FEDERAL BUREAU OF INVESTIGATION

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TITLE	CHARACTER OF CASE
KEASBEY AND MATTISON COMPANY Ambler, Pennsylvania CONFIDENTIAL	PLANT SURVEY

SYNOPSIS OF FACTS: Keasbey & Mattison Company Plant at Ambler, Pennsylvania survey and recommendations set forth.

- F -

DETAILS: AT AMBLER, PA:

This is the survey of the plant of Keasbey & Mattison Company situated at Ambler, Pennsylvania, the post office address being Ambler and the location of the plant in that city being at the intersection of Butler and Maple Streets. This plant is engaged in the manufacture of asbestos and magnesia products. It is said to be one of the oldest such concerns in the United States having been in operation since 1869. It is likewise said to be one of the principal producers of magnesia products in this country, producing about one-third of the pharmaceutical magnesia produced in this country. At first this plant was composed principally of what is now known as Plant No. 1 which is the shingle mill, and that organization was the property of Dr. MATTISON. Later Dr. MATTISON and Mr. KEASBEY combined their resources and erected the forerunner of the present plant. It was operated for many years as a partnership jointly owned by Mr. KEASBEY and Dr. MATTISON until in the year 1926 when Dr. MATTISON purchased the interests of Mr. KEASBEY. In the financial depression which was general throughout this country in the years following this purchase Dr. MATTISON became financially involved, sold a great deal of stock in his company to local people at Ambler and the concern became very heavily involved under a bonded indebtedness. During these years Dr. MATTISON died and in

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the early years of the 1930s an English concern, Turner & Newall, Limited, Rochdale, Lancshire, England commenced the purchase of the outstanding stock. Majority control was acquired by this concern on February 10, 1934 and the last outstanding stocks and bonds of the company were acquired in December 1936. Turner & Newall are engaged in the production of asbestos products in England and likewise own another concern in the United States which is Ferodo & Asbestos, located at New Brunswick, New Jersey. There is no connection with the operations of Ferodo & Asbestos and of Keasbey & Mattison, these plants being entirely separate and distinct the only relationship being in the fact that the stock is owned by the same company. Keasbey & Mattison is a Pennsylvania corporation, having been chartered in November 1892. The present officers of KEASBEY & MATTISON COMPANY are:

ERNEST MUEHLECK, President
WILLIAM C. SCOTT, Vice President in Charge of Finance and Sales.
J. W. LEDEBOER, Vice President in Charge of Manufacturing.
W. S. ACUFF, Junior Sales Director
F. W. COCKER, Secretary

Of these men the Board of Directors is composed of Mr. MUEHLECK, Mr. SCOTT, Mr. LEDEBOER, and Mr. ACUFF.

The official of this plant to contact in connection with plant protection is Mr. J. W. LEDEBOER.

At the present time the official in charge of the watchmen and who will in all probability be directly responsible for the guarding of the plant is Mr. H. C. KINNEY who is the chief engineer of Plants 4 and 5 which comprise the greater part of this plant where the majority of the personnel is employed.

The bulk of the products of this plant are:

asbestos-cement shingles
asbestos-cement electric panelling
asbestos-cement moulding
electrical appliances and parts
asbestos and magnesia insulating material
rubberized asbestos cloth
packings
pharmaceutical magnesia
asbestos-cement pipe

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At the present time this concern is manufacturing the following products for the United States Government:

asbestos-cement pipe
asbestos-shingles
asbestos-cement electrical panelling
asbestos packing and textiles
asbestos-magnesia insulating materials

The company has recently completed a contract to provide the Government with splinter mattresses for use on battleships as protection against flying shell fragments, these mattresses having been constructed principally of asbestos and magnesia.

A — PLANT PERSONNEL

Mr. ERNEST MUEHLECK, President of Keasbey & Mattison Company was born in Philadelphia, Pennsylvania, August 15, 1895 and was educated at the Kingsley School and Stevens Institute of Technology in New Jersey. During the World War he was a non-commissioned officer in the aircraft armanent section of ordinance corps with the AEF and saw service in France. From 1919 until 1926 he was employed in the Engineering Department and later as assistant sales engineer of the Rail Joint Company, New York City at Troy, New York. From 1926 to 1934 he did consulting industrial engineering and reorganization work covering varied industries including engineering, textiles, chemicals, and rubber in the United States, Germany, and Great Britain. In 1934 he became Managing Director of Samuel Heap & Son, Textiles, Dyes, and Finishes at Rochdale, Lancshire, England, and while with this concern was a member of a committee of twelve chosen to get a scheme for the reorganization of the entire British cotton and artificial silk piece goods dying and finishing industry. In 1937 he was chosen by Turner & Newall, Limited to become the President of the Keasbey & Mattison Company and during the greater portion of that year he spent his time in the various plants of that concern in Great Britain and in their asbestos mines in Canada preparing himself for the duties he was to assume.

Mr. WILLIAM C. SCOTT, Vice President in Charge of Finance and Sales, was born in Philadelphia 1892 and never completed his high school education. He was employed by Dill & Collins Company as assistant bookkeeper and treasurer. He left the employ of that concern in 1928 for the

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reason that his employers were in grave financial difficulties. Thereafter he became the bookkeeper for the USMC Garages which concern operated a chain of garages in Philadelphia. This concern likewise fell upon financial difficultiss and in 1930 Mr. SCOTT severed his connection with it and became employed by Keasbey & Mattison Company, advancing to the position which he now holds.

Mr. J. W. LEDEBOER, Vice President in Charge of Manufacture, was born in Holland fifty-five years ago. He has been a naturalized citizen of the United States for many years and has spent his entire adult life as an employee of Keasbey & Mattison Company.

Mr. W. S. ACUFF, Sales Director, is American born and is thirty-seven years of age. He has been with Keasbey & Mattison for the past sixteen years which covers the entire period of time since he completed his education.

Mr. F. W. COCKER, Secretary, is American born and is forty-eight years of age. He has been an employee of Keasbey & Mattison for about the last eight years. Prior to that time he had been affiliated with Cocker-Weber Brush Company of Philadelphia of which his father was part owner and thereafter was employed as service manager of the Frigidaire Company in Philadelphia.

The Superintendent of Plants 1 and 2 at Ambler is Mr. E. J. PUZCHOWSKI. He is American born of Polish extraction and is a graduate of Purdue University. He is superintendent of those units of Keasbey & Mattison Company which produce asbestos-cement shingles, asbestos-cement electric panelling and millboard, and asbestos-cement mouldings. He is about thirty-five years of age and was born in Indiana in 1904 and was employed by Keasbey & Mattison in 1926.

Those units of the plant designated as Plants 4 and 5 are under the supervision of Mr. H. G. TRAVER who is forty-five years of age and a graduate of Cornell University. Mr. TRAVER was born in New York and has been employed by Keasbey & Mattison since 1930. He saw service with the American Air Force during the World War and was formerly employed by the Western Electric Company, by Mack Truck Company, and by Nash Motor Company.

Mr. A. S. BLAGDEN is a graduate of Yale University and has been employed by Keasbey & Mattison Company ever since he finished school. He is

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American born, his father having been for many years an employee of KEASBEY & MATTISON COMPANY.

H. C. KINNEY, is Chief Engineer of Plants 4 and 5, is American born and has been employed by KEASBEY & MATTISON COMPANY since about 1930 prior to which time he was employed by PHILADELPHIA ELECTRIC COMPANY. He also is in charge of the engineering work at Plant 8. He is a man of approximately forty-five years of age.

C. P. HAFF is Chief Engineer of Plants 1 & 2. He is American born and is about sixty-five years of age having been employed by KEASBEY & MATTISON for a great many years.

Exact dates on the employment of the older employees of this concern can not be obtained due to the fact that it was only a few years ago that a permanent record system was installed in the Personnel Division.

The personnel manager of this concern is C. P. ALTENRICH who is about thirty-five years of age, a native American who has come up through the ranks of KEASBEY & MATTISON having been employed by them since early manhood.

Plant officials are named by the officials of TURNER & SMALL COMPANY. The officials of that concern exercise full authority in such appointments.

Every plant official contacted by reporting agent was extremely cordial and all exhibited a complete willingness to cooperate in every possible way with the Government for the purposes of this survey. In no case was there any reluctance observed and the attitude of the officials indicated that any recommendations made by the Bureau would be very seriously considered and every possible effort would be made to put such recommendations into effect.

