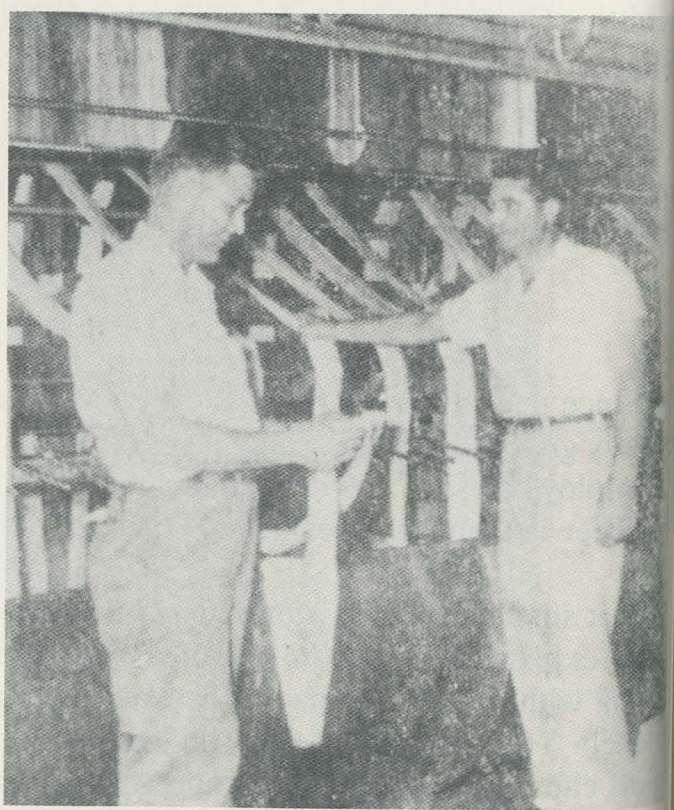
Changed in 1930

In 1930 the local business started in the baby line of merchandise. Prior to that time only children's underwear had been manufactured.

"Our shipments consist of approximately 200,000 garments for every load," Mr. Crossingham explained. "We produce here at Mount Airy Knitting Company six garments for every child born in the nation each year. That adds up to quite a few pieces of merchandise."

It was pointed out that something like 50,000 pounds of material is turned out for processing every week at the mill.

According to the Department of Commerce's latest census about one-seventh of the nation's baby underwear is manufactured by Mount Airy Knitting Co.



Earl Watson and Harding Johnson inspect work done by a section of the mill's dye machine.

SPENCER PLANT IS ENLARGING, TO BOOST OUTPUT, PERSONNEL

New Facility Is Now Under Construction

(From: The Mount Airy News--April 10, 1964)

The sprawling complex of Spencer's, Inc., Formerly known as Mount Airy Knitting Company, stretches across two sides of Willow Street between Pine and Oak Streets, almost in the heart of downtown Mount Airy.

One of the major manufacturing operations in Mount Airy and 80th in the entire state, the firm is growing larger.

Currently, workmen are crawling over a maze of scaffolds and construction platforms where an addition to the mill is rapidly rising on the west side of Renfro Street. Brick walls are beginning to tower in the air, awaiting the arrival of structural steel that will support the flat roof to be placed over them.

Initially, the firm's officials had hoped to have the addition completed by June 1st, but a delay in acquiring the steel has pushed the target date back to July 1st. When the building is finished, about 15,000 square feet of space will be available for expanded manufacturing operations.

The 38-year-old firm currently employs about 800 persons on a single-shift operation. Some new personnel will be added as the additional manufacturing operations are inaugurated. New machinery will be placed in the addition, as well as the transfer of some machinery from the older part of the mill.

Connected by an overhead, covered "catwalk," the cutting and sewing operations are housed in the portion of the plant west of Willow Street. From there the garments are transferred to the building on the eastern side of the street for sorting, storage, packaging and shipping.

The firm has not resorted to the newer synthetic fibers, but continues to make "all cotton" garments for children.

"We make everything a child needs except a mamma and a daddy," said Les Hatcher, president of the company and chairman of its board of directors.

The products are shipped to and sold all over the United States and in many foreign countries. So well recognized has the Spencer's brand-name become, it is guaranteed by Good Housekeeping magazine and has the official seal of commendation from Parents Magazine, the officials report. A national advertising program is carried on to help insure the continued popularity of the all-cotton garments.

So successful has the sales program been with the "all cotton" garments the firm plans no diversion to the synthetic fibers at the moment.

The current officers of the company are: Les Hatcher, president and chairman of the board; J.H. Crossingham,Jr., Vice-president; Ed Crossingham, sales manager; Lenora Sumner, office manager, bookkeeper, secretary and assistant treasurer; Earl Watson, superintendent.

BABY BOOM IS A BOON TO INFANTS' WEAR MAKER

(from The Needles Eye, October/November, 1971-Chicago, Illinois)
by H.E. "Jack" Miller, Greensboro, North Carolina

As the birth rate goes up, so do the sales of Spencer's Incorporated, Mt. Airy, NC. With projected production of over 43 million pieces, Spencer's is one of the largest exclusive makers of infant garments.

43,300,000 is a large number of anything, but for Spencer's Incorporated, Mt. Airy, NC, it is simply a projection of actual production figures. Spencer's manufactures 75,000 dozen infants' garments per week and company forecasts call for a whopping 43,300,000 garments this year. These production figures are strictly major-league and it takes a first class manufacturing organization to attain such productivity. Spencer's has over 1200 persons on the payroll and is currently operating about 800 sewing machines.

The company began its long and fruitful existence when it was founded in 1926 by F. L. Hatcher who still serves as Chairman of the Board and Treasurer, and J. H. Crossingham, Sr. The firm's operations began in a building of about 40,000 square feet, with twelve machines and a product line consisting solely of children's waist union suits. Spencer's organized a sales force in 1931 and, one year later, undertook its first expansion by building another sewing plant. This new plant added 15,000 square feet and 40 machines to the operation.

As time passed a number of expansions, additions and improvements were made which transformed Spencer's from a small firm seeking to establish a reputation, into a thriving manufacturing complex. Highlights of this growth include the purchase of additional buildings in 1934, 1952, 1964, and 1968 which meant the addition of approximately 130,000 square feet of manufacturing space; building a new warehouse in 1944; the beginning of the company's own shrinkage control operations in 1945; the purchase of new cloth printing facilities in 1969; and the opening of a new two-story building of nearly 70,000 square feet in the summer of 1971. This latest structure is used primarily for knitting and cloth finishing and has also added some 15,000 square feet to the firm's sewing facilities.

As a company, Spencer's mirrors the self-reliance possessed by its founders. The firm does all its own printing of such items as sales literature, size stickers, and neck hang tags and since 1932, Spencer's has manufactured all their own boxes.



Spencer's has been successful using this union special style 36200 AA Flatseamer

Better quality control has been achieved through the institution of shrinkage control operations and, through the years, the company has introduced more of its own finishing equipment.

In 1938, Spencer's designed and installed its own conveyor system. Over the years many refinements have been made in this system and today it is used quite extensively. The firm has gone from direct colors to pastels using vat dyes exclusively to eliminate fade and give higher quality. Improvements in sewing equipment have enabled Spencer's to use these quality dyes and still keep prices low.

Through the years, there have been vast changes in Spencer's product line, just as there has been tremendous growth in Spencer's manufacturing facilities and operations. When waist union suits were eventually phased out, the company went into the production of training pants, then gowns, sacques, and sleepers. Today, there are over 135 different styles of garments in Spencer's infants' line and gift sets of every description, all sold under the SPENCER'S brand name.

Growth and success are a tribute to the direction the firm has received from its highly capable corporate structure. Board Chairman and Treasurer Hatcher has served in these capacities since the company's founding 45 years ago. Ed Crossingham is President and Sales Manager and J.E. Watson is Vice-President in charge of production.

The success of Spencer's Incorporated is built on quality. The company's policy of ceaseless dedication to quality control and of giving the customer a full guarantee on the product has been highly responsible for making Spencer's one of the largest manufacturers producing infants'-wear exclusively and they intend that this policy will keep the company at the top in its field.



Mr. "Les" Hatcher

SPENCER'S INC. TAKES ON CHALLENGE OF GROWTH

(from Southern Textile News, August 9,1976)

NEW YORK-- Expansion and sophistication - these are the major objectives facing Spencer's Inc. of 238 Willow Street, Mt. Airy, NC, as it celebrates the 50th year of its founding. In July, the Company not only reached the half century mark, but it demonstrated how well and close manufacturers and suppliers can work together to meet the challenge of growth.

Spencer's, Inc. is a complete processor and manufacturer. It controls every phase of manufacture: knitting, bleaching, vat dyeing, preshrinking--even its own transport for shipping. It produces infants' and children's garments, sized for baby to the 14-year-old, consisting of infant shirts, panties and underwear, girls' briefs, sport "T" shirts, flame resistant sleepwear, such special items as creepers, bibs, washcloths and towels, blankets, contour crib sheets and diapers, as well as gift sets and a host of other items. Proud of its quality, Spencer's displays the Good Housekeeping and Parents' Magazine seals it has earned.

According to Earl Watson, vice-president and secretary, Spencer's efficient ultramodern facilities currently produce 120,000 dozen garments per week. A brand new addition came on stream in mid-June increasing the factory area to 100,000 square feet.

Spencer's now employs approximately 1,800 and when the new plant is in full production, it is expected to employ 2,200 people. It also maintains offices and showrooms in the country's largest sales areas, New York City, Chicago and Los Angeles, and a sales force of 19 nationwide, who provide all of their approximately 3,800 general variety and department store customers, no matter what the size of their account, with the same personal attention.

"Whatever measure of success we have had in the past 50 years," states Watson, "has been based on how well a specific raw material and the machinery to process it, met the rigid production objectives of our company. In this, I am happy to state, we have had the wholehearted cooperation of our suppliers."

"For years," he continued, "we have sought for the basic fibers that would most closely meet the stringent requirements of safety laid down by the Product Safety Council and the quality requirements demanded by the FTC, Consumer Products Division.

"Three years ago we imported, and are now using exclusively in the manufacture of our sleepwear, Kohjin's Cordelon, a Japanese synthetic fibre which more than meets all the rigid specs of the supervising agencies. Strangely enough, no one in this country has been able to duplicate this fire-retardant fibre. The remainder of our products utilize 100% cotton fibre."

The same meticulous requirements were followed in the "selection of the machinery to process our products," says Watson. "We have had many machines, as you must realize, in the course of our business, but since 1941, when we contracted the first piece of equipment from Tubular Textile Machinery (Tube-Tex), we have been engaged in a solid Tube-Tex program. We now have in continuous operation 3 Wet Extractor-Pads, 3 72" Super

Reelax Jet Dryer Ranges, 3 of the latest high speed Calender machines and 1 High Speed Compactor. This equipment enables Spencer's to reduce shrinkage to less than the 1% in length according to U.S. Government Standard Test 7550 (CCC-T-191lb.)

"Incidentally, if anyone will check, they will find we are one of the oldest users of Tube-Tex machinery around.

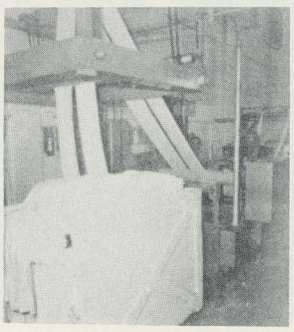
"We use essentially the same methods of processing Kohjin's Cordelon and our 100% cotton fibers," says Watson. "The basic difference is that we use a peroxide bleach for our cottons and a chlorine bleach for our synthetic fibers. Also, the cotton items go through the complete cycle while the synthetics stop short of the compactors.

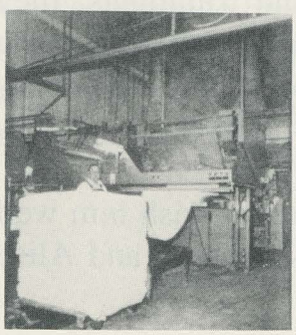
"In both cases we start with gray cotton and go through a continuous bleach range utilizing Tube-Tex's Jemco Bleaching Range, which we find to be the simplest for cotton underwear finishing, as well as the most versatile and compact of units for continuous hydrogen peroxide bleaching of cotton knit fibers in rope form. The complete cycle, from gray goods to bleached fabric takes about 100 minutes. We apply the bleaching solution on the fabric in a continuous manner, resulting in absolute control over the degree of bleaching, lot uniformity and cleanliness of fabric.

"The remainder of the process," he states, "consists of running the fabric through B.H. Extractor pads, dryers, calenders and compactors. The new high speed calenders are approximately 50% faster than its earlier generation. This allows us higher production and greater efficiency as they spread our tubular knits to the finished cutting width. Our new high speed Compactor allows us to minimize length shrinkage in our knitted cotton and cotton blends. And our garments keep their fit after repeated machine washings and dryings."

An Interesting sidelight to Spencer's history, though an integral part of it , is the fact that one of its founders, Mr. Frank Leslie Hatcher, is still very active in the company. Mr. Hatcher, who at 94, continues to serve as chief executive officer and treasurer of the company, working seven hours a day, seven days a week. Other officers of the company are J.H. Crossingham, Jr., chairman of the board, C. Ed Crossingham, president and sales manager and Thomas M. Faw, assistant secretary.

This year, Spencer's is telling its story to its various publics through an advertising campaign, coast-to-coast, in full page four-color ads as well as on prime time on national television.





Tube-Tex machines in place of the Mt. Airy plant are from the top: wet extractor pads, compactors and steamer-calendar units

Mr. Hatcher

BIRTHDAY FETE FOR PRESIDENT

(from The Mount Airy News--November, 1966)



Frank ''Les'' Hatcher takes a break during a ride through his textile mill.

Active and agile, octogenarian Les Hatcher arrived for work in his office as President of Spencer's, Inc., Monday as usual.

Near the midday mark, however, about 60 employees, friends and relatives pulled a small ''surprise.'' With cake and trimmings, they called him to the company conference room and there helped him celebrate his 86th birthday.

Present among the group to wish him well were his two sisters, Misses Lena and Alice Hatcher.

The well-known manufacturing firm president made what has been described as a ''remarkable recovery'' from serious surgery earlier this year.

His daily schedule brings him to his office each morning and takes him to a nearby farm he owns each afternoon.

His presence is more than perfunctory. Other company officials say he takes an active part in managing the company's affairs.

REMARKS BY CHARLES SYKES AT MR. HATCHER'S ANNUAL BIRTHDAY DINNER 1976

It has been a rare privilege and a real joy to have had the pleasure of knowing Mr. Hatcher for the past 25 or 30 years. He has been an inspiration to me in so many ways as he has been to countless others; especially has it been so notable in his determination to keep going and getting things done.

His life speaks for itself in the outstanding accomplishments, growth and progress that have taken place at Spencer's over the years and especially in the past few years.

He is a great industrialist, farmer, cattleman, breeder of outstanding American Saddle Bred horses, but first and foremost, Mr. Hatcher is a dedicated man of God with a heart of gold.

Just a few days ago I had one of his men in the office that had been working here at Spencer's for over 40 years. I understand there is no retirement age at Spencer's. As long as you can get inside the door you go out with a paycheck in your hand. How comforting to elderly people on devoting their life to a company to know they can work there as long as they wish.

In thinking about Mr. Hatcher's life the poem "Building" comes to mind for it fits so beautifully in the days and years of his life.

BUILDING

An elderly gentleman traveling a lone highway,
Came at the evening cold and gray,
To a chasm vast and deep and wide.
The gentleman crossed the twilight dim,
For there the sullen stream had no fear for him.
Then he turned when safe on the other side,
He built a bridge to span the tide.
"Sir," cried a fellow pilgrim,
"You are wasting your time in building here.
Your journey will end with the closing day;
You never again will pass this way.
You have crossed the chasm deep and wide,
Why build you this bridge at eventide?"
The builder, lifted his gray head and said;
"Good friend, in the path I have come
There followeth after me today
A Youth whose feet must pass this way.
This stream which has been as naught to me,
To that fair-haired youth may a pitfall be.
He, too, must cross in the twilight dim;
Good friend, I'm building that bridge for him."

Yes, Mr. Hatcher has been and still is building bridges for our youth of tomorrow. May God continue to bless and keep you in the outstanding work you are doing. We are all looking forward to helping you celebrate many more happy birthdays.

LONGEVITY ATTRIBUTED TO "SEVEN-SEVEN" PLAN

(from The Winston-Salem Journal--November, 1976)

Mount Airy, NC (AP) Frank "Les" Hatcher spent his 94th birthday today still at work in the garment plant he established almost 50 years ago.

"My doctor was telling me to get so much rest and not to work hard," he says. "So I asked him how many people he had issued death certificates for who had killed themselves working. Not a one."

Hatcher's formula for success in business and for a long life is to work seven hours a day, seven days a week.

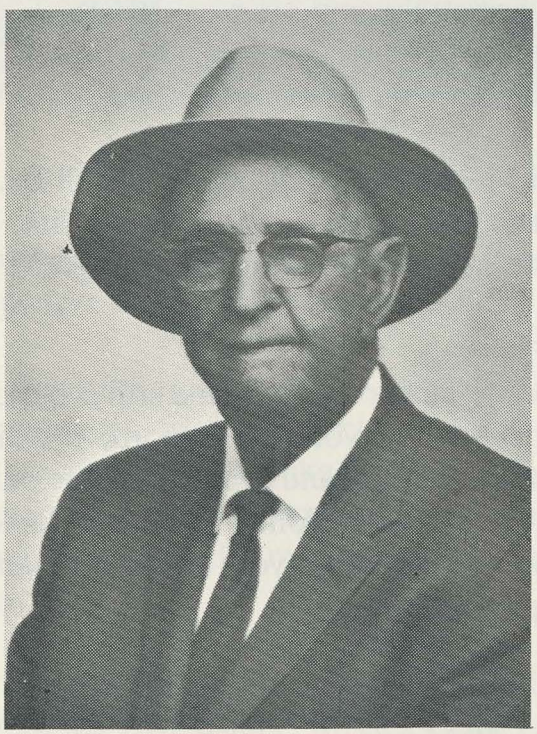
He has used his "seven-seven" plan since he and a partner founded Spencer's Inc. in a tobacco warehouse here with 12 employees. Now Spencer's produces a full line of children's clothing and employs about 1,700.

He says he will keep working as long as he is able to get to the plant.

At the new plant on U.S. 52 south of here Hatcher cruises the aisles in a golf cart, inspecting production.

Today was a triple anniversary: Hatcher's 94 birthday, the 50 anniversary of the company, and the completion of the new plant.