B - EMPLOYEES:

KEASBEY & MATTISON COMPANY has for a great many years been the principal business concern of the town of Ambler which is composed of approximately 4,000 people. At one time the owners of the plant likewise owned the majority of the real estate and operated many of the stores in Ambler but this policy was discontinued during the early 1920s. A great deal of the real estate held by the owners of the plant was sold although the plant at present owns a number of dwellings closely

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adjacent to the plant premises. As a result of this situation the officials of the plant state that practically every grown person in Ambler has been employed at one time or another by KEASBEY & MATTISON.

The employees are required to fill out an application blank a copy of which is enclosed herewith as exhibit A-1. It will be noted that the information required to be submitted in connection with the application for employment is reasonably complete although there are certain deficiencies which are being made the subject of a suggested recommendation. At present the only requirements are that an applicant be in sound physical condition and have sufficient knowledge of any mechanism which he will be required to operate.

The officials of the plant are giving consideration to requiring every applicant to present either his birth certificate or his certificate of naturalization before being employed. The company endeavors to build up a waiting list of available applicants but this list is at present quite small.

Whenever additional employees are required the foreman of the unit needing them makes a request of the personnel manager stating the class of labor he requires. Appointments are then made by the personnel manager from the list of qualified applicants.

Employees are required to submit the names and addresses of former employers and the names and addresses of three references. It is the custom to make inquiry of those names so submitted before any employees are hired. This investigation is sometimes done by letter and in cases of emergency by telephone.

It is impossible for the officials of the plant to state how many employees are working on Government material for the reason that due to the processes of manufacture almost every division of the plant is presently engaged in the manufacture of such products and consequently almost every employee from time to time performs some labor on Government material.

Approximately sixty-three aliens are now employed at the plant although the personnel records are somewhat incomplete in that regard. On February 1, 1936 an effort was made by the officials to secure general information from all employees hired prior to that date and a system was installed whereby all future applicants were to

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required to submit information regarding their birth place and status of citizenship. However, many of the employees hired prior to February 1, 1936 failed to answer questions yes/or no to the question of whether they were born in a foreign country. All those failing to provide this information have been included in the list of aliens which was prepared by the personnel division and which is attached hereto as Exhibit 1.

The status of each alien in regard to naturalization so far as the same is known to the company is included in this exhibit. Practically all of these aliens from time to time perform some duties on Government material. The majority of them, however, are employed in the Textile Department in the various processes of spinning and weaving asbestos thread and cloth. No special precautions are taken to prevent these alien employees from committing sabotage.

The only organization of a predominant foreign membership which is prevalent among the employees is The Sons Of Italy. This organization is not considered by the plant officials at the present time to be of a subversive nature and the organization has created no problem in respect to the labor. It will be noted that the majority of the aliens listed are Italians.

It has been reported to the officials, however, that two of the employees are considered to be men of suspicious tendencies. They are as follows: H. CLAYTON KRATZ, clock # 618, employed in the Packing Division, Plant No. 5, who resides at 349 Church Street, Ambler. He has been heard to make utterances indicating that he holds radical beliefs of a Communistic nature. KRATZ is said to have expressed himself as advocating the advancement of the Communist Party. KRATZ was employed on July 8, 1916 at which time he stated that he was born in the United States and was twenty-eight years of age. He is married, has no children and his present duties are the rubberizing of asbestos cloth. He is considered by the officials of the plant to be quite harmless and to be merely a man of a cranky and argumentative disposition.

The other individual referred to is CLARENCE GUIER MOORE, who was employed on October 23, 1933, having been born in Horsham, Pa. on February 16, 1907. He is now employed as a beater's helper in the Asbestos Paper Department. His residence is at 200 Penn Avenue, Souderton, Pa. He is married, has no children and is considered by the officials

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to be of a little less than average mentality. He has been reported as having been the cook of a German Bund Camp although the dates of his alleged activities and the place at which they occurred are not known to the management.

It is quite generally known among all the employees both aliens and citizens that the plant produces Government material. However, inasmuch as there is nothing to distinguish the material which will eventually be destined for Government use from other material of a similar class, the plant officials do not feel that this constitutes any problem.

The employees are members of a group insurance plan, the insurance being carried by the AETNA Life Insurance Company, Hartford, Connecticut. This insurance costs the employees twenty-six cents per week for $1,000.00, the balance of the cost being borne by the company. Employees seventy years of age and over are eligible for life insurance at a weekly cost of only fourteen cents. This insurance provides a maximum of thirteen weeks compensation for disabling injury or sickness or if the same be due to a known occupational illness. It also provides for waiver of premiums in the event of total permanent disability. A request for group insurance is made in writing on a form provided which form will be referred to later in connection with the description of the personnel files.

No employees are fingerprinted at the present time. The files on some of the older employees contain their fingerprints but the officials do not know for what purpose these prints were made or what if anything was ever done with them. There is no stipulation at the present time in any of the Government contracts handled by this plant with regard to the employment of aliens.

The system now employed requires the maintainance of complete personnel files on each employee. These files include in addition to application blanks heretofore referred to as Exhibit A-1, the following additional documents: Attendance Progress Record, Exhibit A-2; Notice To Begin Work, Exhibit A-3; Notice To Payroll Department, Exhibit A-4; Notice To Personnel Department For Employment, Exhibit A-5; Employment Record For Personnel Department, Exhibit A-6; Employee's Request For Group Insurance, Exhibit A-7; Notice To Personnel Department Of Employment Transfer, Exhibit A-8; Recommendation For Rate Change, Exhibit A-9; Notice of Separation To Personnel Department, Exhibit A-10; and Removal Notice To Payroll Department, Exhibit A-11.

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As heretofore stated the present system of maintaining personnel files has been in use only since 1936 and consequently full information on employees prior to that time is not always available.

Inasmuch as some of the processes of KEASBEY & MATTISON COMPANY, particularly the pulverizing of asbestos fiber and the cutting and sanding of asbestos-cement panelling, creates a dust and subjects to those employees working in those departments to asbestos silicosis it is required that all employees working in those departments undergo a thorough physical examination including an X-ray of the lungs. In that event a form known as applicant's physical review, a copy of which is designated as Exhibit A-12, will be found in this file.

The officials and personnel of this plant are definitely safety-minded. THOMAS DURKIN is Safety Director of the plant and his principal duties are concerned with the working conditions of the employees. All men who work in industrial dust are required to wear respirators. The company is continually alive to all means of reducing accidents by installing protective rails and other protective devices. In addition the number of days each plant has operated without an accident resulting in loss of time is posted at the door of that plant and when a plant has gone for a certain number of days without such an accident it is entitled to fly a safety flag above the building. The plant operating the greatest number of days over a given period without such an accident is rewarded by small inexpensive gifts to the employees. There is an Employee Committee in each building which meets weekly with DURKIN and other officials of the plant to discuss safety problems which may arise during the week and to make any suggestions deemed worthwhile from a standpoint of increasing the safety of the employees. The officials report that they are highly impressed with the results obtained with these measures and that they have reduced accidents to what they consider a minimum. The company issues to each employee a book of safety rules. This book is marked Ex.A-14.

C - HANDLING OF PLANT BUSINESS

Under the caption of Offical Plant Business reference has heretofore been made to the ownership of KEASBEY & MATTISON COMPANY. This concern likewise operates a plant made up of two units designated as Plants 3 & 9 in St. Louis, Missouri. These units are under the management of the officials of KEASBEY & MATTISON COMPANY heretofore mentioned and are under the immediate supervision of J. A. WIEDNER, Superintendent. These plants are engaged in the production of asbestos-cement building material and asbestos-cement pipe. Inasmuch as some of the products of this plant are designated for Government

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Also a recommendation is being set out that these St. Louis units be surveyed. MR. ERNEST MUEHLECK, President of KEASBEY & MATTISON COMPANY, requested that in the event the plants in St. Louis are surveyed that he be contacted prior to the beginning of the survey in order that he might issue instructions to his superintendent in St. Louis to help the survey in every possible manner. Accordingly a letter is being addressed to the Special Agent in Charge of the St. Louis Field Division advising him of MR. MUEHLECK's wish and he is being provided with aerial photographs of the St. Louis plants obtained from the main offices of the concern at Ambler.

KEASBEY & MATTISON COMPANY in the case of large orders often execute contracts directly with the United States Government, however, a great deal of their products, particularly building materials, are sold through distributors of KEASBEY & MATTISON directly to private contractors erecting buildings under Government contracts. In the case of the smaller orders last referred to shipment is made by the company either directly to the distributors who deliver them through the private contractors or to warehouses either in Chicago or Boston from which they are shipped to the distributors. It is customary for the distributorsthemselvesto install the asbestos-cement shingles and other building material which is of such a nature that it requires men skilled in that particular line to properly install them. Some of the products designated eventually for Government use are electric panelling and asbestos-cement mouldings to be used in switch boxes and other electrical devices. In the case of these products they are usually sold to one of the principal electrical manufacturing concerns such as GENERAL ELECTRIC and WESTINGHOUSE, both of which are large purchasers from KEASBEY & MATTISON and are shipped directly to the factories of those concerns. In the case of direct Government contracts for the products of building materials these are usually shipped and delivered to the Government at the point where they are to be used.