Hatcher was one of 11 children born on a 1,000 acre farm on the Dan River in Patrick County, Va., in 1882. But he left the family farm when he and the late James Henry Crossingham, Sr. got together by chance and started the garment mill.



You're Invited...

...to the annual birthday luncheon for

Mr. F. L. Hatcher to

to be held in Spencer's Guest House
on Franklin Street, November 14th
at 12 Noon.

R.S.V.P.
Earl Watson
P. O. Box 988
Mt. Airy, N. C. 27030

Typical invitation to Mr. "Les" Hatcher's annual birthday party.

STILL WORKING AT AGE 94

By Richard Bierck
(Oct. 1976)

Mount Airy--Frank ''Les'' Hatcher, 94, one of two co-founders of Spencer's, Inc., here has a formula for productivity and, obviously, longevity: Work seven hours a day, seven days a week.

Hatcher has used this method since Spencer's first set up shop to make garments in a tobacco warehouse on Willow Street in 1926. And partly because of the ''seven-seven'' plan's success, Hatcher has gone beyond seriously doubting whether any virtue lies in indolence. He has grown to scorn sloth.

''More people rot out than wear out,'' he said. ''My doctor was telling me to get so much rest and not to work hard. So I asked him how many people he had issued death certificates for who had killed themselves working. Not a one.''

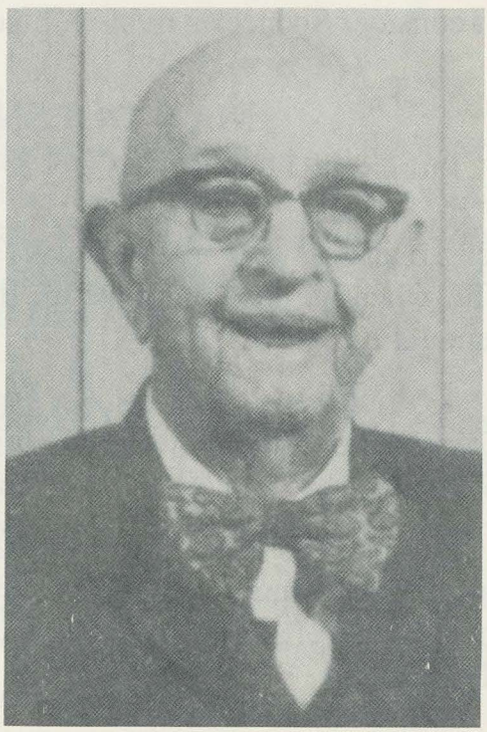
When the mill started, it employed about 12 people. Spencer's now produces a full line of children's and infants' wear and employs about 1,700 people.

At the corporations' new plant, No. 4, on U.S. 52 south of Mount Airy, Hatcher can sometimes be seen cruising around in a golf cart, inspecting production. On Saturday, Hatcher may be riding in the electrically powered cart with more pride than usual. On that day Spencer's will celebrate three occasions: Spencer's 50th anniversary, Hatcher's 94th birthday and the completion of Plant No. 4.

Hatcher was born one of 11 children on his family's farm on the Dan River in Patrick County, Va., in 1882. The farm was--and still is--substantial, covering more than 2,000 acres. But Hatcher left it after he and the late James Henry Crossingham Sr. got together by chance and started their mill.

Hatcher had heard that Crossingham who had an underwear mill in Philadelphia at the time, wanted to start a mill in the area. So Hatcher contacted him, and before long Crossingham was riding into town in a touring car loaded with sewing machines.

The two called their enterprise the Mount Airy Knitting Co., but later renamed it Dr. Spencer's after a doctor of divinity who was a friend of Mr. Crossingham's father; however, the Federal Trade Commission told them regulations prohibited naming such products after nonmedical doctors.



F.L. ''Les'' Hatcher . . . at age 94.

The mill's first product was the waist-union suit, a warm jumpsuit with a hood and a button flap in the drawers. As sales and profits grew, Spencer's increased its line of adults' and children's wear until World War II, when production was modified for the war.

After the war, Spencer's increased its number of styles, colors and prints before changing over to making children's wear exclusively. Spencer's now specializes in children's sleepwear and underwear. The garments are sold to national department and discount stores.

According to Ed Crossingham, president and sales manager, and Jim's brother, Spencer's has grown about 15 per cent a year for the last 15 years.

Crossingham said he expects total sales to exceed $30 million this year. He said profits may dip below last year's because of an increase in the price of cotton.

Earl Watson, vice-president and secretary, doesn't consider Spencer's rivals competitors. "We really don't have any competition, since we make a better garment for less money," Watson said. Watson cited Carter's, Inc., of Barnsville, Ga., and Curity, Inc., Makers of Pampers disposable diaper, as two manufacturers of children's and infants' apparel who price their products higher than Spencer's does.

Asked if he cared to reveal any of the business secrets that enabled him to build up Spencer's over the years, Hatcher added up his thoughts with a chew of tobacco and said: "Hard work and blessing my God; that's exactly what it is."

"When I was at a marriageable age, I had many obligations and I couldn't take on any more," he said. "When I got to the place where I was able to support a wife, I was too durned old."

When will Hatcher be too old to work any more?

"The next day after I'm not able to get to the mill," he said.

MAN DOESN'T LIKE TO BE OUTDONE

(article in THE WINSTON SALEM JOURNAL-Thursday, February 25, 1971)

When a man goes to work seven days a week at 6 a.m. when he does not have to, it is unusual enough.

When he is 88 years old, it becomes even more unusual.

But then words like "unbelievable," "different," and "quite a character" are often used to describe F.L. Hatcher, known to many as "Mr. Les."

Hatcher is chairman of the board of Spencer's, Inc., a garment-making company he and the late J.H. Crossingham, Sr. founded in 1926 with 12 employees.

Yet he comes to the office with the regularity of Spencer's 1,224 clock- punching employees. (The Chamber of Commerce lists Spencer's as the town's largest industry.)

Horse Breeding

He is also known in the horse breeding and horse show worlds for the products of his Dan

Valley Farms in Patrick County, Virginia.

Spencer's and the farm, fill Hatcher's life. A typical schedule runs from 6 till 11:20 a.m. at the office, home to lunch, 1 to 3 p.m. spent at the farm 15 miles away, and 3 till 4:30 p.m. at the office.

Known for his big hat and chew of tobacco, Hatcher, a bachelor, described the start of Spencer's. "We didn't have no money, no machinery, and hardly nothing else. Every dollar we made, we put it back in, but we made a little even during the depression."

"I've seen the time, many a time, I could have quit a whole lot easier than I could have stayed. I just don't like to be outdone."

Lean Years

During some of the lean years he had opportunities to settle debts for less than the full amount, but he took the hard way out.

"I've never owed a man a dollar in my life that I didn't pay it," he explained.

Spencer's started out making only the old-fashioned "union suit" underwear. Now about 75 per cent of production is in children's knit undergarments and sleepwear. The newest line, Terry Togs, includes shirts, shorts, and robes of terrycloth.

Increases in employment and production have brought expansion in the physical plant which started with 6,000 square feet. Spencer's bought the old Reynolds Leaf House Building of 12,000 square feet, then the five-story Reynolds Plug Tobacco Building across the street as tobacco activities became centered in Winston-Salem.

Other Buildings

The company then built a 50,000 square foot structure and bought the nearby Smith Building.

Spencer's today covers about two city blocks on each side of Willow Street, with all its buildings painted baby (Spencer's) blue.

The company now is building an addition of 80,000 square feet. Ed Crossingham, son of the co-founder and now president of the company, said that Hatcher is as enthusiastic about the expansion as he is.

Hatcher still does all the company's yarn-buying and is known as "one of the toughest buyers in the business."

The other part of Hatcher's life involves his old homeplace and surrounding area in Patrick County. Hatcher, whose father was sick during Hatcher's youth, helped his mother run their farm and dairy. Together they sent Hatcher's nine sisters through college.

84 Horses

Hatcher now has 84 horses and 150 cattle at Dan Valley Farm. Some of his best known horses are Valley Belle, Handley's Contract, Satan's Sister, Bourbon Haines, Blythe Colonel and Dan Valley Catherine.

Hatcher is known as a man with very definite opinions. Not long ago a woman was soliciting funds for a religious organization to buy a station wagon "to carry the word of God."

Hatcher, giving her an unequivocal "no," added "Jesus carried God's word and didn't have a station wagon."



CRAFTED WITH PRIDE IN U.S.A.

Spring into this season with Spencer's carefree children's wear.

A LIMITED WARRANTY TO CONSUMERS
Good Housekeeping
PROMISES
REPLACEMENT OR REFUND IF DEFECTIVE

Ann Cannon's daughter, Leslie Ann; Debbie & Donnie Norman's daughter, Laurie; Burton Slate's grandson, Chad; Dennis and Glenda Younger's daughter, Katie; and Ann Cannon's son, Will.

THE CELEBRATION
Plant Number 4
SPENCER'S 50th CELEBRATION

(compiled from articles in THE MOUNT AIRY TIMES and THE MOUNT AIRY NEWS, February, 1976)

Expansion and sophistication--these are the major objectives facing Spencer's Inc. of 238 Willow Street as it celebrates the 50th year of its founding.

In July, the company will not only have reached the half century mark, but it will be demonstrating how well and closely manufacturers and suppliers can work together to meet the challenge of growth.

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According to Earl Watson, vice-president and secretary, Spencer's efficient ultra-modern facilities currently produce 115,000 dozen garments per week. With a brand new addition planned to come on stream in mid-June its factory area will expand to 100,000 square feet and boost weekly output by 50,000 dozen.

Spencer's now employs approximately 1,600 and when the new plant is completed, it is expected to employ 2,200 people. It also maintains offices and showrooms in the country's largest sales areas: New York City, Chicago and Los Angeles, and a sales force of 19 nationwide, who provide all of their approximately 3,800 general variety and department store customers, no matter what the size of their account, with the same personal attention.

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Machinery and personnel at Plant No. 4

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An interesting sidelight to Spencer's history, though an integral part of it, is the fact that one of its founders, Frank Leslie Hatcher, is still very active in the company. Although nearing his 94th birthday, he continues to serve as chief executive officer and treasurer of Spencer's and to supervise the day-to-day operations of the plant. He puts in a 7-hour day, seven days a week.

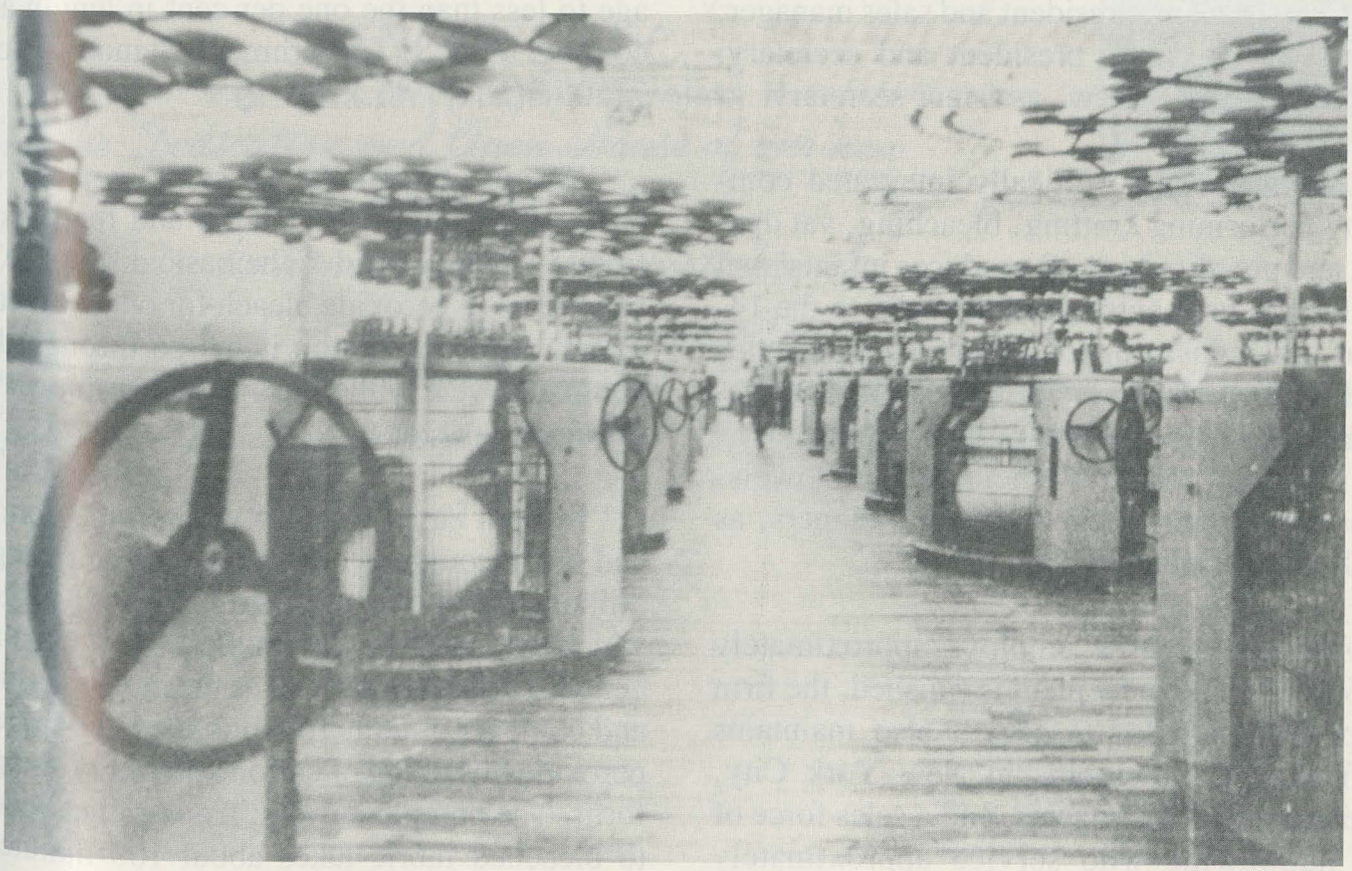
Other officers of the company are J.H. Crossingham, Jr., chairman of the board, C. Ed Crossingham, president and sales manager and Thomas M. Faw, assistant secretary.

This year, Spencer's is telling its story to its various publics through an advertising campaign, coast-to-coast, in full page four color ads in Redbook, Good Housekeeping, Parents' Magazine and Baby Talk, as well as on prime time on national television.

''The first fifty years have been prologue,'' states Watson, ''Fifty years from now your children's children will still be needing the highest quality clothes at the best possible prices. And Spencer's, with the cooperation of suppliers and good machinery, will still be here to see that they can get them.''



Machinery and personnel at Plant No. 4



Spencer's boasts an impressive knitting room.

SPENCER'S EXPANSION CELEBRATES FOUNDING

(from The Knitting Times--March 29, 1976)

By mid-June Spencer's, Inc., Mt. Airy, NC, expects to boost its weekly production capacity by 50,000 dozen through the expansion of its plant to 100,000 square feet. The company currently turns out 115,000 dozen knitted outerwear garments each week.

The expansion is timed to celebrate the firm's fiftieth anniversary in July. The firm was co-founded by J.H. Crossingham and Frank Leslie Hatcher, who at 94, continues to serve as chief executive officer and treasurer of the company, working a seven hour day, seven days a week.

Other officers of the company include J.H. Crossingham, Jr., chairman of the board; C. Ed Crossingham, president and sales manager; Earl Watson, vice- president and secretary; and, Thomas M. Faw, assistant secretary.

Spencer's is a vertically integrated company performing knitting, bleaching, vat dyeing and pre-shrinking. It produces infants' and children's garments, sized for baby to the 14-year-old, consisting of infant shirts, panties and underwear, girls' briefs, sport T-shirts, flame resistant sleepwear, such special items as creepers, bibs, washcloths and towels, blankets, contour crib sheets and diapers, as well as gift sets and other items.

Although it now employs approximately 1,600 when the new plant is finished, the firm expects to employ 2,200. It also maintains offices and showrooms in New York City, Chicago and Los Angeles, and a sales force of 19 nationwide who service approximately 3,800 general variety and department stores.

Over the past three years, Watson noted, the firm has used Cordelon, a polyvinyl alcohol produced by the Kohjim Co. of Japan, exclusively in the manufacture of its sleepwear. The fiber is said to meet all the specifications of the Product Safety Council and the Consumer Products Division of the Federal Trade Commission. The remainder of its goods are of 100 per cent cotton.

The plant is entirely equipped with Tubular Textile Machinery units. In continuous operation are three wet extractor-pads, three 72 inch Super Reelax Jet dryer ranges, three of the latest high-speed calender machines and one high- speed Compactor. This equipment, Watson said, enables Spencer's to reduce shrinkage to less than the one per cent in length according to U.S. Government Standard Test 7750 (CCCT-19lb.)

"We use essentially the same methods of processing Kohjin's Cordelon and the cotton fibers," Watson said "The basic difference is that we use a peroxide bleach for our synthetic fibers. Also, the cotton items go through the complete cycle while the synthetics stop short of the compactors.

"In both cases we start with greige cotton and go through a continuous bleach range utilizing Tube-Tex's Jemco bleaching range, which we find to be the simplest for cotton underwear finishing, as well as the most versatile and compact of units for continuous hydrogen peroxide bleaching of cotton knit fibers in rope form. The complete cycle, from greige goods to bleached fabric takes about 100 minutes. We apply the bleaching solution on the dry

fabric in a continuous manner, resulting in absolute control over the degree of bleaching, lot uniformity and cleanliness of fabric.

"The remainder of the process," he said, "consists of running the fabric through B.H. extractor pads, dryers, calenders and compactors. The new high- speed calenders are approximately 50 per cent faster than its earlier generation. This allows us higher production and greater efficiency as they spread out tubular knits to the finished cutting width. Our new high speed Compactor allows us to minimize length shrinkage in our knitted cotton and cotton blends. And our garments keep their fit after repeated machine washings and dryings."

You Are Cordially Invited....

...to attend the 50th Year Anniversary celebration of

SPENCER'S INC.

of Mt. Airy, North Carolina

and the Dedication and Open House of our new

PLANT NO. 4.