At the present time KEASBEY & MATTISON have large contracts for providing asbestos-cement shingles for various Army Camps, one of the largest being at Cocosolo, Panama Canal Zone. Presently deliveries of Government material are up to schedule at this plant. Government material now under construction consists largely of building material composed of asbestos-cement shingles and millboard.

Reference has heretofore been made to the splinter mattresses recently constructed under contract with the Navy Department for use on warships. As has also been stated electrical panelling and switch box parts eventually destined for Government use are being constructed under

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contract with various electrical manufacturing concerns. The officials of the plant know that such material is being constructed for Government use for the reason that such products are inspected by army and navy inspectors. One of these inspectors, Lt. F. E. LEWIS, Navy Inspector working out of the Norristown, Pa. Branch Office, was contacted by the reporting agent during the course of this survey. A discussion was held with him relative to general conditions prevailing in this plant and he stated that so far as he had observed the plant was functioning in a capable and satisfactory manner and he had no suggestions to make which he thought would improve the conditions prevailing there.

The approximate money value of Government contracts handled by KEASBEY & MATTISON at the present time is $80,624.79 according to a list compiled by the sales department.

A list of unshipped Government orders as of the week ending July 19, 1940 was broken down to show the amount of the various types of products of the plant which were to be manufactured and whether the same is a distributors sale or a direct Government sale is given below.

Unshipped Government Project Orders
Week Ending July 19, 1940

Plant	Distributor or Customer Sales	Direct Govt. Sales	Total
St. Louis – Products except Pipe	$16,308.00	—	$16,308.00
St. Louis – Pipe only	—	$1,355.14	1,355.14
Ambler – A-C Bldg. Products	35,584.03	—	35,584.03
Ambler – Paper, Millboard Pkg. & Textiles	—	11,111.56	11,111.56
Ambler – Insulations	430.00	11,741.10	12,171.10
Total Known Projects	$52,322.03	$24,207.80	$76,529.83
Value of orders we believe will ultimately be used on Government Projects	4,094.96	—	4,094.96
Grand Total	$56,416.99	$24,207.80	$80,624.79

After that list was submitted however reporting agent noticed an item in the press which indicated that this concern had just been awarded a new contract of approximately $25,000.00 of asbestos and magnesia insulating products for the Navy Department.

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All of the contracts handled by KEASBEY & MATTISON COMPANY are executed entirely within either its Ambler plant or its St. Louis Plant and the products manufactured by them for Government use are complete when shipped. Of course, in the case of products manufactured for the electrical manufacturing concerns such products must later be assembled into the complete mechanism but it is not necessary that they undergo any further manufacturing processes as when shipped they are complete even to the holes that had been drilled.

C - HANDLING OF PLANT BUSINESS

The Plant's official correspondence is handled in the following manner: All mail directed to KEASBEY & MATTISON COMPANY is placed by the authorities of the Ambler Post Office in a canvas bag owned by KEASBEY & MATTISON and provided for that purpose. The first mail received at the Plant is hauled to the main office building from the post office about 7:30 A.M. At about 8:30 A.M. any mail having arrived since the last delivery is also brought to the main office building by THOMAS RICHARDS. RICHARDS likewise makes periodic deliveries and picks up during the day. The outgoing mail leaves the main office building at about 5:00 P.M. by truck. Quite frequently the Monday morning mail is much heavier than the week-day mail due to the accumulation over the week-end and when necessary a truck is used for the purpose of transporting it. When a truck is used it is driven by JOSHUA THOMPSON, colored employee. The 7:30 A.M. mail is usually carried either by FRANK TAYLOR or EDWARD TAYLOR, brothers, who are colored janitors at the Plant. The afternoon mail is taken to the post office by one of the following individuals: WILLIAM HULLETT, JOSHUA THOMPSON, STUART ARMTON, BENJAMIN PALVIN, all colored, or by ANTHONY RICCARDI or PAUL REHSNINER, both white.

It was noted by questioning that the canvass mailbag used is not fitted with a lock. It is felt that advantage would be gained by reducing the number of individuals who from time to time share the responsibility of transporting the mail and a suggested recommendation is being set forth in that regard.

The KEASBEY & MATTISON COMPANY at Ambler, Pa. has the following decentralized units:

1. Plants 1 & 2 which are engaged in products asbestos-cement shingles, millboard, electrical panelling, and moulded parts for electrical switches and other electrical devices. These plants as heretofore stated are under the management of E. J. BUZKOWSKI and are considered as one unit and will be treated as such for the purposes of this report.

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2. Plants 4 & 5, Plant 4 being engaged in the production of pharmaceutical magnesia, magnesia, and asbestos insulating products, asbestos cloth, and asbestos paper. Plant 5 is known as the power production division and is engaged in the production of rubberized asbestos cloth, asbestos tubing for cables, gaskets, and packings. These two plants are under the supervision of H. G. TRAVER and are considered by the management as one unit. They will be so considered for purposes of this report.

3. Plant 8 is devoted exclusively to the production of asbestos-cement pipe and is under the management of A. S. BLAGDEN, JR. This plant at present is not working at full capacity. It now employs the services of one thousand and fifty-four people. It is estimated by the officials that this plant might employ the services of possibly as many as 1100 or 1200 employees if operating at full capacity. All portions of this plant are operating on a three shift basis, each employee working forty hours per week, however, this is not a permanent situation under present conditions for the reason that certain processes when performed at all must be continuous. For example in the process of manufacturing any combination of asbestos and cement the operations must be continuous or they would result in a great deal of material being lost due to the fact that any material not completely made up at the close of business would be ruined by the solidification or the setting up of the cement before the resuming of ope ations on the following day.

The officials estimated the maximum output of their plant as follows:

Asbestos millboard estimated on a standard of 1/8" to 1/2" in thickness, 48" by 48", 150 tons per month. "Ten cut" asbestos yarn, 216, 690 lbs per month. Finishing magnesia and asbestos insulating products, 450 tons per month. Asbestos paper only, 600 tons per month or (normal average of asbestos wool felt and sponge felt, 540 tons per month). Pressure pipe, 493 tons per month. Cable conduit, 149 tons per month. Asbestos-cement shingles and millboard if size and thickness according to present distribution of size and thickness, 6,402 tons per month. All of the above estimates are based on employees working 200 hours per month which is in excess of the present 160 hours per month which is in effect.

The types of power used throughout this plant are steam, electricity, and oil hydraulic. Steam power is generated in the power house which

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is Building 16 on Chart 1. There are nine boilers in the power house, eight of these are in condition for use, but at present only five are used. The steam generated in the five boilers is used for heating the various buildings of the entire plant and is also used for the generating of electric current in the power house which is designated as Building 19 on Chart 2. Steam for heating the buildings of Plants 4 and 5, the main office building and the other buildings located in the immediate proximity of both plants, is transmitted through pipes underground. Steam for heating Plant 1 is transmitted similarly.

The steam for Plant 2 passes through a pipe which is above ground leading from Plant 1 to Plant 2 and will be noted in photograph 11. Steam for heating Plant 8 is transmitted through a five inch pipe suspended on posts about five feet above the ground until it reaches the sub-station from which current is provided by the Philadelphia Electric Company is obtained. From that point it passes underground into the plant premises, the point at which it proceeds underground being represented by photograph 4. It will be readily observed that these steam lines to Plants 8 and 2 are vulnerable points inasmuch as the disabling of the lines which are entirely unprotected would during severe weather make it impossible to operate those two plants. Consequently, a suggested recommendation is being set out in that regard.

Steam is transmitted from the boiler house to the power house through pipes which pass through a tunnel underground passing underneath Building 17 and entering the power house from underneath. This tunnel is noted on Chart 2. There is an opening into this tunnel for purposes of ventilation between the power house and Building 17 in the alleyway, this opening of brick extending about two or three inches above the level of the ground and with a concrete slab overhead. It would be easily possible for a saboteur to drop an explosive missile into this opening or to dislodge the concrete slab and crawl into it and to disable the steam pipes leading to the power house. Consequently, a suggested recommendation is being set forth in that regard. The only other opening into the steam tunnel with the exception of this opening is in the power house and boiler house. This is an opening located in the basement of Building 17 on Chart 2. This opening is for the purpose of admitting workmen who have occasion to repair the steam pipes and according to the plant officials is not very often used. This opening likewise offers an opportunity to a saboteur and consequently a suggested recommendation is being set out to the effect that this opening be kept under lock and key.