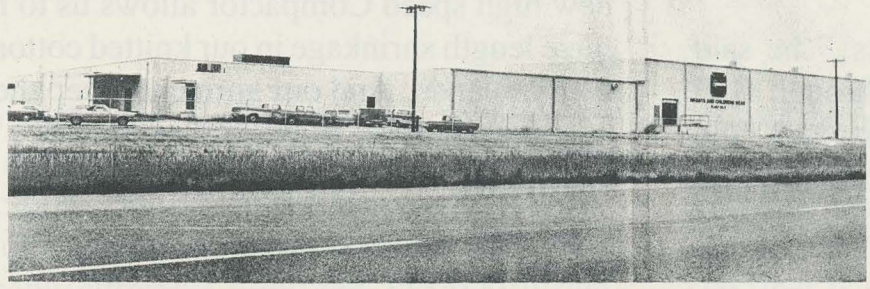
We will also be honoring the 94th birthday of

Mr. F. L. Hatcher, Co-Founder

on October 2, 1976, at 1 P.M.-corner of Arlington St. and Highway 52.

Speakers - Dr. David Burr and Rev. Dan Griffin Refreshments served.

Spencer's



Spencer's Inc., Plant No. 4

Mt. Airy's Largest Industry To Hold Dedication and Open House On October 2 at 1 P. M.



The 50th Year Celebration of

and Open House of Our New

Corner of Arlington and Hi

WE WILL ALSO HONOR MR. F. L. HATCHER, CO-FOU

Everyone Is Cordially Invited To Visit Our Beautiful Pla

SPEAKERS WILL BE DR. DAVID BURR AND THE REV. DAN GRIFFIN

Spencer's Is Proud of Its More Than 1,600 Dedicated and

Our Knitwear Products Have Been Warmly Accept

We Are Pleased To Have Been a Part of a Growing Community During the Past Hal



COME OUT AND HELP US MA

Years of research, manufactur

Spencer's infants' shi

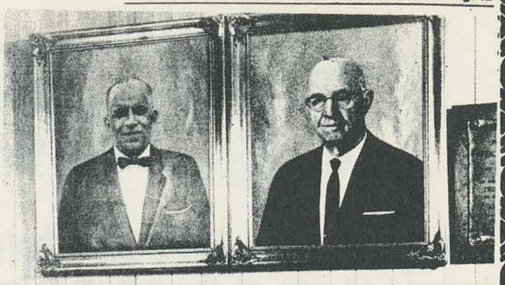
...Are Invited

To

Spencer's

for







F. L. Hatcher, Co-founder of Spencers, Inc.
...94th birthday...

...fe Company And the Dedication

...want No. 4

Spencer's

SATURDAY, OCT. 2 AT 1 P.M.

...gton and Highway 52

...UER, WHO WILL BE CELEBRATING HIS 94th BIRTHDAY

...ful Plant And To Greet Mr. Hatcher During the Celebration





REFRESHMENTS WILL BE SERVED

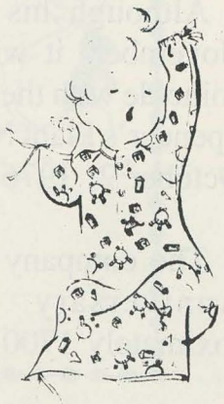
...and Employees, Who Have Contributed to Its Continuing Growth.

...Sept... Customers Nationwide and in Many Foreign Countries.

...Hal...ntury and Look Forward to a Greater Growth and Prosperity During the Years Ahead.

...MA... THIS WONDERFUL OCCASION





...uri...and merchandising have made

...hi...ne Mom's No. 1 choice.

Anniversary/Dedication

SPENCER'S PLANS PLANT DEDICATION

By Jack Bennett

Spencer's, Inc., is Mount Airy's largest industry and one of the nation's leading producers of children and infants; wear. But it was not always that way.

In its early days half a century ago, F. L. Hatcher and J. H. Crossingham, the company's co-founders, were putting forth every effort to keep the mill going.

During the depression years when businesses were closing all over the country, this little new manufacturing company struggled and survived. Only the ingenuity of the two partners kept its doors open and the machines running.

The story is told that a bank official asked Mr. Crossingham one day if they were going to be able to meet the payroll. He got the answer that the last that was seen of Mr. Hatcher he was headed for the mountains with a mule (to sell).

Mr. Crossingham died several years ago but Mr. Hatcher is still active as the company's chief executive officer. As he approaches his 94th birthday, he still goes to his office and maintains his lifelong interest in his 2,000-acre Dan Valley Farm in Patrick County, Va.

Although his birthday is not until mid-November, it will be marked a bit early to coincide with the dedication and open house of Spencer's Plant No. 4 on Highway 52 South on October 2, 1976.

The company is also celebrating its' 50th Anniversary. Spencer's employs approximately 1700 people.

Frank Leslie ''Les'' Hatcher was born November 18, 1882, on the farm at Dan Valley, among the 9 daughters and two sons of Floyd Rush Hatcher and Mary Bennett Hatcher.

He attended the public schools in Patrick County and preparatory school in Carroll County. He grew up on the farm, which raised general crops and horses and cattle.

Five of his sisters were older and four were younger that he was. His brother, John Harry Hatcher, was eight years older and was in the wholesale business in Lynchburg, Va.

The Hatcher children included: Mrs. J.R. (Lucy) Patterson of Florida, Mrs. Sam (Mattie) Brim of Dobson and Mount Airy, Harry of Lynchburg, Mrs. John H.C. (Daisy) Norman of Dobson, Mrs. J.B. ''Bron'' (Mary) Holyfield of Roanoke, Va., Mrs. S.A. (Lizzie) Jessup of Charlottesville, Va., Mrs. Vince (Angie) Swanson of Pilot Mountain, Mrs. B.H. (Carrie) Mays of Stuart, Va., and Miss Lena Hatcher, Mrs. Rex (Berta) Tilley and Miss Alice Hatcher, all of Mount Airy.

Except Les, Carrie, Lena, and Alice, all are deceased.

''He has always been a wonderful brother,'' Mrs. Mays told the TIMES. ''When we were growing up, there were no cars and a good deal of traveling was by train. Whenever someone needed an escort or needed someone to meet a train, he always helped out.''

Mr. Hatcher, whose father was sick during Hatcher's youth, helped his mother run their farm and dairy.

Pledged to Progress in...'77

SPENCER'S INC. Of Mount Airy

.....Makers Of Fine Infants' And Children's Wear !!!.....









One Of The Sewing Floors Of Spencer's Operation On Willow Street.

SPENCER'S INC. Was Founded By F.L. Hatcher (Inset) In July, 1926. This Plant On Willow Street Is The Original Location.



New Plant No. 4—This Fairfield Plant Has Complete Cutting, Sewing And Finishing Departments.

SPENCER'S Is Proud Of Its Dedicated And Loyal Employees Who Have Contributed To Its Continuing Growth. Our Knitwear Products Have Been Warmly Accepted By Customers - Nationwide And In Many Foreign Countries!

SPENCER'S....For Over Fifty Years Has Kept The Cost Of Loving Down.

We Are Pleased To Have Been A Part Of A Growing Community During The Past 51 Years And Look Forward To A Greater Growth And Prosperity During The Years Ahead.

To All Our Employees—"Thanks" For A Job Well Done.





IF PRODUCT OR PERFORMANCE DEFECTIVE
Good Housekeeping GUARANTEES
REPLACEMENT OR REFUND TO CONSUMER

GUARANTEED BY PARENTS' MAGAZINE

Spencer's **SPENCER'S INC.** Spencer's



F. L. (Les) Hatcher Is Chief Executive Officer and Treasurer of Spencer's, Inc.

Yes, We're Proud Of Spencer's, Inc. F
In Surry County A

1926

Pride Seems Appropria
200th Birth

Working Together With Our Employees, Ou
and Our Highways,
We All Have Done A Wonderful Job. We Like
What It Is Today, and Will Be Tomorrow.

We Know The Reverse Is Tr

You Can Count On Us...For Quality You Can Count On Us...For Wide Variety

You Can Count On Us...For Reliable Service

You Can Count On Us...For Satisfaction

You Can Count On Us...For Friendliness



This 1938 Photograph Shows Employees of Spencer's, Inc. Gathered at Knitting Firm's Plant on Willow Street.

Spencer's, Inc. Believes in People; and We Take A Genuine Interest in Our Thousands of Customers, Make Every Effort To Know Them and Go The Extra Mile To Help Them Reach Their Goals.

During the Next 50 Years, Spencer's Looks Forward To A Future Of Even Greater Growth and Prosperity. Her People, However, Still Remain Their Greatest Asset. That's Why Spencer's Says, "People Make A Difference."

Spencer's

Spencer's Is Proud To Salute Our
We Are Happy To Be Celeb

THAT'S THE WAY IT

The Past 50 Years Of Industrial Growth
Our 50th Anniversary.

1976

n An Occasion Like The
Of The Nation.

ools, Churches, Homes and Other Businesses,

Think Spencer's Has Helped Make Surry County

You've Helped Us To Grow.



The Late James H. Crossingham
Was Co-Founder of Knitting Firm
That Grew Into Spencer's, Inc.

Spencer's



This Aerial View Shows Four Buildings (In Lower Portion of Photo)
in Which are Located Offices and Manufacturing Facilities of Spencer's, Inc.

After 50 Years Our Employment Has Grown To 1,600. We Started Small and Now Our Products Are Shipped Nationwide and in Many Foreign Countries. Our Success is Due To Acceptance of Our Product by Thousands of Customers.

We Constantly Strive To Improve Our Merchandise and Service.

Again, We Are Successful Because of the Wonderful Employees of Spencer's, and Others Who Will Choose To Have A Part In The Continuing Growth of Our Company.

tion On Its 200th Anniversary and
ing Our 50th Birthday.

Spencer's

50 YEARS, 1926-1976.

Over the years, he was known for the outstanding show horses and Guernsey cattle on the farm. As recently as the early 1970's, he had 84 horses and 300 cattle at Dan Valley Farms.

He was credited some years ago by *Saddle and Bridle* magazine with keeping the saddle horse industry alive in lean years in the Carolinas and Virginia. Mr. Hatcher anonymously financed many shows, the publication said.

Neither do many people know that during the depression in the 1930's the mill secretly provided underwear for elementary school children in the area whose parents couldn't afford to buy clothing.

Mr. Hatcher is known throughout the countryside (by people who have never met him) as the one who tells his employees to "help those women up the stairs if they can't make it themselves." He has several employees in their mid- seventies.

A number of employees have risen through the ranks to positions of responsibility with the company. One of these, Earl Watson, went to work as a youth, helping to install machinery in the infant company. Today he is vice- president and secretary.

Mr. Hatcher has mentioned several times that he believes God is keeping him going for his employees' sake.

Before his eyesight began failing, he could be found any morning reading his Bible in his office before 6 o'clock. If a trivial problem were voiced, his hand would ease his Bible aside and his powerful fist would resound on his desk.

He wore $50 Stetson broad-brimmed hats. The fact is, he had to wear these because of their extreme wear form being cast on the floor and getting a good stomping when a vexing occasion called for this action.

After he had slapped the dust from the Stetson, he called loudly for Zealous Long, a veteran employee, to "go around the corner (on Market Street) and pick a good watermelon." This was cut and everybody was happy.

Hazel Brannock, who has worked in the Spencer's office since 1928, spoke for her fellow employees when she said of Mr. Hatcher: "Under that seeming crust lies a heart as big as all outdoors and as soft as gosling down."

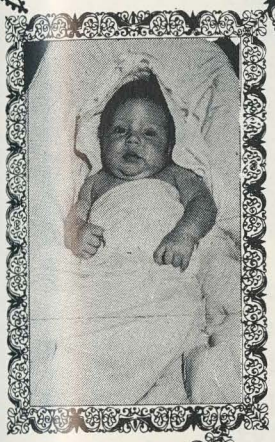


Open House at the celebration — company officials estimated attendance at 2,000-2,500.





"Keeping The Cost of Loving Down For Over Fifty Years"

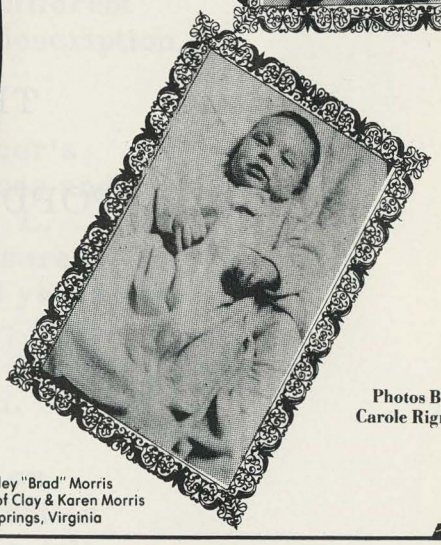




Spencer's

Baby and Children's Wear





Photos By
Carole Rigney

Charles Bradley "Brad" Morris
2½-Month-Old Son of Clay & Karen Morris
of Patrick Springs, Virginia

SPENCERS INCORPORATED

OF MOUNT AIRY, NORTH CAROLINA

Plants: Willow St., Hwy. 52 and Arlington St.,
Mt. Airy, N. C.
Laurel Fork, Va.

50TH ANNIVERSARY



THE WORLD'S LARGEST

POPULAR PRICED INFANTS' WEAR

MANUFACTURER

1926 - 1976

For three generations, the finest people in the world, our employees, have lovingly made quality infants' wear.

48,000,000 is a large number of anything, but for Spencer's, Inc., it is simply our actual production figures. Spencer's manufactures over 100,000 dozen infants and children's garments per week and company forecasts call for a firm market in years to come. The production figures are strictly major-league and it takes a first class manufacturing organization to attain such production.

Spencer's began its long and fruitful existence in 1926 when it was founded by F. L. Hatcher, who still guides and serves the company as the Treasurer and Chief Executive, and J. H. Crossingham, Sr. The operation of the firm began in a building of 40,000 square feet and has grown over the years to a sprawling 600,000 square feet.

As a company, Spencer's mirrors the self-reliance possessed by its founders. From cotton direct from the spinner, to the finished garment, all the many processes are performed in our plant. We do all our own printing of sales literature, size stickers, hangers, etc., and since 1932, Spencer's has manufactured all its own boxes.

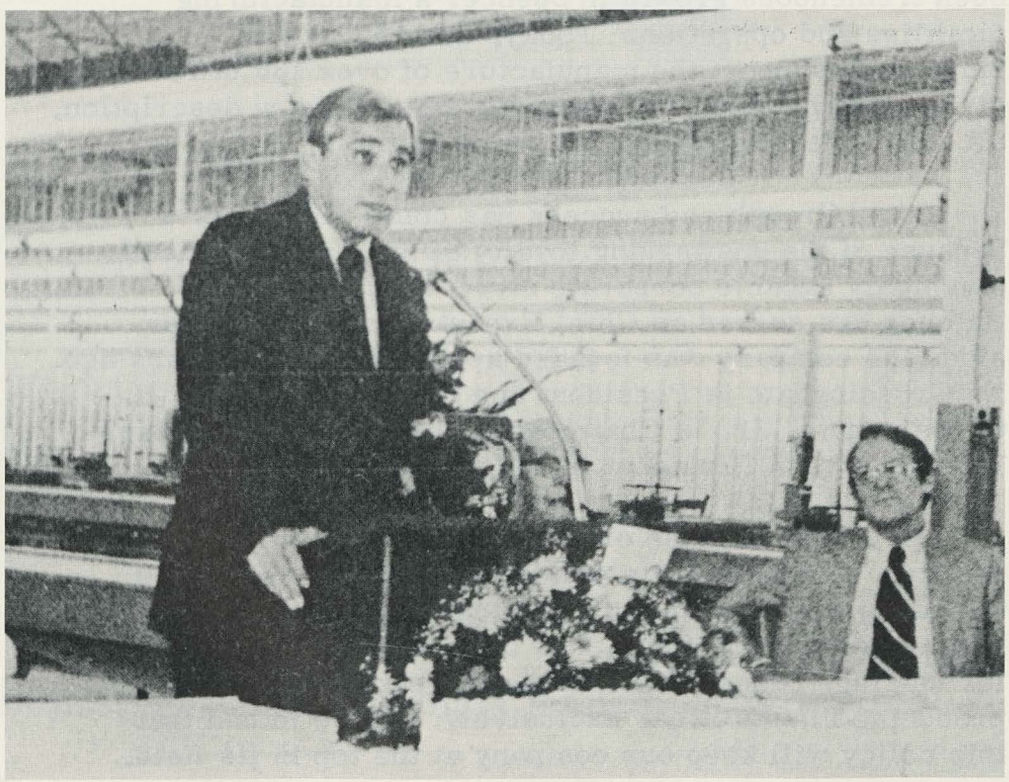
Through the years, there have been vast changes in Spencer's production line, just as there has been tremendous growth in Spencer's manufacturing facilities and operation. Today, our 1650 loyal employees support the manufacture of over 135 different styles of garments, including gift sets of every description, all sold under the SPENCER brand name.

Growth and success has come to Spencer's because of the unswerving loyalty of our employees and our highly capable corporate structure. Mr. F. L. Hatcher has served as Chief Executive and Treasurer since the company was founded approximately 50 years ago. Ed Crossingham is President and Sales Manager; J. H. Crossingham, Jr. is Chairman of the Board and J. Earl Watson is Vice President in charge of production.

The success of Spencer's is also built on quality. The company's policy of ceaseless dedication to quality and control and of giving the customer a full guarantee on the product, has been highly responsible for making Spencer's one of the largest manufacturers producing infants' wear exclusively; and we intend that this policy will keep our company at the top in its field.



Rev. Dan Griffin has the invocation at the anniversary/dedication/birthday celebration on Oct. 2, 1976.



Wake Forest University President, Dr. James Scales gives a brief history of Spencer's at the celebration.



Burton Slate introduces the Patrick County Commissioner at the celebration.



Miss Lena Hatcher, Mrs. B.H. (Carrie) Mays — sisters of Mr. Hatcher, ''Les'' and Earl Watson



Miss Alice Hatcher and great-great niece, Mrs. Jim H. (Susan) Wilmoth
''Miss Alice'' could not stand for long as a result of a hip injury.