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In the power house are located two steam driven generators of 1250 volts capacity, one being of General Electric make and the other of Westinghouse make. The current passes from these generators into a battery of transformers located on the south side of the power house where it is stepped down to 220 volts for distribution to Plants #1, #2, #4, and #5. There is no provision made for transmitting current from the plant power house to Plant #8. This company has made arrangements with the Philadelphia Electric Company for the purchase monthly of a designated block of current. This block is not ordinarily sufficient to operate the plant for a period of one month and accordingly power generated in the power house is being used simultaneously in some portions of the plant. Wiring is installed by which Plants 1, 2, 4, and 5 may operate either on Philadelphia Electric current or the current generated on the premises. Each plant has its own battery of transformers which reduce the current transmitted to them from 220 to 110 volts.

The lines of the Philadelphia Electric Company cross the premises of KEASBEY & MATTISON COMPANY between Plants 5 and 8 at a point approximately 500 yards from Plant #4 and about 150 yards from Plant #8. It is transmitted from the Philadelphia Electric Lines at this point to the sub-station which is the property of KEASBEY & MATTISON COMPANY. This sub-station contains a battery of transformers and is enclosed by an all metal fence topped with barbed wire as can be seen from examination of photograph #3. The current of the Philadelphia Electric Lines is 32,000 volts, the sub-station stepping it down to 4400 volts. It can then either be transmitted to the sub-station at the power house where it is reduced to 220 volts and then transmitted through the KEASBEY & MATTISON Lines to the sub-stations at the various plants or it can be transmitted directly from the sub-station to the transformers of the various plants. There is no regular panel switch located in the power house for the purpose of transmitting the Philadelphia Electric current through the power house and into the transformers but this can be accomplished by the installation of jumpers. In the event of the failure of current from this particular Philadelphia Electric Company Line another source of power is available through another line of the Philadelphia Electric Company's which approaches Ambler from the east. Connections with this line are maintained through another power line which enters the plant premises from the northeast on Maple Street and which terminates just north of Building #2 on Chart #1. Connections are not maintained at the present time for the use of this line but installation of a disconnect switch which the officials of the plant advise can be installed in a matter of a

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few hours on a switchboard which is presently located at the end of this line will make that source of power available for plant purposes. In the event of the complete failure of power from the Philadelphia Electric Company the power generated on the premises would be insufficient to meet the needs of all units of the plant if operated at anything approaching full capacity. However, it has been ascertained from the Philadelphia Electric Company that it has many power lines criss-crossing this section of the country and has available a number of portable transformers which can be loaded into a truck and installed at sub-stations to take the place of any other transformers which may have failed or may have been demolished through sabotage. The plant officials therefore feel that they have little to fear from the standpoint of the continued maintenance of their source of electrical power. In the event all other sources should fail the officials feel that they could obtain a large supply of power for a limited time from the power lines of the Reading Railroad Company which at Ambler is electrified and which maintains a sub-station in the town of Ambler. No contact has been made by the officials of Keasbey & Mattison with the Reading Railroad for the purpose of discussing such a possibility and it was not deemed advisable that reporting agent make such contact. However, a suggested recommendation is being set forth to the effect that the officials of Keasbey & Mattison contact the Reading Railroad Company officials in that regard as an extra precaution. It might be noted at this point that this concern is a highly valued customer of the Reading Railroad Company inasmuch as it receives and sends a great deal of freight over this railroad.

The machinery in Plant 8 for the construction of asbestos-cement pipes is powered by oil-hydraulic motors. These motors are imported from Balogna, Italy and make use of a comparatively recent development by which power is obtained through a hydraulic process resulting from the circulation of oil through these motors.

Keasbey & Mattison Company have maintenance men and machines shops on their premises and are ready to reproduce any small machine parts which may be broken in the course of the plants operations. Many additional parts are kept on hand for machines which are subject to more or less frequent breakdowns. In the event of the failure of the power house sufficient current could be purchased from the Philadelphia Electric Company to operate all units of the plant. Consequently, the

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destruction of the boiler house would not hamper the plant's operations to any great extent unless it occurred during the winter, but if it occurred at that time it would quite naturally be a serious handicap inasmuch as those buildings depending on steam heat would be practically untenantable during severe weather. Another small boiler house is located on the premises of Plant #2. Two boilers are installed there of 127 horsepower each. This boiler house is not used at the present time but is in condition and could be readily made available as an auxiliary source of steam. However, it is so small that the officials stated that it would not be sufficient for the steam requirements of Plants 1 and 2.

During the year 1939 Keasbey & Mattison Company used about 42,000 tons of coal in their operations. A sufficient supply to last the plant under normal conditions for a period of three weeks is constantly maintained on hand.

As stated heretofore the plant maintains a list of eligible applicants in reserve but it is not considered that this reserve would provide adequate replacement during some unforeseen emergency. The majority of labor used in this plant is at least of a semi-skilled class. The minimum hourly wage is about 58 cents. This type of labor naturally is not available in abundance.

The principl raw materials used in the manufacture of Government products in Plants 1 and 2 which produce building materials are asbestos fiber and cement. Most of the asbestos fiber used in this division of the plant is obtained from Canada where Turner and Newall, Limited own extensive asbestos mines at the town of Thetford. These mines were formerly owned by Mr. Keasbey and Dr. Mattison, the founders of Keasbey & Mattison Company and were taken over by the British organization. They are not now considered a part of Keasbey & Mattison, but their products will be available to Keasbey & Mattison Company as long as the mines and Keasbey & Mattison are owned by the same concern. In anticipation of transportation difficulties which might arise as a result of the present war in Europe, Mr. MUEHLECK put in a vast additional stock of asbestos to the extent of about $150,000.00 in value. The asbestos as it arrives at the Plant of Keasbey & Mattison is in a refined state having been crushed and the usual rock removed from the fiber. The only process through which it must go before being manufactured is that of being put through the breakers which consist of large stones similar to mill stones which roll around over the fiber giving a pressing and at the same time a twisting motion to pulverize

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the knots or speculés as they are called which are present in the fiber before this process takes place. This fiber is put up in large burlap sacks and due to the fact that the plant has no facilities for storing such a large amount of fiber it is presently stored in the yard adjacent to Plant #1 and is covered with tarpaulin. Mr. MUEHLECK stated that the fiber is not damaged by exposure to the elements but that if it is wet it does not work quite so easily.

In the manufacture of asbestos magnesia insulating products a longer fiber is used than that used in the manufacture of building materials. The longest asbestos fiber is obtained from mines in Southern Rhodesia, Africa, but at the present time there has been no shortage of this fiber and there has been no difficulty in obtaining it. Should this fiber fail however it would be difficult to obtain a long fiber on this continent. Nevertheless the insulating products could still be manufactured although because of the great density which such products have when constructed of shorter fiber, the insulating quality would not be so good. The longest fiber used in this plant is the Southern Rhodesia fiber of extreme length and is used in the spinning of yarn and in the manufacture of asbestos cloth. Short fiber will not spin and is not adapted to such manufacturing processes. It is possible if an extremely long fiber is obtained to spin thread and manufacture cloth out of pure asbestos for some of the cloth products which are to be subjected to extreme degrees of temperature. A small amount of cotton is mixed with the asbestos to improve its spinning qualities. The curtailing of the supply of asbestos from Southern Rhodesia would seriously handicap the Textile Department as there is no other known supply which is adapted to this type of work. The cotton which is sometimes mixed with the asbestos in the Textile Department is of the quality commonly available throughout the United States, being widely produced in the Southern States.

Mr. MUEHLECK advised that there are asbestos mines in Arizona and New Mexico and that the fiber produced in these mines compares favorably with the Canadian fiber for ordinary processes of manufacture, but of course it is not adapted to spinning. He stated further however that due to the inaccessability of the mines in the Western part of the United States that the fiber obtained from them is more expensive than that obtained from Canada where the mines are more readily accessible.

The cement used widely in the manufacture of asbestos-cement building material is of the Portland cement variety which is commonly produced

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by a great number of concerns in the United States. At present cement is being purchased from several different firms and a considerable reserve supply is kept on hand in sacks. This reserve is used up from time to time to prevent it from getting old and is replaced with a new supply. Ordinarily the cement comes unsacked in freight cars and is unloaded from them by suction pumps. Various cement plants are located within fifteen miles of Ambler and should railroad facilities fail sufficient cement could be obtained by truck. It will be noted that all products of Plants 1 and 2 could be manufactured from Canadian asbestos fiber.

The raw materials used in Plants 4 and 5 are principally magnesia, asbestos fiber, and crude rubber. The source of the asbestos fiber has previously been mentioned. The magnesia is obtained from dolomite rock which is commonly found in the vicinity of Ambler. At the present time KEASBEY & MATTISON COMPANY own quarries from which a satisfactory supply of dolomite rock could be obtained but the company finds it more economical to purchase this rock from a private concern. There is no problem concerning the continued supply of this rock due to the fact that it is very common in this region. The magnesia extracted from this rock is mixed with asbestos fiber of a grade somewhat longer than that found in Canada and in Western United States. It is moulded into shape and heated to retain that shape in the manufacture of heat insulations. By the selection of the higher grades of fiber found on this continent a satisfactory asbestos can be obtained without the necessity of importing it from Africa.

In the construction of asbestos paper a very short fiber is ordinarily satisfactory. The crude rubber used in Plant #5 which is combined with asbestos to produce gaskets and various packing products is ordinarily obtained from the Dutch East Indies and the supply of this rubber has become somewhat limited due to war conditions. No unusual grade of rubber is required for this process but the officials consider it unlikely that the supply would fail. In the event of a complete failure of the crude rubber supply the continuation of production would be dependent upon obtaining a satisfactory synthetic rubber.

The raw materials principally used in Plant #8 are common grades of asbestos fiber and Portland cement. The sources of supply of which have been previously been discussed.

The only processing material used in connection with the products of Plants #1 and 2 is asphalt which is used in the impregnating of panels

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to make them waterproof. This asphalt comes originally from the ordinary commercial grades on sale in this country which as a rule arrive from South and Central America. The supply is not limited and under present conditions there is no threat that it might be curtailed.

In the extraction of magnesia from the dolomite rock in Plant #4 a vast amount of coke is used. This is of an ordinary commercial grade, is bought on the open market and the supply is in no way limited. In Plant #5 considerable gasoline and naptha are used as rubber solvents. These likewise are of ordinary commercial grades and can be readily obtained on the open market. No processing materials are used in the operations of Plant #8.

With only few exceptions the Government materials produced by KEASBEY & MATTISON COMPANY are finished in the Plant Unit in which they are begun. There are however a few exceptions one being the panelling and millboard which is impregnated with asphalt in Plant #2 after having been constructed in Plant #1. These products are likewise sanded and finished and lacquered in Plant #2 which is the finishing department for this class of products. Rubberized asbestos cloth moves from Plant #4 to Plant #5 to have the rubberizing material applied. These are practically the sole exceptions to the rule that all products are finished in the Plant in which they are begun.

The processes carried on in the various plants at night are in no way different from those carried on during the day. The only difference is that fewer men are employed on the night shift, only enough being used to prevent the material in the process of manufacture from solidifying and to enable the day shift to pick up its duties and proceed without interruptions.

D- PHYSICAL DESCRIPTION OF PLANT

KEASBEY & MATTISON COMPANY is located in Ambler, Pa., about 20 miles from downtown, Philadelphia. The plant premises extend in a general northerly and southerly direction along the right-of-way of the Reading Railroad Company which at that point is electrified. The principal offices of the plant are located at the intersection of Butler Street and Maple Avenue. Plants #4 and #5 are situated just behind the main office building and plants #1 and #2 are just across Butler Street from it, both being located adjacent to the railroad right-of-way. Plant #8 is located a little more than 3/4 of a mile

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in a general southerly direction from the main office building and on the opposite side of the railroad right-of-way. The Plant owns approximately 90 to 100 acres of land surrounding its buildings and owns a number of residences immediately adjacent to it.

This Plant comprises approximately 75 different buildings of various types of construction. Some buildings are constructed of brick, some of asbestos millboard, and some of wood. The construction and location of these buildings can be ascertained by reference to Charts 1, 2, 3, 4, and 5. It should be borne in mind that this plant has been growing over a period of a great many years as a consequence of which many of the buildings are quite old and are of a rambly style architecture. Some of the smaller buildings consist of only one story while some contain as many as four stories. A detailed description of each building is not being included in this report for the reason that it would make the report unnecessarily voluminous and this information can readily be obtained by reference to the aforementioned charts.

The main office building which is indicated on Chart 1 and pictured in Photograph 50 contains the following offices: Executive, Sales, Advertising, Engineering, Purchasing, Secretarial, Accounting, Payroll, Insurance, Stenographic, Mailing, and Central Automatic Telephone System. Plant 1 contains ten offices including the offices of the Superintendent, the Shipping Department of that particular unit, the Maintenance Department, the Chemical Laboratory, and the drilling rooms in connection with the laboratory. Plant 2 contains two offices occupied by the foreman of that plant and by the shipping clerk. The various buildings of Plant 4 contain ten offices: the principal offices of the Superintendent Mr. H. G. McVEY, Drafting Room, and the chemical laboratory for that plant being located in Building 13 on Chart 1. The machine shop office is also located in that building. The offices of the Chief Engineer are located in Building 12 on Chart 1. The remaining offices are scattered throughout the various buildings of this plant, this being necessitated by the fact that the foremen of such departments as textiles, magnesia, heat insulation, and asbestos paper must have their own offices. Two offices are located in Plant 5 in Buildings 35 and 36 on Chart 2. There are two offices in Building 1 of Plant 3, Chart 3. These offices are for the superintendent and the shipping clerk of that plant.

There are three entrances by gates to Plants 4 and 5 and one railroad gate. One of these entrances is known as the main entrance and is located at the south end of Maple Street. This is the entrance

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commonly used by all employees working in Plants 4 and 5. From this entrance the employees of Plant #4 can pass directly to the Buildings in which they are employed. The employees working in Plant #5 ordinarily pass through the buildings of Plant #4 but it is possible for them to go around those buildings and reach Plant #5 through a gate located on the west side of the power house, Building #19 on Chart #2. A suggested recommendation is being set out to the effect that these employees of Plant 5 be required to report to work and to pass through the Chestnut Street gate which is located at the Southern end of that street on the west side of Building #27 from Chart #2. The Maple Street gate is constructed of wire and is connected with a substantial wire mesh fence. There is a small gateway at this point for men on foot, the large gate being used to admit trucks. There is a watchman on duty in a small guard house at this entrance from 8:00 A.M. to 6:00 P.M. This entrance is represented by photograph #14. This entrance is used also by trucks delivering dolomite rock. These trucks enter this gate and then pass through a driveway which is indicated in Building #5 on Chart #1 proceeding to a room adjoining that in which the dolomite bins are located where they dump their rock. In passing through this passageway the trucks go through a drumbridge which is used for the purpose of permitting the employees to pass from one portion of the plant to another. The driveway through this building which is used by the trucks is represented by photograph #51. It will be noted that the opportunity presents itself for a saboteur to conceal an explosive substance in a load of rock and thus have it transmitted directly into the plant. This possibility is made the subject of a suggested recommendation.

The entrance known as the Chestnut Street gate is used almost exclusively by trucks which are used to a large extent for shipping the products of Plant 4. The watchman is stationed at this gate from 6:00 A.M. to 6:00 P.M. Those trucking companies which regularly serve KEASBEY & MATTISON COMPANY as a means of transportation are admitted at this gate without being required to present a pass and upon this gate proceed through the yard area between the Plants 4 and 5 to the shipping platform on the east side of Plant 4. No examination is made of these trucks or their contents and all trucks admitted at this gate are allowed to proceed unattended to the shipping platform. The method of handling these trucks is made the subject of a suggested recommendation.

Other trucks using this entrance consist principally of trucks used to haul away ashes which are given away by the plant. The drivers of these trucks are required to present passes before gaining admittance.

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The gate located at this entrance and the fence which it adjoins are constructed of wood, the fence being about five and one-half feet high and the gate much lower.

The entrance to the west side of Building #19 is of wire mesh connecting the fence of the same material. There is a small guardhouse located at this gate but customarily this gate stands open and no watchman is on duty there. The principal use of this gate at present is for the KEASBEY & MATTISON trucks making deliveries or having other business around the power house. It is to be noted that that gate can be reached from Chestnut Street without passing through any other gate or any production areas. Consequently it would be readily possible for an outsider to obtain entrance to Plants #4 and 5 by entering this gate from Chestnut Street walking between the residences on that street and directly to the gate. A person entering in this manner would not be likely to be observed. This gate is ordinarily kept locked at night, but is left open and unattended during the day. This gate is represented by Photograph #17.