Mr. Hatcher with nephew, Rex Tilley (in cart); niece, Mrs. James (Lena) Leech; niece, Mrs. Mary Ella Lancaster; nephew, Ben Tilley; and niece Mrs. Edith Robards

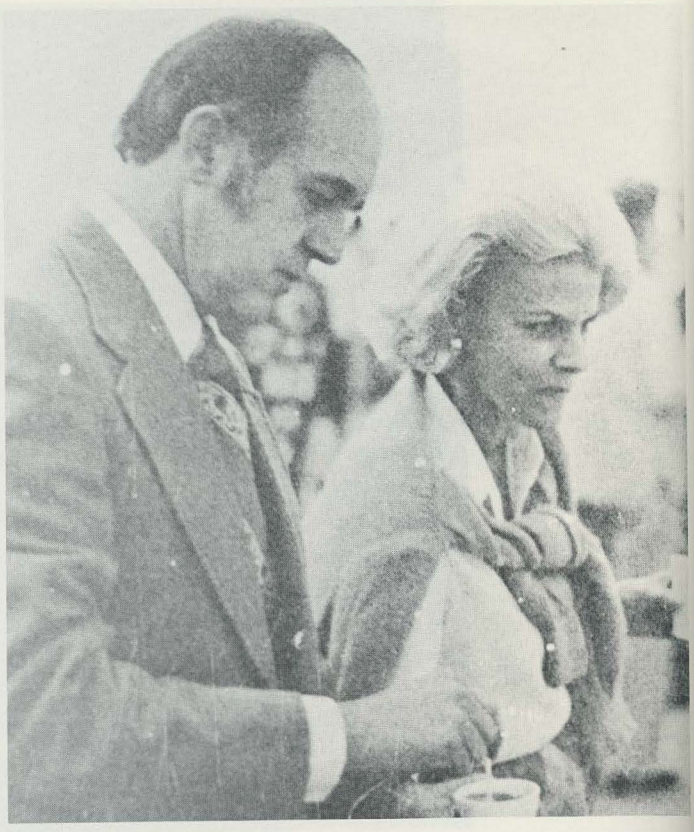


Mr. Hatcher greets a friend and great-nephew, Thomas Franklin Norman; his wife, Beverly; and daughters Meg and Laura.



Ed Crossingham, Mrs. J.H. Crossingham, Sr., Mr. Hatcher, Jim H. Crossingham, Jr. and Earl Watson





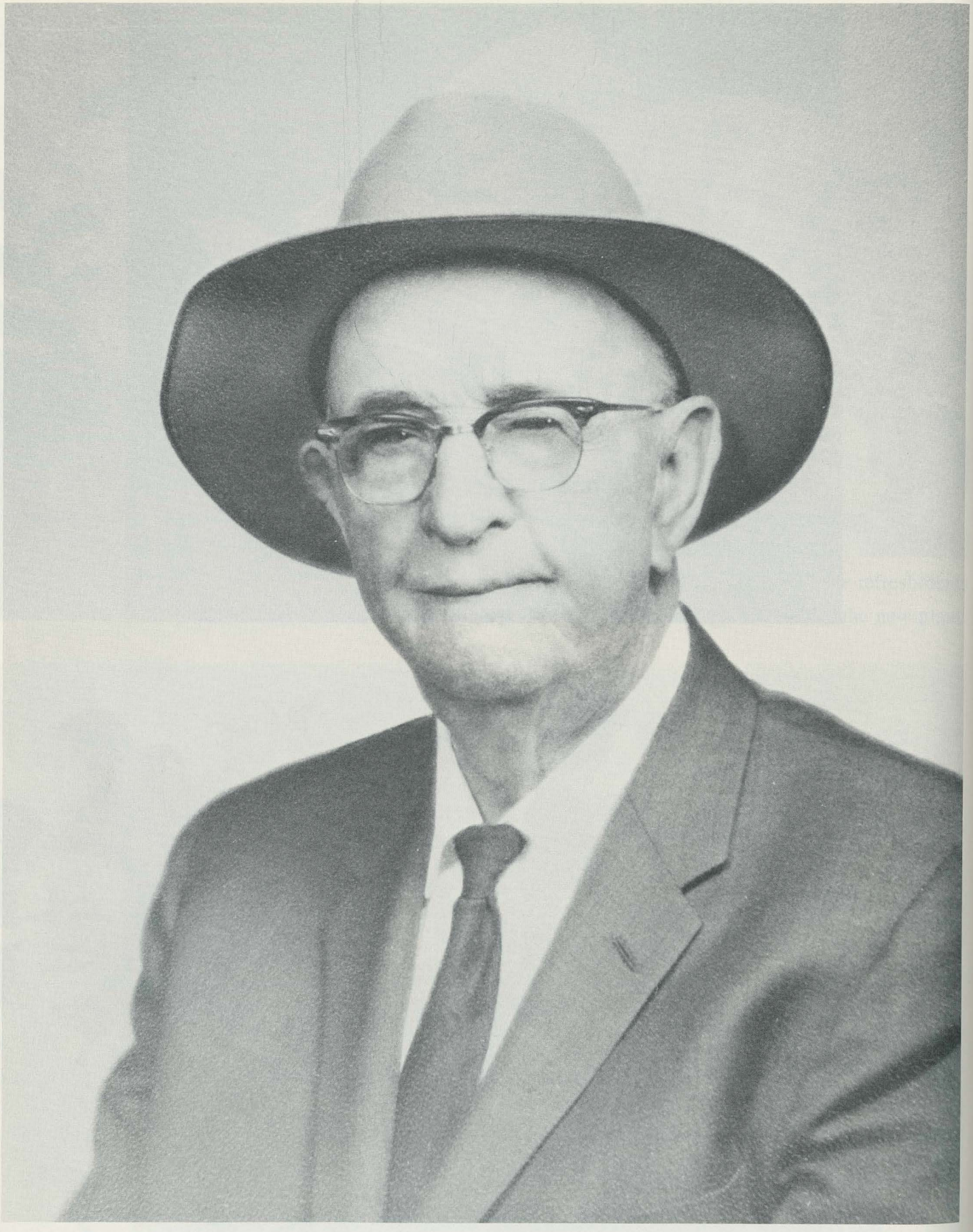
Mr. and Mrs. Johnny Parries pause for refreshments during the guided tour of the new plant.



Mr. Hatcher greets friends and well-wishers at the celebration.







Mr. F.L. (Les) Hatcher
November 18, 1882 — January 23, 1978

THE BIG CHALLENGE

Mr. Hatcher's Death

SPENCER'S CO-FOUNDER, F.L. HATCHER, DIES

(compiled from articles in THE MOUNT AIRY TIMES, NEWS, and THE WINSTON SALEM JOURNAL)

Frank Leslie ''Les'' Hatcher, a horse breeder and co--founder of Spencer's, Inc. died at his home Monday, January 23, 1978. He was 95 years old.

Funeral services for Hatcher were conducted on January 25, 1978 at 2 p.m. at Moody Funeral Home Chapel with burial in Oakdale Cemetery. Spencer's four plants--three in Mount Airy and one in Virginia--were closed today in his honor.

Mr. Hatcher said he would work until he was physically unable to work--and that he did, until near the end of December. ''More people rot out than wear out,'' he was fond of saying. Although he had been in declining health, his death came as a shock to the many thousands of local and area residents who were personally acquainted with the industrial giant. On several occasions, his health seemed to be failing, but his strong constitution and will power always came to his aid.

He was born November 18, 1882, on the dairy farm, Dan Valley, in Patrick County, Va., to Rush Floyd and Mary Bennett Hatcher, and worked to send his nine sisters through college after his father became ill.

In 1926, Mr. Hatcher and James Henry Crossingham, Sr. started the Mount Airy Knitting Co. in a tobacco warehouse with 12 employees.

The two later renamed their enterprise Dr. Spencer's, but were forced to drop the ''Dr.'' by the Federal Trade Commission.

The mill's first product was a union suit. As sales and profits grew, Spencer's increased its line of adults' and children's wear until World War II, when production was modified for the war.

After the war, Spencer's increased its number of styles, colors, and prints before converting to making children's wear exclusively.

Today, Spencer's is Mount Airy's largest industry, and one of the nations leading producers of infants' and children's wear.

Known as early riser, Mr. Hatcher enjoyed going to his office before 6 a.m. There he would read his Bible and talk to employees before beginning the day's work. He once said that he planned to work until he was physically unable to work--and that he did, until the end of December. Mr. Hatcher served as treasurer and for the last 51 years as chief executive officer of Spencer's.

Every day, Mr. Hatcher would show up at Spencer's in his bow tie and Stetson hat, and could be seen riding around the plant in his golf cart, inspecting production. Rarely was he spotted without a mouthful of tobacco and he was never seen on the highway without his ''Spencer's'' blue Cadillac.

He raised saddle horses and cattle on his beloved Dan Valley Farm, and was once credited by *Saddle and Bridle* magazine with keeping the saddle horse industry alive during lean years in the Carolinas and Virginia.

In 1977, Mr. Hatcher announced that Spencer's would underwrite the expenses for the Surry County 4-H projects for the coming and future years on an annual review basis, in honor of the late J.H. Crossingham Sr.

When Spencer's celebrated its 50th anniversary in early 1976, one veteran employee said of Mr. Hatcher, ''Under that seeming crust lies a heart as big as all outdoors and as soft as gosling down.''

Mr. Hatcher was a member of the First Presbyterian Church. Over the years, he had made numerous contributions to various denominations in the area.

Pallbearers were Joe Martin, Rex O'Neal, Burton Slate, D.J. O'Dell, Walter Bowman, Roshell Mayes, Delmar Stewart and John Earl Weddle. Honorary pallbearers were salesmen of Spencer's.

Survivors include three sisters, Miss Alice Hatcher and Miss Lena Hatcher, both of the home, and Mrs. Ben H. (Carrie) Mays of Stuart, Va.

A LEGEND IN HIS OWN TIME

by
R.J. Barrier

''He was a legend in his own time.'' That was the way a long-time, loyal and devoted employee last week referred to Frank Leslie (Les) Hatcher.

There could not be a better way to describe the man... the individual... the colossus who was an industrial giant in the Granite city for over 50 years.

Les Hatcher was truly an individual and a man. He and his partner, the late J.H. Crossingham, co-founded Spencer's, Inc.--some of us yet remember it best as Mount Airy Knitting Co. They led it through the Great Depression, followed by the mightiest man-made conflagration this globe has ever known, World War II.

After Mr. Crossingham's death, Les Hatcher, chief executive officer and treasurer of the industrial giant that is Spencer's, continued to lead it to become Mount Airy's largest industry.

He had a touch of genius, did Les Hatcher to accomplish all that he did with Spencer's, but Mr. Hatcher would be the first to scoff at such an assertion. He credited his success with hard work and ''being blessed by God.'' Those are two attributes that helped establish these Great United States as the industrial leader of the world.

He also said that ''more people rot out than wear out.'' If anyone wanted to work, he could usually work at Spencers' as long as he wished. Mandatory retirement was not one of Les Hatcher's beliefs. He proved it to himself, for, at 95 and until some two weeks prior to his death, he was still going to his office at the plant on Willow Street.

His temper and his expressive way of walking were legendary. So was his generosity.

Many were the churches and religious organizations that were benefitted by Mr. Hatcher. He did it without fanfare, with no de-

sire, no wish, for any type of publicity in the newspapers.

Numerous were the employees aided by Les Hatcher in times of illness or death.

Many were the friends, employees and neighbors who benefitted from Les Hatcher's generosity when it came to sharing the abundance of his Dan Valley Farm.

Les Hatcher was an indomitable individual. He had been in ill health before, but that stern fortitude, his iron will, his strong constitution had always come to his aid.

There were those of us who thought that Mr. Les Hatcher was as indestructible as the magnificent Blue Ridges.

We were wrong.

Mr. Frank Leslie (Les) Hatcher died at 6 p.m. Monday, January 23, 1978, at his home, 319 Granite Street.

The infirmities of old age had finally taken their toll. Just as a steady drop of water on a stone surface can wreck its havoc, the steadily increasing number of years played their part in wearing down the iron man that was Les Hatcher.

Les Hatcher was as strong as our sturdiest pioneers, as stern as our mountain winters and as generous as is this country.

His type is not apt to come this way again.

Plant Number 6

SPENCER'S TO LOCATE NEW PLANT HERE

by Nancy Lindsey

(from The Enterprise--November 11,1987-Wednesday)

The new industry which will soon be locating in the Patrick County Industrial Park shell building is Spencer's, Inc., a Mount Airy-based manufacturer of children's clothing. The announcement of a purchase agreement with Spencer's was made at a reception at the county administration building Tuesday afternoon by Lynn Short, chairman of the Patrick County Economic Development Corporation.

Spencer's is purchasing the recently-completed shell building and 10 acres of land for $200,000, Short told a group of local officials and business people.

Short introduced Jim Crossingham, who is owner, president, chairman of the board of directors, and chief operating officer of Spencer's.

Crossingham said Alfred Brammer, a Woolwine businessman, "is one of the prime suspects in getting Spencer's into Patrick County. He is a prime motivator.

"We've already got close ties with this part of Virginia," Crossingham said. "I'm proud and pleased to be coming here, and hope we can be a good corporate citizen."

Crossingham said Burton Slate, a Claudville resident and vice-president of Spencer's, will be setting up the new plant near Stuart and getting it started. He said he anticipates that hiring will begin in the next 60 days and hopes the plant will be operational soon after the first of the year.

Spencer's, a manufacturer of infants' and children's sleepwear, underwear and playwear, distributes its products nationally and is 100% committed to American labor," Crossingham said. The company operates four plants in Surry County and one in Carroll County, just across the Patrick County line. Those plants employ about 1,500 people.

Short said the Patrick EDC has been working for over a month on negotiations with the newest industry.

"We extend a very warm welcome to Spencer's," Short said.

Crossingham said the company will employ about 200 workers at the beginning, and will generate an annual payroll of over $2 Million for the county.



EDC chairman Lynn Short and Jim Crossingham
Nov. 11, 1987 **The Enterprise**

He said the company anticipates expansion in the next four to five years, enlarging the plant to 125,000 square feet and employing up to 500 people in Patrick County. Part of the purchase agreement is an option on an additional five acres at $6,500 an acre, he said.

Crossingham said company officials looked at several other sites before deciding on Patrick.

"We chose this area because we like the area--it has the same atmosphere as Mount Airy. I know how to identify with people in the mountain areas, and think Spencer's will be compatible here," Crossingham said.

He said he hopes to make the Patrick Spencer's plant eventually "a totally vertical plant, a self-contained entity, doing its own cloth production, dying" and clothing manufacturing on one site. Products will be taken to the Mount Airy center for distribution all over the nation, he said.

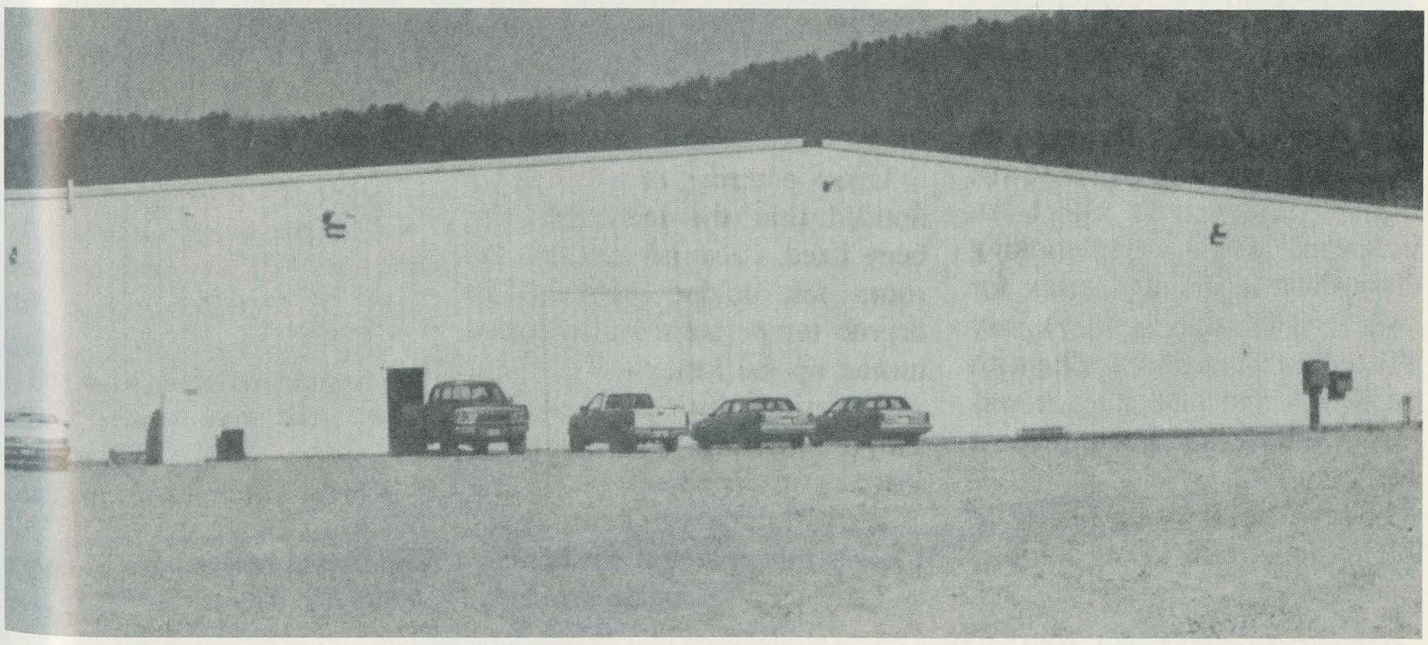
He added that the anticipated expansion will occur if the plant "grows according to our normal pattern of growth--if we can get the help and the business." But he said he anticipates no problem with finding good labor in Patrick County.

Crossingham, a life-long resident of Mount Airy, elaborated on his "close- ties" with Patrick County.

His father, James Crossingham, Sr., started the Spencer's business in Mount Airy in 1926, growing out of an underwear manufacturing business started by his grandfather in 1899.

Crossingham and his partner, Les Hatcher, were instrumental in bringing one of the first industries to Patrick County. Working with Harold Conant, H.A. White and Rev. Robert Mann, they succeeded in bringing United Elastic Corporation to Stuart in the late 1940's.

In Addition, Hatcher, who Crossingham said "was like a father to me," was a Patrick native and the brother of Mrs. Ben Mays of Stuart.



Spencer's Inc. is the newest addition to the Patrick County Industrial Park in Stuart.
The Bugle 2-17-88

SPENCER'S TO OPEN NEW PATRICK PLANT MONDAY

(compiled from articles in The Bugle and The Enterprise--2-17-88 & 2-10-88)

Almost 62 years after first beginning their operation, Spencer's, Inc., will begin production in the new plant in the Patrick County Industrial Park on Monday. Burton Slate, vice-president of the Mt. Airy based firm, announced these plans at the board of supervisor's meeting Monday. Slate told the supervisors that the firm plans to move equipment into the building over the weekend and start production next Monday.

"We'll be starting with 35 trained employees, then we plan to hire more as fast as we can train them," Slate said.

"We're going to move as quickly as we can," he added.

Slate was present at the board's meeting to attend a public hearing on Spencer's purchase of the 22,000 square-foot shell building and 13 acres of land in the industrial park.