A railroad gate leading into the premises of Plants #4 and 5 is located at the north end of Building #33 on Chart #2. This gate is equipped with two locks, the keys of one being in the custody of the Reading Railroad Company and the keys to the other in the custody of the officials of KEASBEY & MATTISON. This gate is represented by photograph #15. This gate is of a substantial construction being of wire mesh and sturdily reinforced with iron braces.

The principal entrance of Plant #1 is located in the South end of that building and is reached by a flight of spiral steps. This entrance is located adjacent to the offices of this plant and is kept locked at all times when there is no one in attendance there. This entrance is represented by photograph #10.

The truck entrance of plant #1 is located on Maple Street at the north end of Building #6 on Chart #3 and is represented by photograph number 11. This gate is of wire mesh and connects with a fence of the same material but ordinarily stands open and unattended during the day, being closed and locked at night. Access may be had from Plant #1 to Plant #2 through a gate located in Building #8 on Chart #4. This gate is of wooden construction and is ordinarily left open and unattended during the day and is supposed to be locked at night. Another entrance to Plant #2 is located opposite Maple Street at the South end of Building #9 on Chart #4. This gate is of wire mesh connecting

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with a fence of the same material and ordinarily stands open and unattended during the day being closed and locked at night. This entrance is represented by photograph #12. The only remaining entrance to plant #2 is a gate on the east which opens upon a drive parallel to the Reading Railroad. This gate which is represented by photograph #13 is of wire mesh construction and top surmounted by barbed wire. It is open and unattended during the day and locked at night.

The truck loading platform of plant #2 is located at the north end of that plant and the yard area immediately adjacent thereto is enclosed by a sturdy wire mesh fence of comparatively recent construction surmounted with barbed wire. This fence is represented by photograph #19. This gate customarily stays open and unattended during the day but is closed and locked at night. Access to this yard area may likewise be had through the railroad gate at the northwest corner of Building #5 Chart #5. This gate is likewise of wire mesh construction surmounted by barbed wire and is represented by photograph #20. This gate ordinarily is secured by two locks, KEASBEY & MATTISON officials are in possession of one of these keys, and the Reading Railroad is in possession of the other.

The employees main entrance to plant #2 through a door located on the east side of Building #1 on Chart #5 after passing through an open passageway between Buildings 3 and 4. This passageway is indicated by a shaded portion on Chart #5. A watchman is stationed on duty at this door when the employees enter to commence work. He is there for the purpose of seeing that no one enters except the employees. This door however is left open and unattended while work is going on in this plant although it is closed and locked when operations are suspended.

The principal entrance to the main office building designated as such on Chart #1 is from Butler Street and is pictured in photograph #50. A receptionist is on duty within this building and anyone entering is stopped by her. There is another entrance to this building on the West side of Maple Street which is unguarded but anyone entering comes into the room occupied by a great number of clerical employees and it is impossible to enter unobserved during the day. Both of these entrances are kept locked at night.

From the above it will be seen that the entrances to the various units of this plant are fourteen in number. This however does not take into

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consideration the points from which entrances can be obtained through unfenced yard areas which will be discussed in a later paragraph of this report.

Generally speaking most of the windows of the buildings making up this plant are unprotected. It was noticed by reporting agent that some of the windows on the loading platform of Buildings 1, 3, and 5 Chart #3 are protected by a heavy grade of wire mesh while others are unprotected. This platform is pictured by photograph #34. Inasmuch as this plat form is unprotected by a fence a suggested recommendation is being set out to the effect that protection be afforded these windows. The first story windows on the west or Maple Street side of Buildings #1, 3, 5 which are along Maple Street are protected by substantial wire screening as will be noted by reference to photographs #21 and #22. The second story windows are unprotected but are at a considerable height above the ground.

Plant #2, Chart #4 has outside windows on the north side of Buildings #2 and #5 and on the west side of Buildings #5, #6, #8, and #11. Some of the windows on the north side are protected by substantial wire screening while others are unprotected. The officials of the plant could give no reason why protection was afforded some windows and not others. The windows on the west side which is the Maple Street side are unprotected as will be observed by reference to photograph #7.

Some of the windows on the east side of those buildings making up plant #4 are provided with substantial protective screenings while others are unprotected. It is felt that this situation should be corrected. The windows of the boiler house are unprotected as appears by reference to photograph #1. These windows are large and numerous and inasmuch as a suggested recommendation is being set out in connection with the fences of the plant which it is in, it is felt it will provide adequate protection for these windows, no recommendation is being made that they be provided with protected screenings.

Concerning the buildings which make up Plant #5 the only windows which will be exposed if the suggested recommendation concerning fences is carried out, are the windows in the south walls of Buildings #33, 34, 35, 36, and 37 or Chart #2. All of these windows are provided with various substantial steel mesh screens as will appear by reference to photograph #33.

The windows of the buildings making up plant #8 are afforded no protection whatever. It will be noted that this building is unprotected

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by fence except at the north end where the truck loading platform is located. The windows on the east side of this building are pictured in Photograph 23. On the west side of this plant it was noted that the windows are likewise unprotected. It was further noted that the two basement windows appearing in the foreground of Photograph 24 are loose and ajar permitting trespassers readily access into the basement and from the basement into the main buildings of the plant. A suggested recommendation is being set out in that regard. It will likewise be noted that windows of the dispensary which are pictured in Photograph 53 are likewise unprotected. It is felt that these windows should have protection inasmuch as the personnel offices are maintained in the same building.

The fencing situation at this plant is very incomplete and inadequate. The south end of Plant 1 is entirely unfenced as represented by Photograph 25. The east side of the buildings making up this unit is parallel with the railroad right of way and almost flush with it. The loading platform on that side as stated heretofore is without protection. This loading platform connects at the southeast corner Plant 1 with the concrete loading platform used by trucks on the north end of that plant. Although a steel mesh fence extends from the north end of Building 6 on Chart 3 to the stone wall on the south bank of Rose Valley Creek which runs between Plants 1 and 2, this fence is not in a sound condition, and has been permitted to fall into disrepair and during a part of its course is at the bottom of an earthen bank on a higher level than the fence thus making it possible for trespassers to climb over this fence under cover of night without being observed even should a watchman be patrolling the yard area. The east side of this yard area is entirely unprotected by fence from the north end of Plant 1 to the fence which encloses the Plant 2. In addition, this yard area of Plant 1 is used as a stacking ground for a great deal of cement, asbestos building material, and it would be possible for a trespasser to approach very close to the buildings of Plant 1 during the night by taking advantage of the building material so stacked on the yard. The condition of this yard area is pictured in Photograph 26.

Rose Valley Creek runs between Plants 1 and 2. The level of the yard area of Plant 2 is lower than that of Plant 1, access being gained to Plant 2 through building number 8 as heretofore described. On the south side of Rose Valley Creek there is a stone wall about eight feet in height which serves as a retaining wall to prevent the soil of the yard of Plant 1 from being washed away. The fence

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On the Maple Street side of the yard of Plant 1 adjoins this stone wall as does the short portion of the fence from Building 9 on Chart 4. A substantial steel mesh fence extends from the northeast corner of Plant 2 to the stone wall on the east side of the yard area. This fence does not completely protect the yard of Plant 2 from trespassers for the following reasons:

1. Rose Valley Creek although a very small stream, about four or five feet wide at normal stages, is subject to considerable overflow in times of heavy rains and considerable debris is swept down by it. Consequently, allowance has been made in stretching the fence over this creek to leave room underneath. It would be readily possible for a trespasser to gain entrance to the plant premises through this opening. Rose Valley Creek empties into Wissahickon Creek passing underground for a distance of about fifty years or more as it leaves the plant yard.

2. A small boiler house is located in the yard of Plant 2. It is not now being used but when in use coal was transported to it on railway cars which cross Rose Valley Creek on a trestle. This trestle is level with the ground at the point where it leaves the yard of Plant 1, but about nine feet above the ground of Plant 2. Since the yard area of Plant 1 is unprotected by fence it is readily possible for a trespasser to gain entrance to Plant 2 by walking out on the trestle and dropping a few feet to the ground. The situation prevailing at this point is pictured on Photograph 28 and the fence opening over Rose Valley Creek would be noted in the lower left hand corner of the photograph. These situations are being made the subject to a suggested recommendation.

There is no fence separating Plants 4 and 5 and the company officials see no reason why they should be separated. The yard area between Plant 4 and the main office building is enclosed on the west and north sides by a substantial steel mesh fence. This area is largely taken up by the cooling and ventilating pool used in connection with the water supply for the magnesia department. However, on the east side this area is protected only by a small wooden fence about two feet high and access can readily be had from that side to the Dorr magnesia tanks in that area. These tanks and the metal fence protecting them, are pictured in photograph 49. It is

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felt that this area should have more adequate protection inasmuch as the destruction of these Dorr Tanks would seriously cripple the production of magnesia. Furthermore, the settling and cooling pool presents an opportunity to a saboteur to cause serious damage. It was ascertained that the introduction of soluable iron or lead salts in large quantities into this water would result in the pollution of the entire system for producting magnesia to such an extent that operations would have to be shut down and the entire system thoroughly cleaned before magnesia for pharmaceutical purposes could be produced. Magnesia damaged by such salts however would not be a total loss as such matter would not render it unsuitable for use in the production of heat insulation. As a matter of information it may be stated that hourly tests are made to determine the purity of the pharmaceutical magnesia and one of the Dorr Tanks can be used for pharmaceutical and one for commercial purposes. Any magnesia not testing to the degree of purity required for pharmaceutical purposes can be diverted to the supply used for commercial purposes.

A substantial iron fence extends from the northwest of Building 2 Chart 1 across Maple Street to Building 13. A wooden fence extends between Buildings 13 and 14. There is another wooden fence from Building 27 on chart 2 across Chestnut Street to the bottom of a five foot earthen bank a short distance west of Chestnut Street. The entire southwestern yard area of Plants 4 and 5 is unprotected by fence. The fence begins again at the north corner of Building 33-A on Chart 2 at which point is located the rear gate. This fence joins a stone wall about seven feet high which proceeds north along the east property line of Keasbey & Mattison and joins Building 11 on Chart 1. It will be noted from examination of the charts that this fence system is entirely inadequate for purposes of protection. The yard area which is left exposed in the vicinity of the filter beds located a little bit northwest of Plant 5 creates a particular problem for the following reasons.:

1. South of Plant 5 is a large waste dump where the waste products resulting from the extraction of magnesia from dolomite rock is dumped and allowed to settle. This pile is quite high and affords an excellent opportunity for a trespasser to approach very near the buildings of Plant 5 without being detected. On the north side of the filter beds there is a bank about twenty feet high which would likewise afford protection to anyone approaching the plant area from the southwest. The banks of Wissahickon Creek, just southwest of Plant 5, are heavily wooded and offer an opportunity for an individual to approach under cover of the trees near enough to take advantage of the protection offered by the bank previously mentioned. Also located northwest

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of the filter beds is another enormus dump where the slurry left after the extraction of magnesia is dumped which also offers a possibility of appraaching quite near the yard without being detected. It will be further noted that there are several small buildings located between Plants 4 and 5 which obstruct the view of the yard. The factors which combine to create this situation are pictured in photographs #31, 32, and 33. This situation is being made the subject of a suggested recommendation.

2. Another problem is created by a railroad siding on railroad property which runs alongside the stone wall previously mentioned at a point opposite the boiler house. During the course of this survey freight cars were parked a great deal of the time alongside this wall and it is easily possible for a trespasser to climb up on the freight cars, jump over on the stone wall, and thus gain access to the plant. There is an alleyway between the stone wall and the boiler house which affords opportunity for concealment during the rounds made by the watchmen. This situation in respect to the parked freight cars is pictured by photograph #29 and the alleyway is pictured in photograph #1. It will be noted that this railroad spur which enters the plant area on the northeast corner of building #33A, Chart #2 mounts a trestle which is on a level with the top of the stone wall at the point where it parallels the boiler house. This trestle is for the purpose of facilitating the unloading of coal which is used in the boiler house and for unloading coke which is used in the dolomite kilns. This trestle will also serve to conceal any trespasser who might ascend the wall as heretofore mentioned and place himself underneath. Another door leading from this alleyway affords access to the building in which the aforementioned kilns are located and is used for the purpose of wheeling in coke by wheelbarrows. This coke is used in the kilns in the process of extracting magnesia from the dolomite rock. The entrance to these kilns is pictured in photograph #54. This photograph was taken from the aforementioned trestle. The possibility of sabotage being committed by introducing some explosive substance into these kilns either directly through stealth or indirectly by disguising it as a lump of coke or sealing it inside a lump of coke was discussed with H. C. KINNEY, Chief Engineer of Plants 4 and 5 and with H. G. TRAVER, Superintendent of these plants. These kilns are pictured in photograph #46 from which it will be observed that these kilns are four in number, of cylinderical construction of iron plate outside lined with fire brick. Both of the officials with whom this problem was discussed stated that they were of the opinion that it would take a

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substance of tremendous explosive force to produce any substantial damage. One reason they gave for this opinion was that the cylinderical construction of the kilns would make it very difficult for an explosion within one to damage another kiln. Furthermore, there are openings in the top of the kilns which are closed by loosely fitted covers, thus the power of any explosion except one which was very quick acting would be permitted to escape through the openings at the top of the kiln. MR. KINNEY stated that he considered it possible that if a very quick acting explosive were used in large quantities it would possibly wreck the kiln in which it was detonated but doubted seriously if either of the other kilns would be damaged. Only two of the four kilns are now in use although it is probable that the services of all four would be necessary in the event the plant were functioning at maximum capacity.

Another area which does not appear sufficiently protected is that at which six magnesia storage tanks are located at the west end of Building #14 on Chart #1. These tanks are used for the storage of magnesia after the extraction and before it is used in the processes of manufacture. These storage tanks are pictured in photograph #30 from which it will be seen that they are of wooden construction and are surrounded by a wooden fence. This fence is not substantially built, is not high enough to afford any degree of protection, and is quite close to the tanks. This area is in a measure secluded and the view from the other portions of the plant is obstructed by the surrounding buildings. There are a number of dwellings owned by KEASBEY & MATTISON and occupied largely by employees of the company which are located in close proximity to these storage tanks. The officials of the plant state that these storage tanks themselves are not absolutely essential to the proper functioning of the plant and that if they were entirely destroyed the plant could continue to operate. Nevertheless these tanks serve a purpose for the storage of magnesia and it is felt they should be given adequate protection. The principal water tank within the plant is located just west of the power house which is building #19 on Chart #2. The base of this tank and its surroundings are pictured in photograph #43 from which it is observed that a very flimsy and insecure wire fence affords the only protection for the support of this water tank and further that dwelling houses are located in close proximity to it. It is felt that this water tank should have more adequate protection.

From photograph #16 it will be noted that a large waste dump is in close proximity to the Chestnut Street entrance to the plant. This dump at that point is approximately six feet high and its surface is very uneven. Consequently, it affords an opportunity for a trespasser

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to approach from the unfenced area in the southwest portion of the plant yard quite close to the buildings located at the Chestnut Street entrance.

The only portion of Plant #8 which is protected by fence as stated heretofore is the truck loading platform and the stacking yard at the north end of the plant. The east, south, and west of these buildings is pictured on Chart #5 are thus exposed. On the south and southeast is a creek which at that pointed is wooded and offers concealment to a trespasser where he might await an opportunity to approach closer to the plant buildings. A thirty thousand gallon water tank is located on the east side of this plant and it is felt it should be provided with more adequate protection..

Considering the possibility of unauthorized entrance into the plant an opportunity is taken to mention the following circumstances:

There is a creek apparently without name which passes underneath Buildings 23 and 24 on Chart #2 which buildings are a part of Plant #4. This creek is an above ground stream flowing from the east until it reaches the grade of the Reading Railroad Company. It passes underneath this grade through a culvert and enters the property of KEASBEY & MATTISON COMPANY underground. This stream does not reappear anywhere within the premises of KEASBEY & MATTISON COMPANY and enters into Wissahickon Creek outside of the plant area. However, in the basement of Buildings #23 and 24 the culvert through which it flows can be observed. This creek is quite small and does not carry a large volume of water and it is not thought that it creates a problem from the standpoint of the possible flooding of the plant either due to natural causes or due to sabotage. However, the possibility presents itself that this stream might be used for the purpose of propelling some explosive mechanism so constructed that it would float into the culvert at a point underneath these buildings where it might be detonated. This matter is being made the subject of a suggested recommendation.

The current for lighting the plant and its grounds is obtained from that generated on the premises and that supplied by the Philadelphia Electric Company. The main office building is well lighted and street lights adequately illuminate its surroundings. Plant #1 is well lighted inside and an electric bulb suspended at the foot of the stairway leading to the main entrance to that plant as pictured in photograph #10 appears to afford adequate illumination for that area. A floodlight

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is installed on the roof of the building just above the truck loading platform. This platform is pictured in photograph #35. Although this photograph does not show the floodlight it will be noted from photograph #26. The yard area between plants 1 and 2 is used as a stacking ground for a great deal of building materials which offers cover to any individual attempting to approach this plant. Therefore, it would appear that these grounds should be well illuminated. The floodlight installed on Plant 1 was not functioning at the time this survey was made and consequently a suggested recommendation is being set forth in that regard. There is a light installed on the southeast corner of Building #8, chart #3, but it affords insufficient illumination for this yard.