With no public comment on the proposed purchase, the agreement went according to plan.

Spencer's will acquire the building and ten acres of land for $200,000. Additionally, the county agreed to sell Spencer's three more acres in the park at $6,500 an acre.

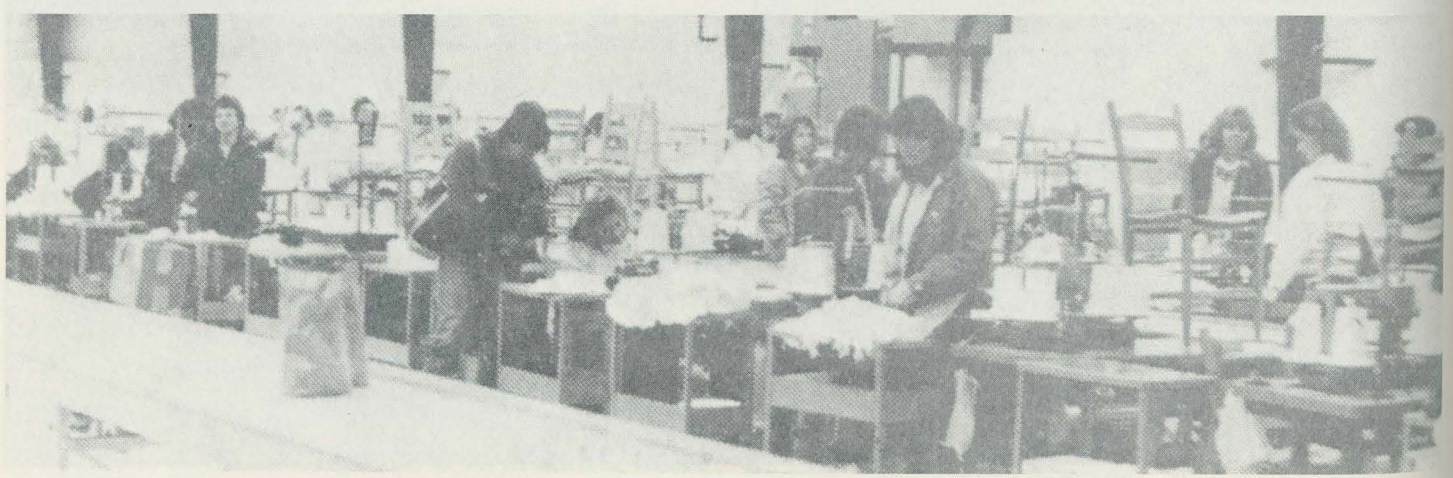
The public hearing was a legal technicality, since the county's newest industry is already occupying the building and 35 workers have been hired and trained to begin production on February 15.

Slate said the floor of the shell building has been paved, wiring and heating have been completed, and temporary offices and restroom facilities have been constructed.

More employees of the plant, which will be a sewing operation in the manufacture of infants' underwear, will probably be hired when the plant opens on Monday, Slate said.

"We hope to hire them as fast as we can train them," he added.

He said there has been a "flood of applicants" for jobs at the plant, but said he expected up to 175 people to be employed in the next few months.



Two assembly lines are now in operation at the new Spencer's plant No. 6 in Stuart.

Slate said about 17 workers from Tultex, which is scheduled to close on February 26, have already been hired at the Groundhog Mountain Spencer's Plant.

"We can use probably 12 to 15 more at that plant," Slate said. "We will try to give some relief to some people in the Vesta area."

Slate added that the Mount Airy Spencer's plant has hired several people who lost their jobs when the Bassett-Walker plant in Danbury, NC closed, and two from the Asbury, NC, Tultex plant.

"We are absorbing them from many different areas," Slate said. "It's fortunate that we have the work for them."

Slate said Spencer's makes the same type of product as other textile plants in the area. Spencer's has expanded from making infants' underwear to children's sleepwear and fleecewear, Slate said, and currently sees a healthy economic future.

"We haven't had to lay anyone off in 15 years," Slate said, "People can plan to work for us unless the sky falls."

County Administrator Barnie Day said, "We're extremely appreciative, and I'm sure the community is, that you're able to absorb these layoffs. We look forward to a long-term relationship with Spencer's."

"We plan to do our growing over here," Slate said, referring to Patrick County. "We have grown steadily for 15 years, and have certain plans for expansion."

Supervisor John H. Cassell, Jr., told Slate, "Thanks for all the work you've put in helping us."

"Thanks, but I'm from Patrick County," Slate said.

Slate is a resident of Patrick County, and a former member of the board of supervisors.



Spencer's Employees Rewarded. Barbara Boyd (second from left), was the first employee to receive a bonus for achieving the Stuart Spencer's plant desired production level within seven working days. Other employees presented bonuses from plant manager Raymond J. Vaughn are (left to right) are: Audrey Rakes, Arlene Keith, Barbara Wood, Linda Woods and Linda Foley. Not pictured are award winners Cleades Hall and Shirley Ring.

Spencer's
BABY AND CHILDREN'S WEAR



I have the prettiest Mommy in the whole wide world. And the smartest. We read books. And listen to music. And dance, too. I can't wait till I can dress like her. Even though I'm a real heartbreaker in my Spencer's sleepwear.

Photograph by Steen Svensson

Sleepwear meets Federal Government flame retardant standards.

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polyester for FR fabrics.

Ann Cannon and Burton Slate's grandson, Michael

THE GIVING
Charities
SPENCER'S TO UNDERWRITE COUNTY 4-H ACTIVITIES

Spencer's Inc. of Mount Airy has announced it will underwrite the entire expenses for Surry County 4-H projects for the coming and future years on an annual review basis.

Les Hatcher, the 94-year-old chief executive of Spencer's made the announcement Thursday during a meeting with other Spencer's officials and representatives of the county and district 4-H program. Hatcher said the support of the projects will be in honor of the late James H. Crossingham, Sr. who co-founded the company with him in 1926.



Carolyn Bryson (left) and Elizabeth Meldau discuss the underwriting of County 4-H expenses.

Miss Carolyn Bryson, Surry 4-H coordinator, expressed appreciation to Spencer's and said the underwriting of expenses for county 4-H projects will help the program to expand even more and do a better job than even before. She said that up until now, funds for projects have depended entirely upon solicitations and contributions from businesses, civic groups and individuals. Salaries of extension service employees who head up the 4-H program are paid through county, state and federal funds, said Miss Bryson.

She said that last year expenses were approximately $5,000.00 for county 4-H projects, and about half of that went into the livestock program which is structured to provide county youth an opportunity to learn more about beef, swine and dairy production.

The 4-H program supports 47 different projects from archery to wildlife. Funds are needed for many things, including prize money for the livestock program and fashion revues; for achievement days, scholarships for members to attend special activities at state and national levels, camps for the underprivileged and for materials and equipment.

Jim Crossingham, son of the late founder and chairman of the company's board of directors, commented that the greater percentage of the county's future leaders will come from farm and rural backgrounds, and he hopes that the move by Spencer's will encourage other businesses to underwrite similar projects.

Crossingham said his father always found time to spend at his cattle farm and would often invite 4-H children to his home when he was still living.

Bill Garmon, extension superintendent for the 15-county northwestern 4-H district, said that Spencer's move "offers a real challenge for other counties" and will give the Surry 4-H program an opportunity not only to continue with present projects but also to expand them as well.

Mrs. Elizabeth Meldau, district executive chairman, said, "This is the only county so far in our district, and I believe in the state, that (the 4-H program) is underwritten solely by a corporate organization. Spencer's is really to be commended for this."

The Surry County 4-H program--the official youth program of the NC Agricultural Extension Service--is open to all youth in the county ages 9-19. The primary purpose of the program is to provide opportunities for youth to develop mentally, socially, emotionally, spiritually and physically. Much emphasis is placed on the development of leadership abilities of both members and their volunteer adult leaders.



SPENCER'S WINNING TEAM — The winners of the Ladies Pinspotters bowling tournament, Spencer No. 2, were honored at a banquet at the Elks Lodge with each member receiving a championship trophy. From left to right, Ed Crossingham president of Spencer's Inc., Gale Campbell, Loma Lee Money, F.L. Hatcher, co-founder of Spencer's Inc., Mildred Nations, captain; Phyllis Wilson, Annie Mae Bobbitt; and Jim Crossingham chairman of the board of Spencers Inc., who accepted the sponsor's trophy. Mrs. Wilson and Mrs. Nations were awarded 200 club pins.



Spencer's has sponsored many teams over the years. This team was from the 1940's. Ray Reed is in the picture.

Employees
A GIFT CONTAINING THE PRINCIPLES FOR LIVING
By Willie Patrick

James H. Crossingham Jr. said he has never considered the practice as unique. Instead, it is simply a matter of keeping up "a family tradition."

"In 1962, my father and Mr. Les Hatcher (the company heads at the time) started giving family Bibles to the employees as Christmas presents," said Crossingham, chairman of the board of Spencer's Inc. "What we do now isn't new. We just changed the idea a little."

Crossingham said it became clear to his father and Hatcher that some practical modification would have to be done on their original giveaway plan. This was because many Spencer's employees tend to stay with the business for long periods of time.

The current practice is that each Spencer's employee, after a year of service, is given a handsomely-bound family Bible on his next birthday.

Several boxes containing the Bibles were scattered around Crossingham's secretary's desk Monday afternoon. Crossingham further explained the policy, noting it has been happily accepted by employees.

"All the good principles for living, and that includes business, are in the Bible," said Crossingham. "The problems we face today are basically the same ones people faced 2,000 years ago. The problems we face with people basically do not change."



Jim Crossingham examines Bible with daughter, Honey Rowe.

To date, some 1,770 copies of The Holy Bible--Peace of Mind Edition have been distributed to Spencer's employees. Another 60 copies have been given to friends of the business.

The book itself is as impressive as the company's practice of giving it away. An Authorized King James Version, it contains maps, charts for recording family- related information, four-color photographs--items often not found in smaller Bible editions.

The publication is anything but a bargain-basement product.

Crossingham said the Bible is the basis of the laws by which we live, and called its contents ''the yardstick by which to measure our lives.''

''We depart from the Bible at our own peril,'' said Crossingham. ''By staying with the Bible, we can begin to solve a whole lot of our problems.''

In tying Bible use to daily living, Crossingham used what he termed ''one of my favorite analogies.''

''When flying an airplane, there are pilots who can turn loops with a glass of water on the console and never spill a drop,'' said Crossingham. ''That's because....



Turkey Day
Spencer's employees receive a turkey on the last work day before Christmas.



Spencer's babies often achieve great heights. Perhaps it's because they're so secure, comfortable and warm in their Spencer's sleepers. In inherently flame resistant* knits of Trevira® 271 polyester. At stores everywhere. Even in skyscrapers.

*In properly constructed fabrics. Meets FF-371.

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Leslie Ann and Will Cannon

THE PEOPLE

Long-time Employees

ZELOUS LONG - ONE OF THOSE PEOPLE WHO HELPS GIVE LIFE MEANING AND PURPOSE'

By Jodi Smith

Fate could not have picked a more perfect name for Zelous Long.

His ''zeal'' and determination have kept him working ''long'' after most would have retired.

At 85, Long still works in the Shipping Department of Spencer's Inc. on Willow Street in Mount Airy--after 54 years with the company.

''I just like to work,'' he explained, clear steely blue brown eyes shining, in a recent interview at his home.

Indeed, he likes it enough to give up double retirement benefits he has built up for extra years on the job. Long, who ''retired'' briefly recently because of a knee operation, returned to work last week.

He began his long-standing career at Spencer's (an infant's and children's wear manufacturer) in 1933 as a cook and mail courier for the company.

''People've been awfully nice to me down there,'' noted the Mount Airy native, who lives with wife Cora on Nelson Hill off Linville Road. They have one daughter, Norma Clark, who also lives in Mount Airy.

''Mr. (Jim) Crossingham (Spencer's president) has been good to work for. They just let me stay as long as I want to,'' added Long who works from 3 a.m. to 9 a.m.

''I was just a boy--seven or eight years old--working at Spencer's when I met Zelous. I think he's worked in every department at the plant. I was working with Zelous even before they had the wage and hour laws,'' Crossingham noted during an interview at the company offices this week.

''One thing that always sticks in my mind when I think about Zelous is he'd say, 'Lord willing, I'll see you tomorrow' at the end of each day. I was reading the Bible the other day and found it says we should preface such remarks with 'Lord willing,' because we never really know.

''Zelous is a good example of a Christian in action every day--not just on Sundays,'' the Spencer's official commented. ''He's been an example to people of the kind of lives they ought to live his whole entire life--not just someone who talks about it.

''His influence at Spencer's--and on my life, personally--has been far beyond what a lot of people might realize.''

Crossingham recalls Long as a ''powerfully built man, physically,'' with a penchant for hunting and fishing.

As Long and a number of other employees--including former Chairman of the Board, F.L. Hatcher, who worked until his death at the age of 95--are evidence of, Spencer's has no policy on when an employee should or must retire.

"I think as long as a worker is capable and competent, what's age got to do with it?" asked Crossingham. "I think Americans should start to work at a younger age and work longer. Laws and social attitudes are depriving teens today of a chance to work when they're ready.

"It's like breaking in a new horse. If you wait too late, he's hard to break. It's very difficult to learn to enjoy work in your twenties if you've never worked before. That's something that needs to be addressed. A lot of times, it's not so much age as it is attitude. Zelous had a very good attitude toward work and other people."

One young Spencer's Cutting Department employee agrees. "I get in at seven every morning and Zelous is already here," Lester Simmons of Mount Airy said. "He's a very nice person and a hard worker at the same time."

"I wouldn't have stopped at all except my knee was givin' me trouble," said Long, who also believes people should--and should be allowed to--work longer than the average retirement age of 55 to 65 years.

"It keeps me active, you know. It gives me something to do," explained the tall, easygoing man.

Another long-running facet of Long's life is his affiliation with the small Nelson Hill First Pentecostal Holiness Church, nestled quaintly on a summer green hill beside his home. The view from the front he shares with the church offers a picturesque setting of Mount Airy below, with a Blue Ridge Mountain background.

"We've been going ever since it was built," Long said of the little cinderblock church.

The veteran millworker has seen many changes in textile production over the years. "They used to make buttons in one department, about 1950. And they used to make undershirts for men," he recalled of his years with Spencer's.

"The machinery is a whole lot different now, too. It wasn't as fancy (then)."

Although Long began work some 30 years before the Civil Rights movement, he says he "never did have any trouble" with race relations at the plant. When he first began, Long said there were only three or four other blacks working at Spencer's. "Now they've got a lot more," he added.

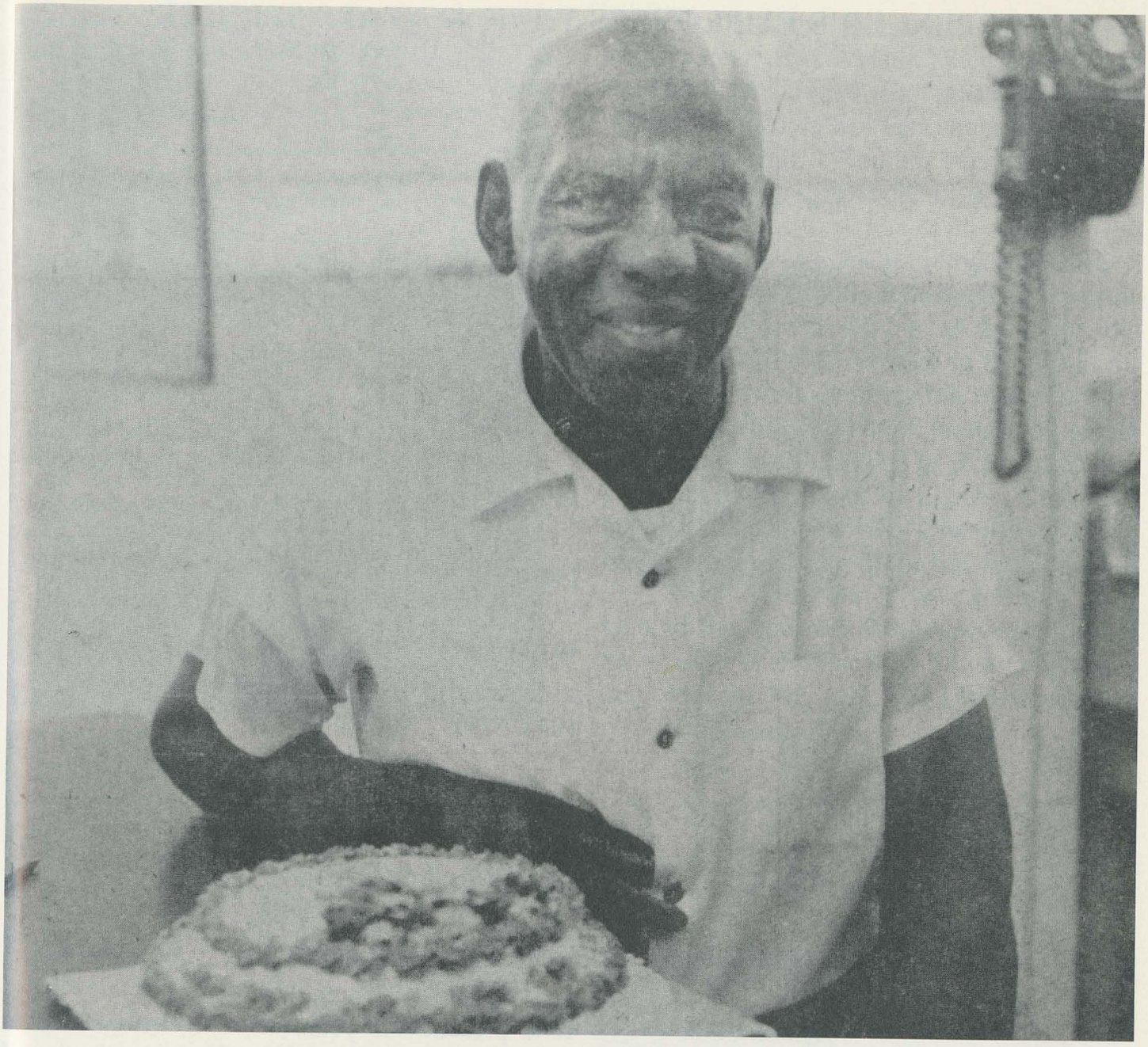
Crossingham said Spencer's has never had any restrictions on hiring in relation to race. "There's too much said about race relations and not enough done. I think the North is only paying lip service to integration, while in the South we know people not only by race but as individuals.

"You can't force people to accept each other. But if the heart's in the right placer, problems will straighten themselves out. When you really get to know someone, you don't notice their color anymore."

Long admits he enjoyed his "retirement"--but missed work, and is "very glad to be back."

"We're very glad to have him back," noted Crossingham. "He's one of my oldest and dearest friends."

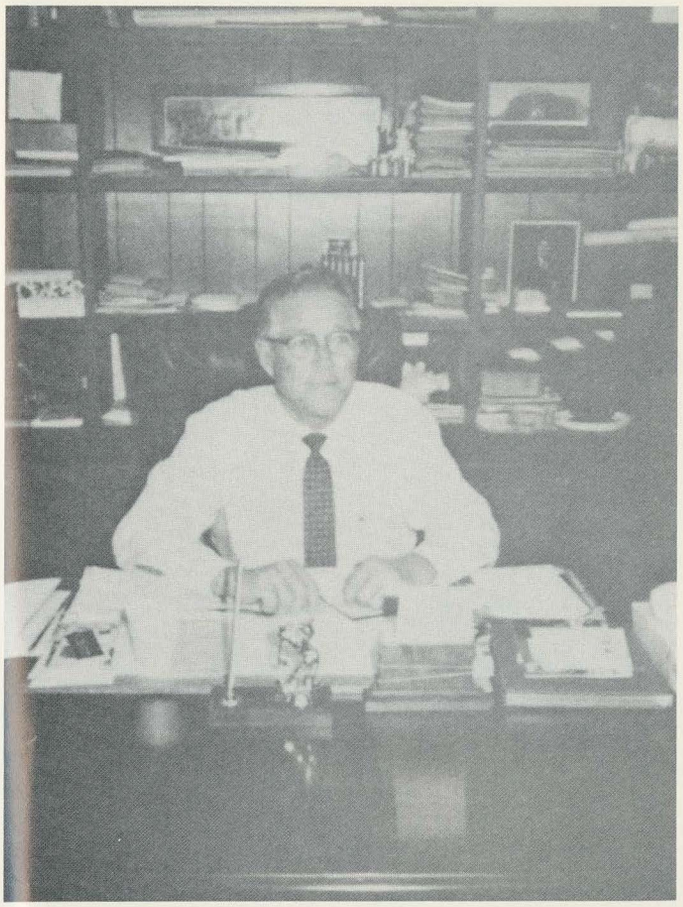
"I think there are a few people in the world who are the glue that keeps things together. Like it says in the Bible, a little yeast leavens the whole loaf. Zelous is one of those people. He helps give life meaning and purpose--in one sense."



Zelous Long

SPENCER'S EMPLOYEES WITH 40 YEARS SERVICE

Earl Watson	1926-1982	56 years
Sarah Snow	1927-1970	43 years
Isabelle Ayers	1928-1977	49 years
Lizzie Benge	1929-1977	48 years
Hazel Brannock	1929-1986	57 years
Mary Rauscher	1930-1977	47 years
Nora Belton	1930-1985	55 years
Virginia Porter	1933-1979	46 years
Zelous Long	1934-present	54 years
Maggie L. Bowman	1943-present	46 years
Kathleen Johnson	1945-1986	41 years
Arlene Cook	1945-present	43 years
Beatrice R. Money	1946-present	42 years
Lucille Goins	1946-present	42 years
Stella Cleary	1947-present	41 years
Alma Marion	1947-present	41 years
Helen Tate	1947-present	41 years
Joe Reed	1947-present	41 years



Earl Watson

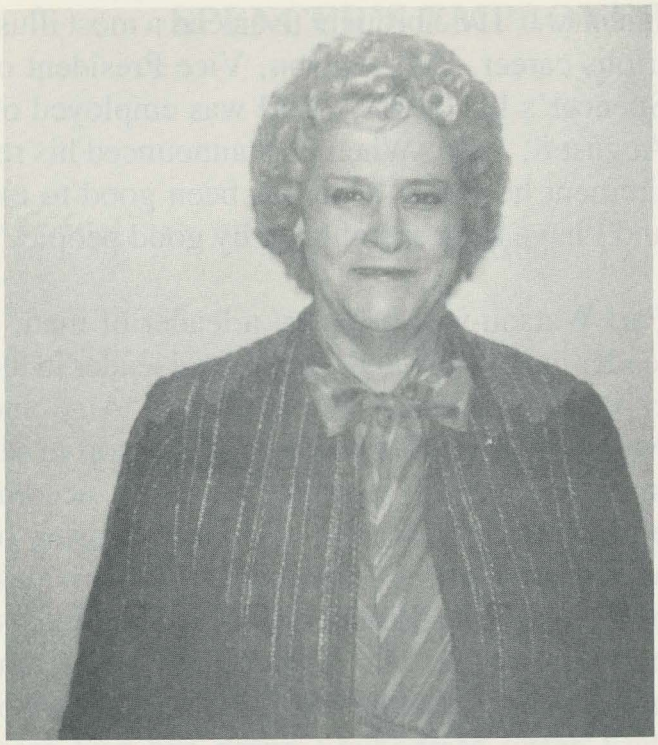
January 1, 1983 brought to an end a most illustrious career. Earl Watson, Vice President of Spencer's Inc. retired. Earl was employed on August 8, 1926. When Earl announced his retirement he said, "God has been good to me and I have been surrounded by good people."

Earl Watson was a leader, a leader of men, a leader in business and a renowned leader in the civic and fraternal life in Mount Airy and North Carolina. He surfaced to the top in his many endeavors. Among his many accomplishments, he served as Grand Master of Masons in North Carolina in 1977. He is past president of the Mount Airy Lion's Club, past president of the Mt. Airy Chamber of Commerce, past president of the Sunday School of the Central Methodist Church and past president of the Travelers Protective Association. He is a retired fireman with 33 years of active duty with the Mt. Airy Fire Department.

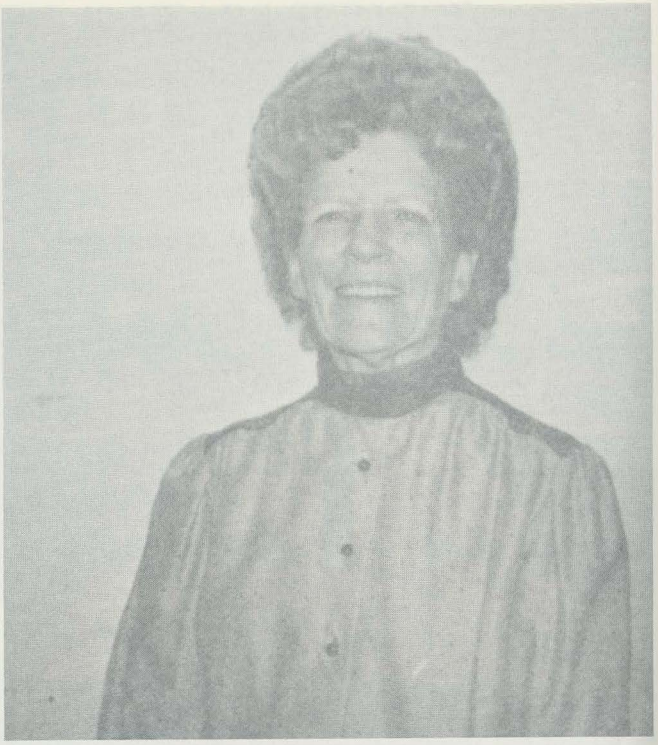
Hazel Brannock (Box Shop) was employed at Spencer's in 1929. She is our company's oldest employee, not in years of course, but in length of service. Hazel describes herself as "a part of the Douglas clan of Scotland and a member of the Mt. Airy First Baptist Church." Hazel said, "When I was 25, I learned to roller skate and ride Mr. Hatcher's horses. When I was 50, I learned to drive a car. When I am 75, I plan to ask Jim Crossingham to teach me how to fly an airplane."



Hazel Brannock



Kathleen Johnson
45 yrs.



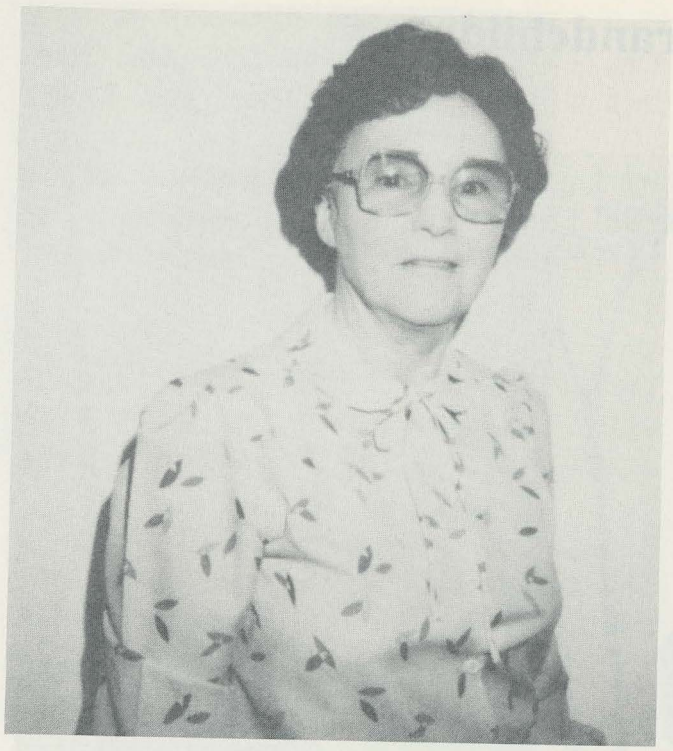
Lucille Brinkley
43 yrs.



Ossie Ayers
41 yrs.



Rachel Atkins
40 yrs.



Lillian Doss
40 yrs.



Gracie Forrest
40 yrs.

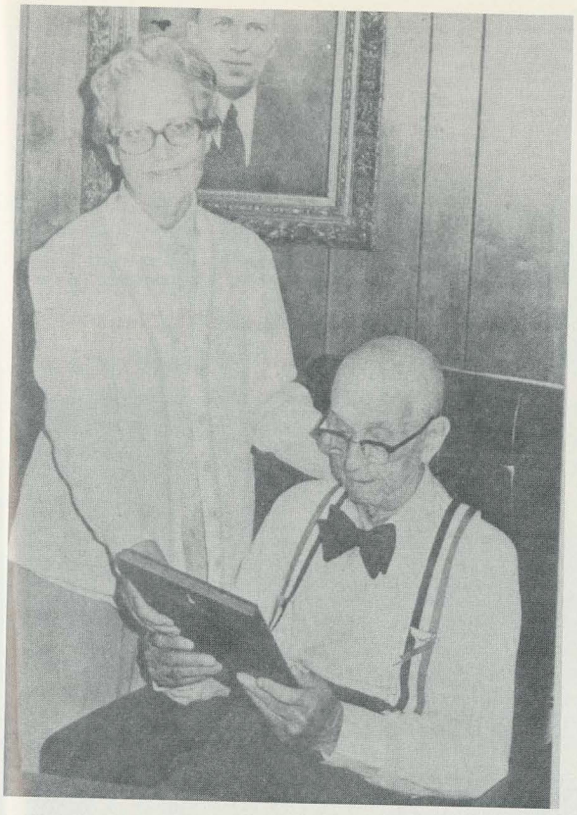


Addie Hiatt
40 yrs.

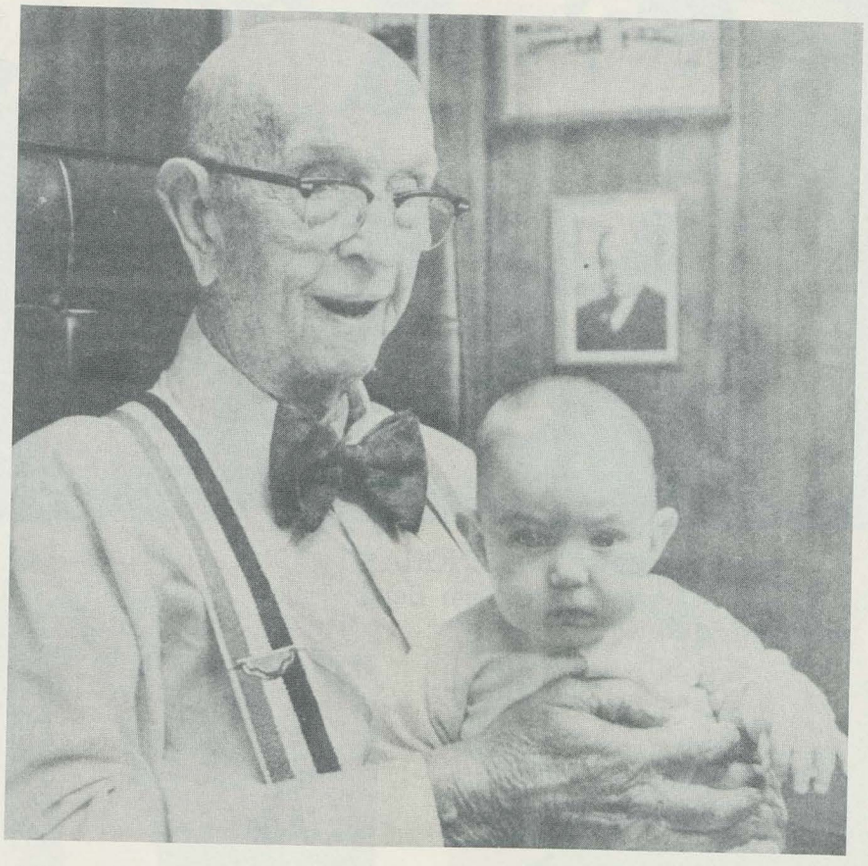
Children and Grandchildren



Mr. F.L. (''Les'') Hatcher and Jim Crossingham — current CEO of Spencer's.



Mrs. Levia Atkins celebrated her retirement after 32 years with a plaque from Mr. Hatcher.

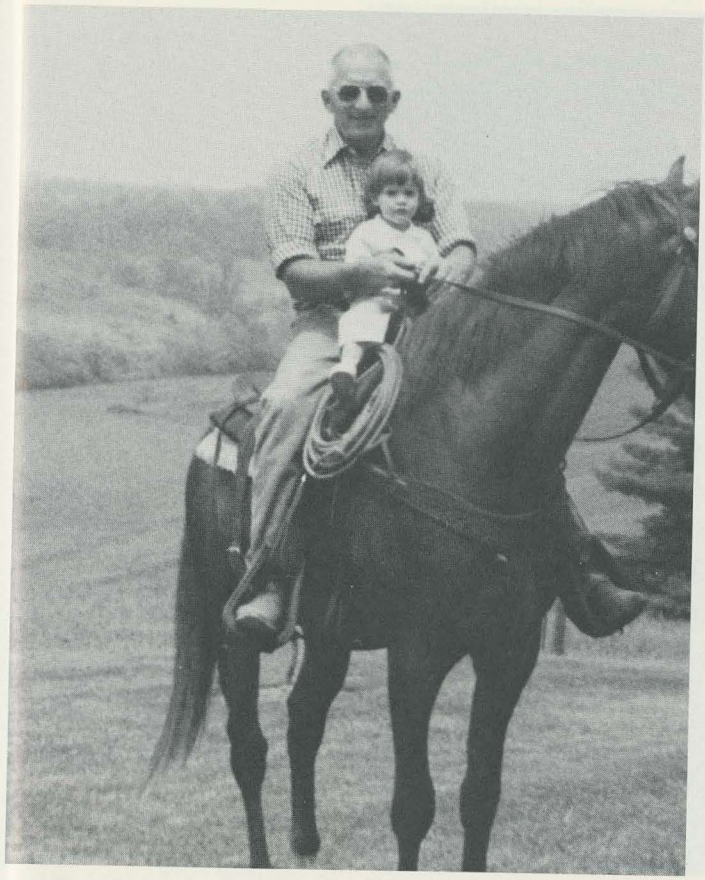


Allison Brooke Atkins is held by Mr. Hatcher. She is the third generation to wear this Spencer's baby shirt bought in 1936 by Mrs. Levia Atkins for her sons Don and Tommy. The latter used it for his son, Ricky, who now passes it along to Allison.

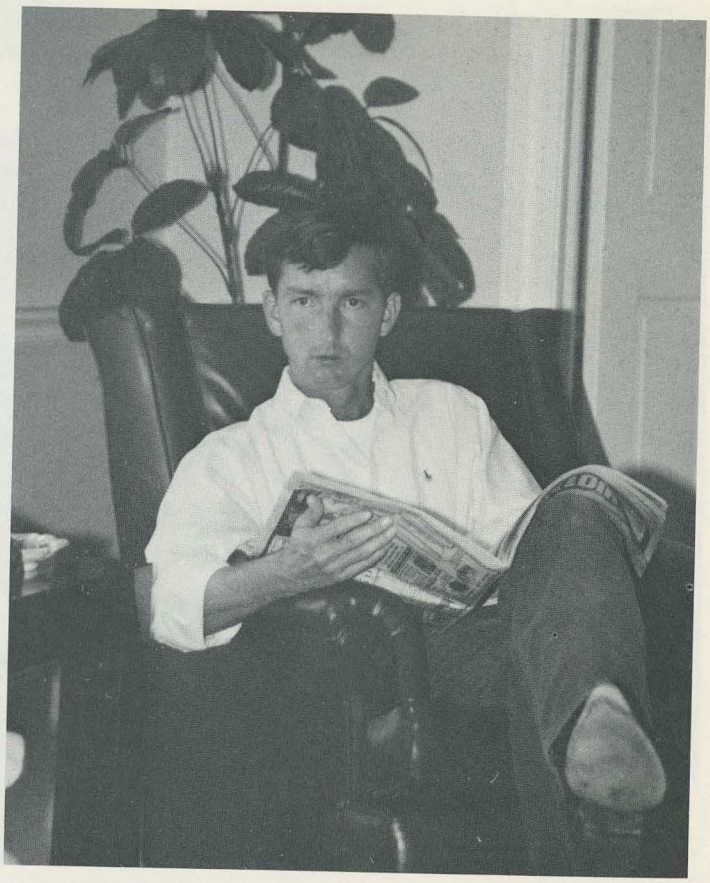


THE CROSSINGHAMS 1986

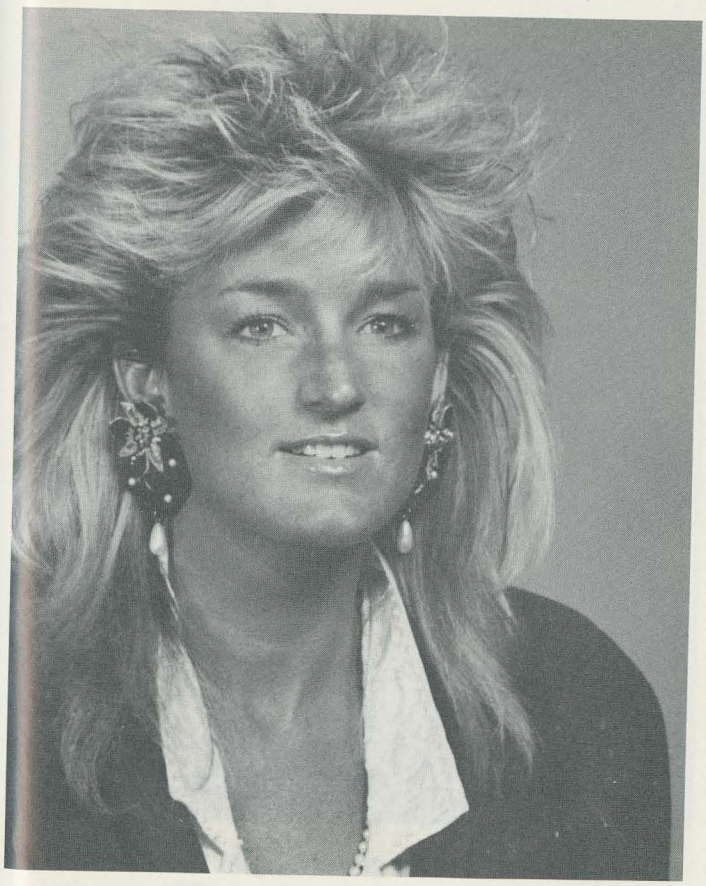
Jim Crossingham; Jim, III; Jamye Crossingham Benik; Helen Crossingham; Ann Crossingham Cannon; Honey Crossingham Rowe.



Jim Crossingham with first grandchild, Leslie Ann Cannon



Jim Crossingham, III



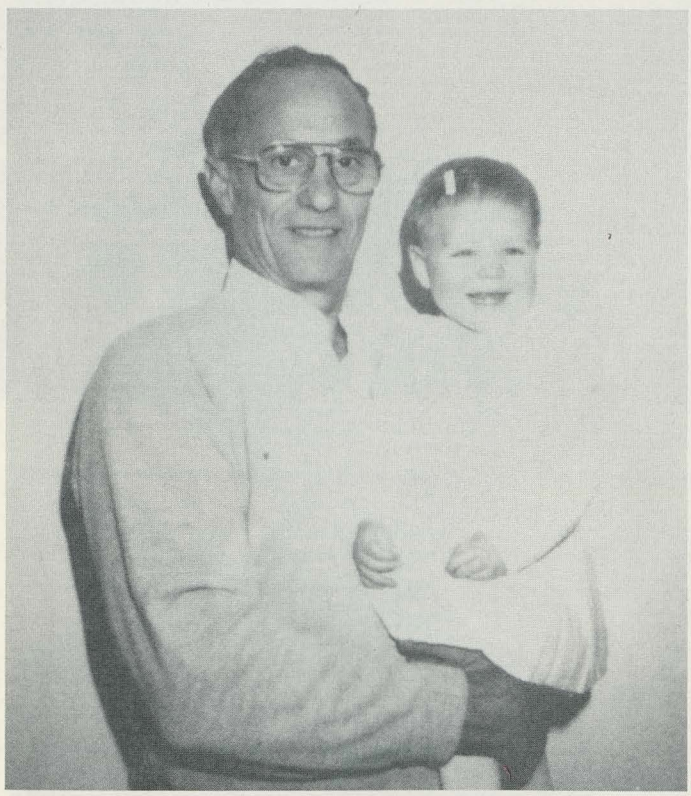
Jayme Crossingham Benik



Honey Crossingham Rowe



Will Cannon and his dad, Bill



John Earl Weddle and granddaughter, Casey



D.J. Odell and granddaughter, Erika Martin



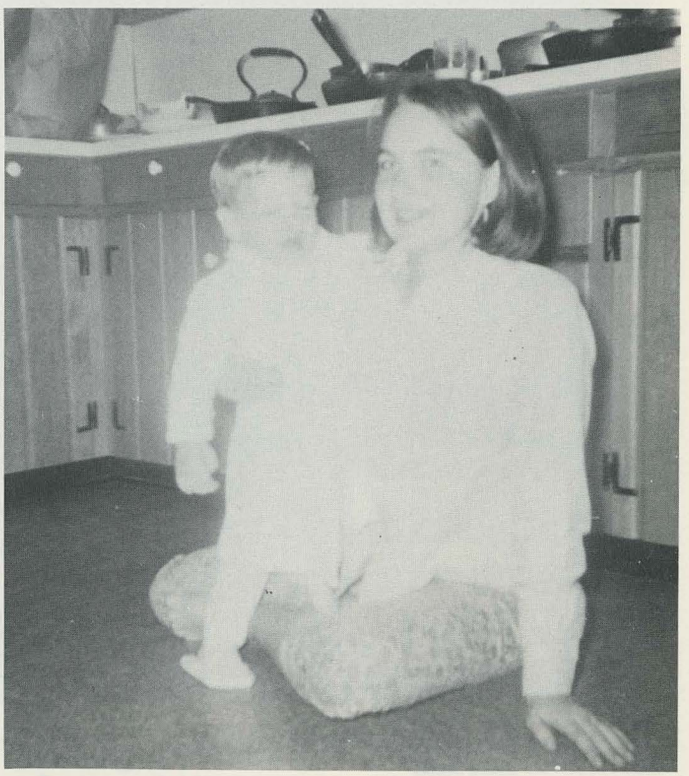
Merry Alice Wilmoth — great, great, great niece of Mr. Hatcher



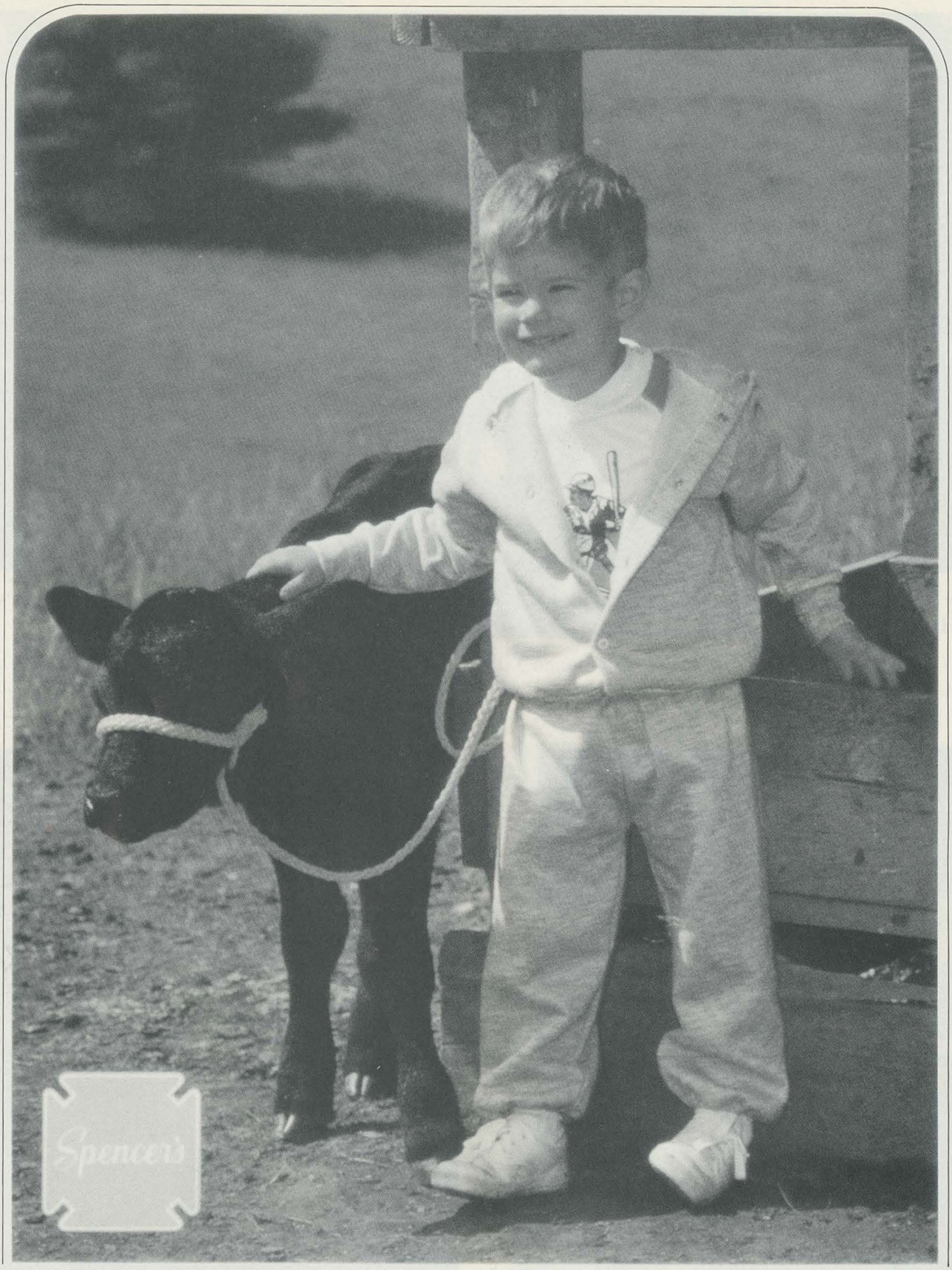
Merry Alice Wilmoth, great-great-great niece of Mr. Hatcher 1981



Matthew and Merry Alice Wilmoth in Spencer's clothes. 1978



Myles Wilmoth models Spencer's p.j.'s and robe with his mother, Susan Wilmoth.



Rustle up some good value with Spencer's rough and ready wear.

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Will Cannon and friend

Spencer's
BABY AND CHILDREN'S WEAR



Cookies!!! Yummiest when everybody is still sleeping. Tim was Bobby's lookout. But it was really Jimmy's idea. Me? I had nothing to do with it. I just happened to be standing there in my Spencer's playwear.

Photograph by Steen Svensson

100% TREVIRA® polyester

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TREVIRA®

James Crossingham, Will Cannon, Leslie Ann Cannon and Josh Gammons

Spencer's
BABY AND CHILDREN'S WEAR



Ruby is my pony. She lives in a big house with her Mommy and Daddy. Just like me. She eats all her cereal, but she loves sugar best. Just like me. Too bad they don't make Spencer's fleece jogging suits in her size.

Photograph by Steen Svensson

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James Crossingham



Little people's rough and rowdy wear by Spencer's.

Debbie and Donnie Norman's daughter, Laurie; Ann Cannon's son, Will; Burton Slate's grandson, Chad; Ann Cannon's daughter, Leslie Ann; Jim the III's son, James; Dennis and Glenda Younger's daughter, Katie.



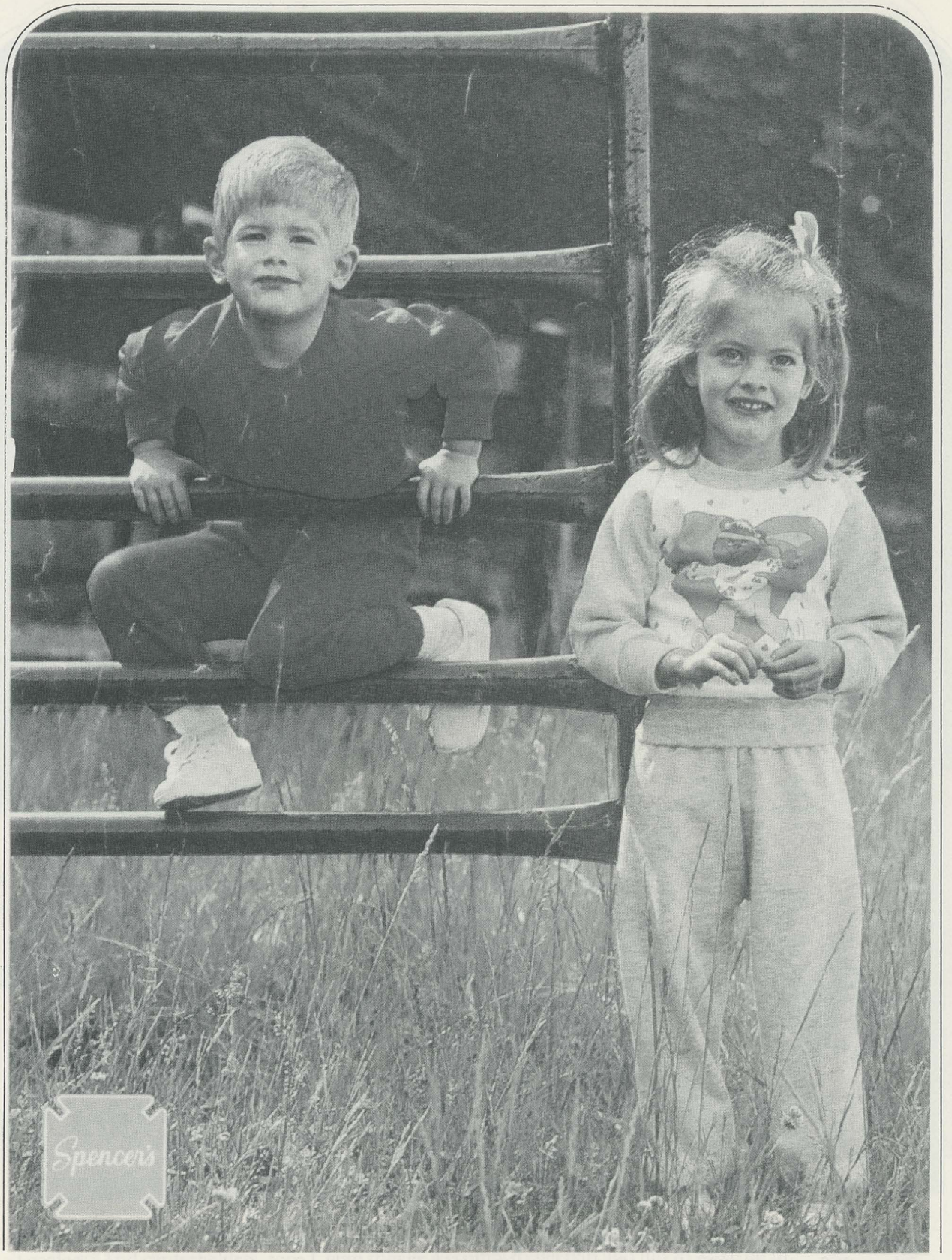
Even spacebabies will still be Spencer's babies. Tomorrow's tiny time travelers will stay snug as spacebugs in Spencer's soft, inherently flame resistant* sleepers of Trevira® 271 polyester knit. In all today's fine stores, in dreamy pastel shades and prints.

*In properly constructed fabrics. Meets FF-371.

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TREVIRA® ...beyond natural.

Leslie Ann Cannon and Will Cannon



Spencer's suits little peoples' lifestyles.

A LIMITED WARRANTY TO CONSUMERS
Good Housekeeping
PROMISES
REPLACEMENT OR REFUND IF INEFFECTIVE

Leslie Ann and Will Cannon



An infant and childrens wear manufacturer for over fifty five years. Spencer's not only creates comfortable, durable and affordable clothes but goes a little further. Sleepwear from Spencer's is constructed of 100% Trevira® Type 271, an inherently flame resistant* polyester. Become acquainted with Spencer's sleepwear. Use this coupon to order.

*Sleepwear meets flame retardant standards in comfort and style.

Please mail to me a Spencer's gown. Enclosed is my check/money order for $3.00 to cover postage and handling. Allow 4 to 6 weeks for delivery. This offer expires March 31, 1987.

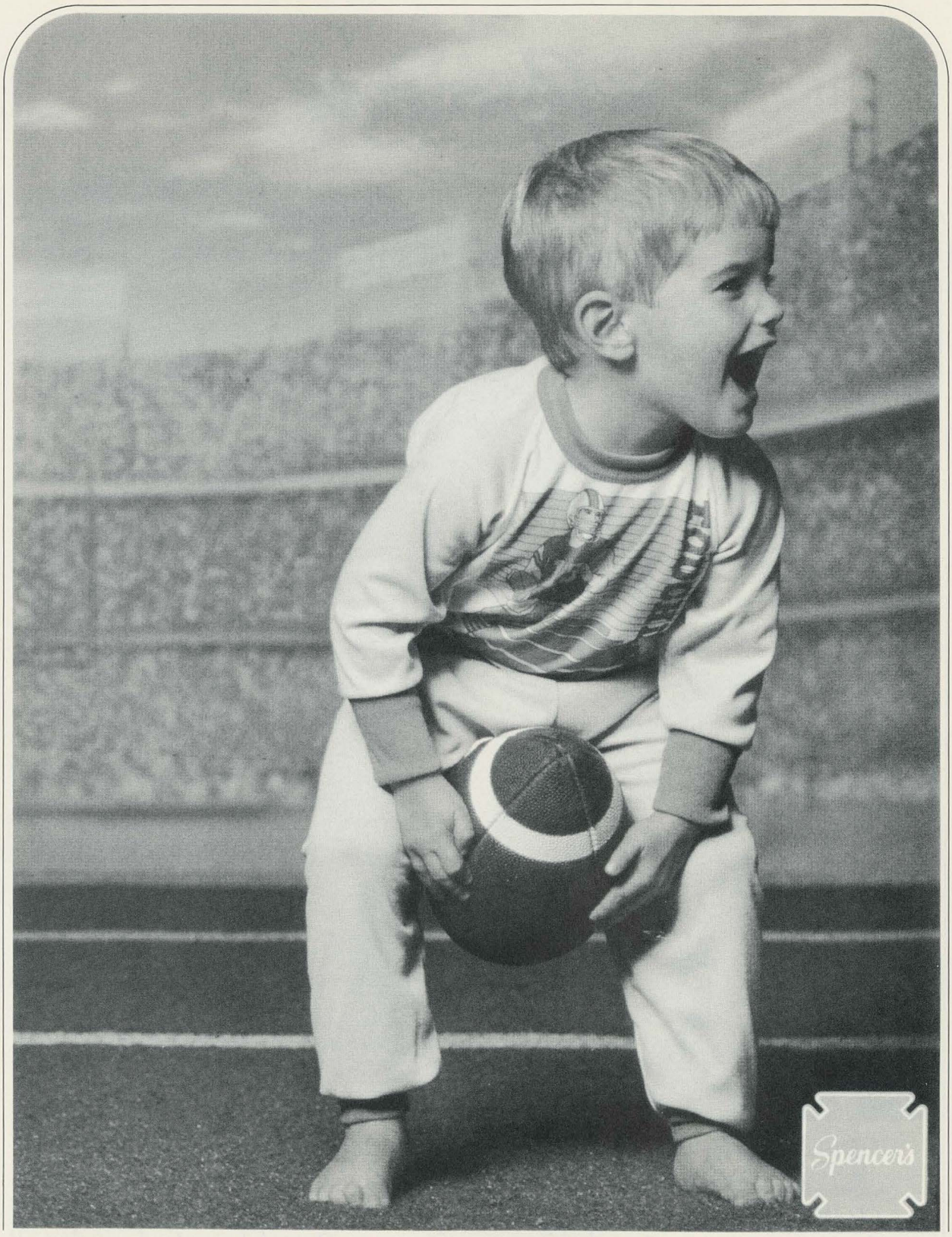
Name _____

Address _____

City _____ State _____ Zip _____

Please mail to: Spencer's Inc.,
Dept. Pre-86, 238 Willow St., Mt. Airy, NC 27030.

Shelby Anthony's granddaughter and D.J. Odell's grandson



Spencer's score with future quarterbacks. And guards. And goalees. And centerfielders, too. 'Cause they're so comfy to sleep in and fun to wake up in. They are inherently flame resistant* knits of Trevira® 271 polyester. At stores everywhere.

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*In properly constructed fabrics. Meets FF-3-71.

Will Cannon

Spencer's
BABY AND CHILDREN'S WEAR



Leslie Ann has a secret. She says that there are baby bunnies in the field. Jeanne and I don't really believe her. But we can be there in no time at all in our Spencer's fleece jogging suits.

Photograph by Steen Svensson

100% TREVIRA® polyester

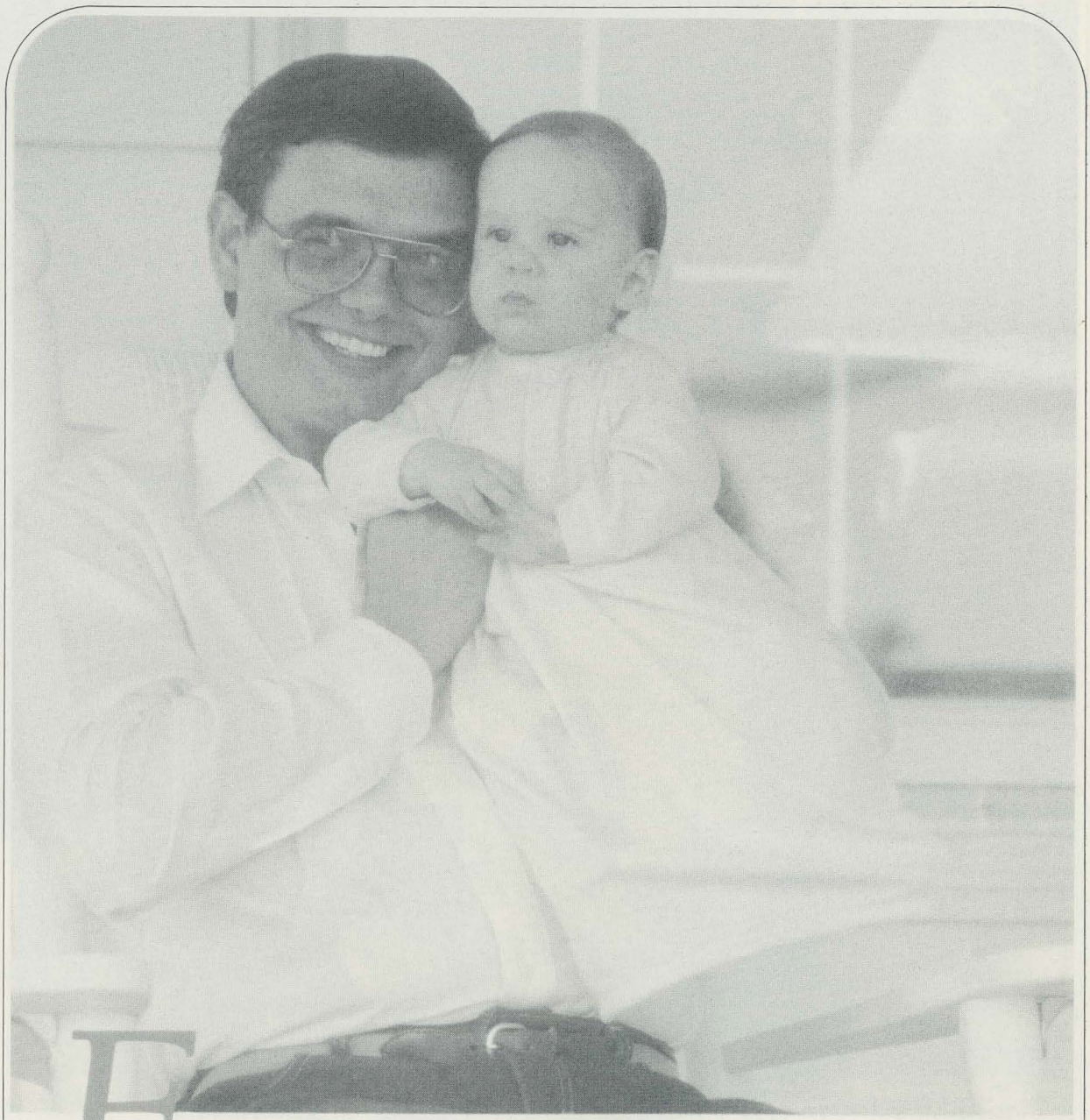
CRAFTED WITH PRIDE IN U.S.A.

A LIMITED WARRANTY TO CONSUMERS
Good Housekeeping PROMISES
REPLACEMENT OR REFUND IF DEFECTIVE

TREVIRA®

Leslie Ann Cannon, Laurie Norman and Katie Younger

Spencer's
BABY AND CHILDREN'S WEAR



Every night Daddy and I have a heart-to-heart talk on the porch. While we rock, he tells me all his big plans for me. I know he loves me cause he kisses me so much. It tickles. But my Spencer's sleepwear is very soft.

Photograph by Steen Svensson

Sleepwear meets Federal Government flame retardant standards

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TREVIRA®
polyester for FR fabrics.

Stuart Pike and son, Jordan



An infant and childrens wear manufacturer for over fifty five years. Spencer's not only creates comfortable, durable and affordable clothes but goes a little further. Sleepwear from Spencer's is constructed of 100% Trevira® Type 271, an inherently flame resistant* polyester.

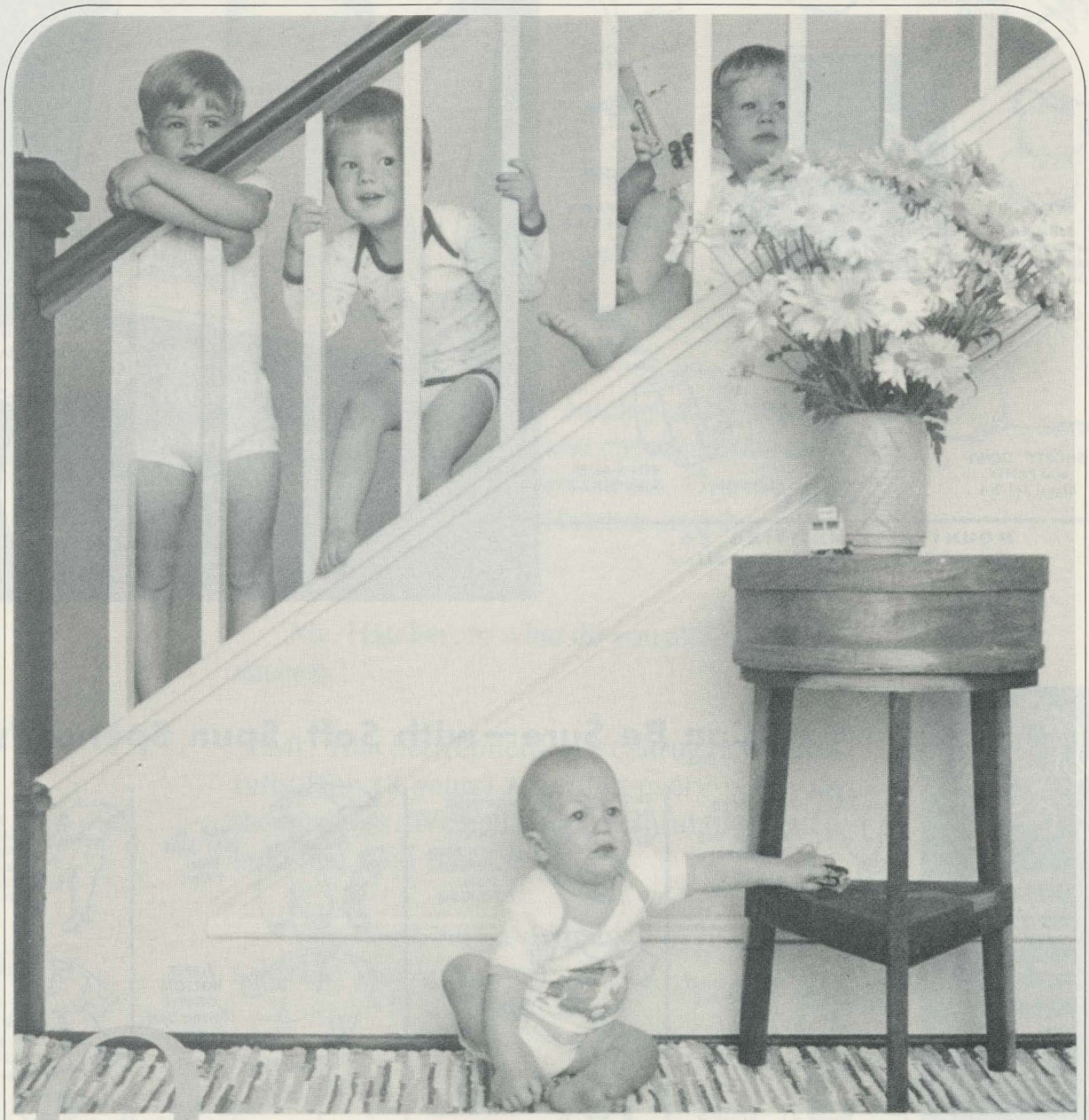
*Sleepwear meets flame retardant standards in comfort and style.

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TREVIRA®
...beyond natural.

D.J. O'Dell's daughter-in-law and grandson.

Spencer's
BABY AND CHILDREN'S WEAR



Oooh, look at Mrs. Michaels. Doesn't she look just like a fairy princess? And all the men are penguins. When are we going to be old enough for parties? Let's just show up in our Spencer's Tiny Treasures.

Photograph by Steen Svensson

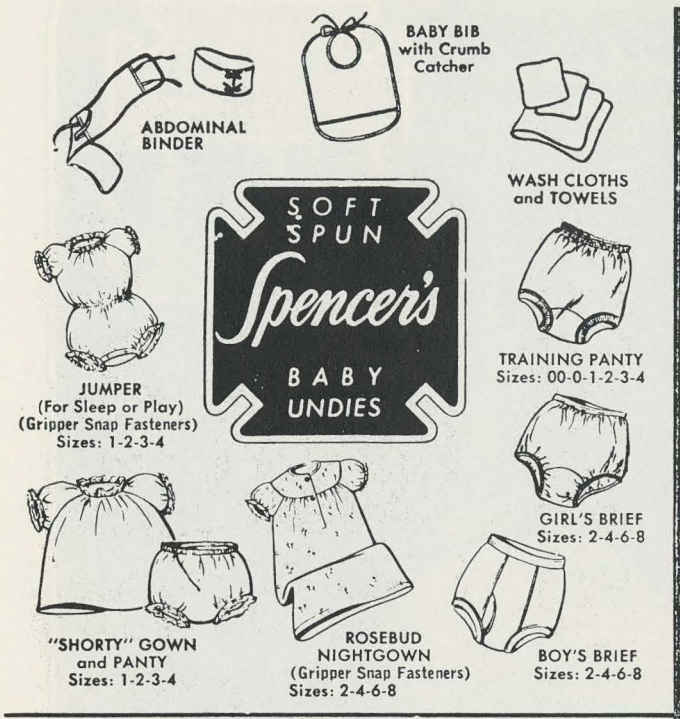
100% TREVIRA® polyester.

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TREVIRA®

Will Cannon, James Crossingham, Josh Gammons and Burton Slate's grandson, Michael.



MOUNT AIRY KNITTING CO.
Mount Airy, North Carolina





You Can Be Sure—with Soft-Spun Spencer's

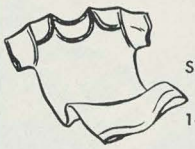

GRIPPER TAB SHIRT
(Gripper Snap Fasteners)
Sizes: 1-2-3-4-5-6


DIAPER SHIRT
Sizes: S-M-L


CHILD'S T SHIRT
Sizes: 2-4-6-8


TIE-SIDE SHIRT
Sizes: 1-2-3-4-5-6


GRIPPER FRONT SHIRT
(Gripper Snap Fasteners)
Sizes: 1-2-3-4-5-6


LAP SHOULDER SHIRT
Sizes: 1-2-3-4-5-6

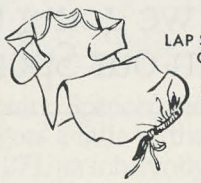

SLEEVELESS SHIRT
Sizes: 1-2-3-4-5-6

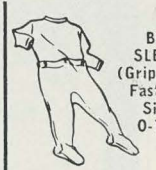

GRIPPER GOWN
(Gripper Snap Fasteners)
Size: 1 Only


NAP 'N' PLAY SUIT
Size:
1 Only


ZIPPER BOTTOM GOWN
(Gripper Snap Fasteners)
Size:
1 Only


SKI PAJAMA
Sizes: 4-6-8


LAP SHOULDER GOWN
Size:
1 Only


BABY SLEEPER
(Gripper Snap Fasteners)
Sizes:
0-1-2-3


BABY KIMONO
Size: 1 Only


BABY SACQUE
Size: 1 Only

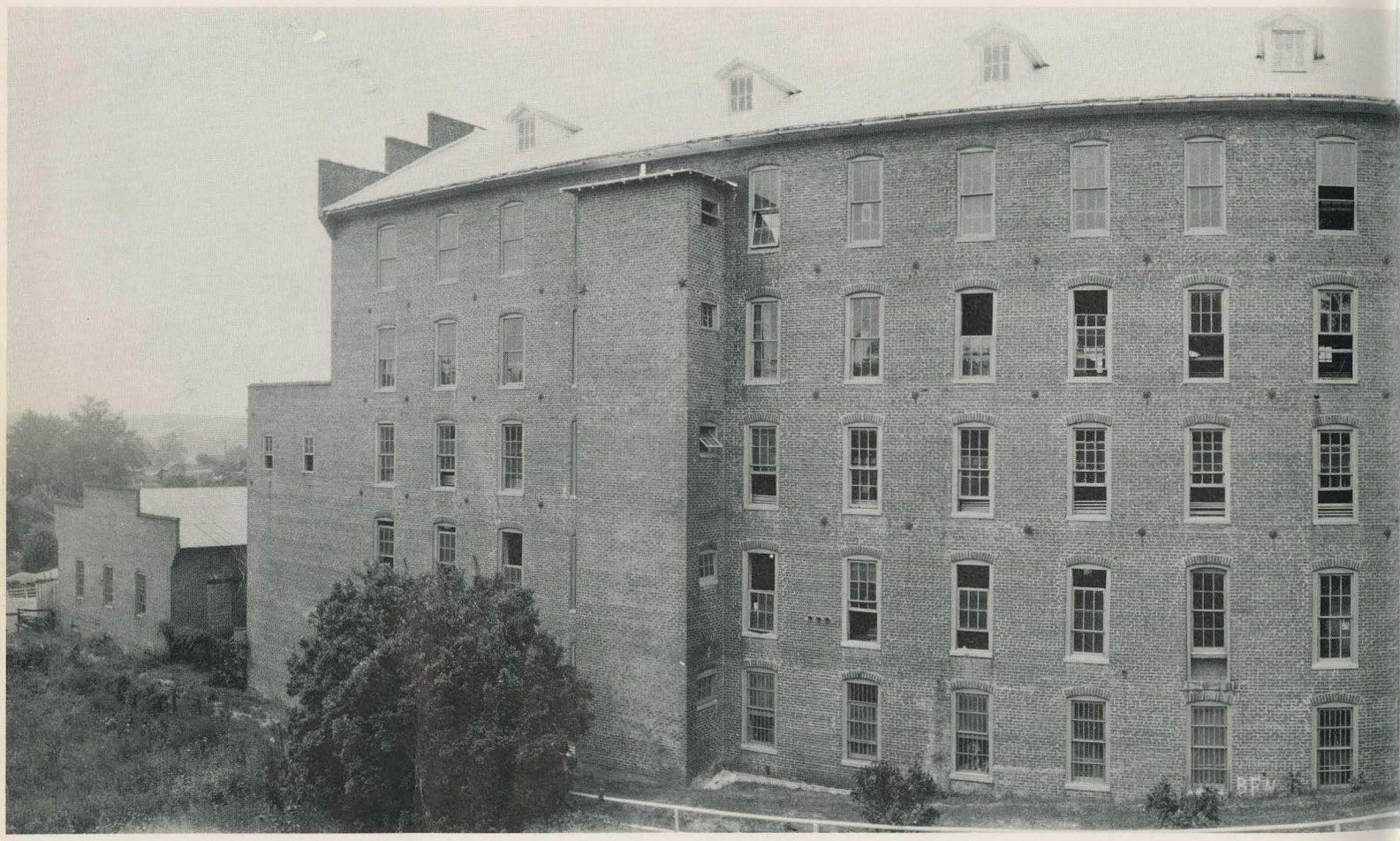

2-PIECE PAJAMA
(Gripper Snap Fasteners)
Sizes:
1-2-3-4

Mr. Roy Apple was employed by the Internal Revenue Service and checked Spencer's tax information for many years. One day he was talking with Mr. Hatcher and he asked him:

''Mr. Hatcher, to what do you attribute your success?''

Mr. Hatcher replied, ''We struggled faithfully (for 18 years) returning every penny to the business. We had good, faithful, dedicated help and God blessed us.''

''You can't beat a combination like that,'' said Mr. Apple.





Mt. Airy Knitting Company in the Early Years