The interior of buildings of plant #2 are adequately lighted. The yard lights in the vicinity of this plant appeared to be well spaced and to give adequate illumination.

The pumping station which pumps water from Wissahickon Creek into the main reservoir of KEASBEY & MATTISON which is pictured in photographs #41 and 42, is provided with light suspended from a pole. This light is connected with the pump in the pumping station and is automatically turned on whenever the pumping station is started. The purpose of this light is not for illumination but to indicate whether or not the pumping station is operating as it automatically goes off when the pumping station ceases to operate from any cause whatever. A suggested recommendation is being set out to the effect that a permanent light be installed in addition to the one now in use.

The buildings of Plant #4 appear to be adequately lighted inside although a night survey revealed several dark areas on the outside of various buildings of this plant. One dark area is the alleyway between the boiler house and building #16 on Chart #1 and buildings #15 and 17 on the same chart. Another dark area is that at the north end of the boiler house. Also the lights on the east side of the boiler house along the railroad trestle at that point appear to be inadequate. At the south end of the east side of the boiler house are two lights but it was observed that they were not being used at the time of this survey. Inquiry of H. C. KINNEY, Chief Engineer of Plants 4 and 5, produced the information that those lights were merely for the purpose of providing illumination if coal were being unloaded at night. It is felt that even if these lights were kept on at all times during the night that they would not provide sufficient illumination for that

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area between the boiler house and the stone wall along the railroad right-of-way and consequently a suggested recommendation is being set out in that regard. It is likewise considered necessary that lights installed at this point should illuminate the railroad right-of-way on the east side of the stone wall as a protection against the possibility of some individual approaching near enough to the wall under the protection of darkness to hurl some explosive missle against the boiler house. The area on the east side of the boiler house which has just been referred to is pictured in photographs #1, 29, and 54. From photograph #29 it will be observed that there is a light suspended from the corner of building #11 of Chart #1, but it is felt that this light was insufficient for the purpose of illuminating that area and that a floodlight would be much more desirable.

Another dark area on the premises of Plant #4 is that in the corner formed by the adjoining walls of the power house, building #19 on Chart #2, and building #20 on the same chart. It will be readily observed that this is a vital area of the plant due to its proximity to the power house and accordingly a suggested recommendation is being set out concerning the lighting of that area.

A floodlight is mounted on the roof of building #24 in such a position that it is intended to illuminate that area of the yard of Plants #4 and #5 around the filter beds located there. At the time of this survey it was noted that this floodlight is badly out of focus and consequently does an inadequate job of illumination. It was also noted that there is a dark area along the west wall of building #27 on Chart #2 and on the west side of building #13 on Chart #1.

The interior lighting of plant #5 appears to be adequate but the lighting of the yard area between this plant and the filter beds on Chart #2 is inadequate due to the fact that the earthen bank on the north side of the filter beds causes a shadow to fall on a wide area there and obscures it from the floodlight on building #24. It was likewise noted that the south side of Plant #5 which is unprotected by fence is inadequately lighted.

The enclosed yard at the north end of Plant #3 is well lighted by floodlights placed on the roof of that building. The interior lighting of this building appears to be quite adequate however on the east, south, and west sides of this plant the outside lights are entirely adequate.

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The yard lighting system of the various units of KEASBEY & MATTISON COMPANY are being made the subject of a suggested recommendation.

Parking facilities for employees' automobiles are parking lots maintained by the plant in the following locations: Office employees and higher ranking officials of Plants 4 and 5 and executives park in that space just off Maple Street which is adjacent to those buildings on Chart #1 designated as Opera House and main office building. A parking lot for other employees of these plants is maintained on the west side of Maple Street just south of building 43 on the same chart. This latter lot is protected by fence and is equipped with gates which normally stay open throughout the day and night. Another parking lot for general employees of Plants #1, 2, 3, and four is maintained just west of the Reading Railroad Station in that area designated as auto parking on Chart #3. Employees of these plants likewise use that area immediately across Maple Street from the parking lot just referred to which is designated on the same chart as vacant land and on which a bandstand is indicated. The parking lot just referred to in the proximity of the Reading Railroad Station is on the property owned by the Reading Railroad Company and is available to the general public through the courtesy of that concern. The employees of plant #2 are permitted to park their cars within the area of that plant in the space between building #1 and building #13 on chart #4 entering the plant premises through the gate indicated on the east fence of that plant and pictured in photograph #13. It will be noted from photograph #12 that a car is parked just inside the Maple Street entrance to Plant #2. This is not a general parking place but it is apparent that the plant officials do not take any precautions to prevent the parking of cars at that point. This space is in close proximity to the machinery which provides heat for the impregnating process which is underpone by electric panelling and some asbestos-cement millboard. It is considered inadvisable that cars be permitted to park in this space. There are no other areas within plants 1, 2, 3, and 4 where employees are permitted to park their cars.

There is no designated parking lot at Plant #8 and employees are customarily permitted to park around this plant almost at will. Most of them it was noted park their automobiles in that area east of buildings #4 and at the southeast corner of building #5 on Chart #5. It will be noted that south Main Street which is indicated on that chart is unimproved and is not in a usable condition. However,it will be

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observed from photograph #23 that at the time of the survey a car was found parked in this space at the northeast corner of building #5. It is apparent that there is need for the designation of a regular parking space in the proximity of this plant. Parking conditions at all units of KEASBEY & MATTISON COMPANY are being made the subject of a suggested recommendation.

This plant does not operate any official cars but operates six trucks, three of which are of the stake body type, two dump trucks, and the other a light panel delivery truck. The garage for these trucks is located in Building #1 on Chart #1 and is pictured in photograph #48.

The only dining room maintained on the plant premises is located in Building #4 on Chart #3 and is used only by the employees of plant #1. The only facilities provided in that room are tables and chairs and the employees bring their own lunch. From its position it will be noted that the employees who are in a more remote portion of that plant are required to pass through production areas which are engaged in the production of cement asbestos millboard. None of these processes are secret and no items of a confidential nature are manufactured there. The only intricate pieces of machinery located in this plant are: (1) the steam press which is used for compressing asbestos cement sheets and (2) the roller machines which pick up the plastic mass on a felt covered cylinder and form it out in sheets. Neither of these pieces of machinery are delicate and it would be a difficult matter to anyone not employed in the operation of these machines to commit sabotage on them in the time permitted by passing through to the lunchroom. The plant officials do not consider that there is any reason for preventing employees from passing through t is production area. Lavatories are conveniently located throughout all of the principal buildings of the various plant units and access can be had to them without passing through any production areas. It was noted that these lavatories are of modern design and are well kept. No recreation rooms are maintained. That building designated on Chart #1 as the Opera House is sometimes used by the employees for social purposes after working hours. This building is equipped for the showing of motion pictures but is not used for that purpose at the present time being under lease to Warner Brothers. Inasmuch as Warner Brothers operate another theatre in Ambler which is the only theatre in that town they have no use for this building and their purpose in leasing it was to prevent the installation of a competitive motion picture house.

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Plants 4 and 5 are under the supervision of H. G. TRAVER whose background has previously been referred to. Plant 8 is under the supervision of A. S. BLAGDEN who has also been heretofore mentioned.

From the standpoint of departmental organization, the divisions of the plant are as follows: Engineering - H. C. KINNEY is designated as chief engineer of Plants 4 and 5 and although not so designated of Plant 8; nevertheless he performs the duties which would be required of chief engineer of that plant. C. P. HAFF is designated as chief engineer of Plants 1 and 2 but he is not a man possessed of the background and ability of KINNEY and appears to be to a certain extent subordinate to him and to rely on KINNEY's judgement in matters requiring the use of much discretion. Personnel - C. P. ELTERICH is the personnel manager and is in charge of that office and in his custody are the central files. Allmatters involving personnel pass directly through his office. Plant Management - ERNEST MUEHLECK, President, is obviously the chief executive of the organization and determines the policies which are pursued. J. W. LEDEBOER, Vice President in Charge of Manufacture, is the executive directly responsible for the maintenance of the desired level of production. He has worked his way from a laborer in this plant to the present executive position which he now occupies and appears to be thoroughly experienced with every process of manufacture and to be personally acquainted with the large number of employees. Under his immediate supervision are the superintendents of the various plant units heretofore mentioned who are E. J. BUZKOWSKI, H. G. TRAVER, and A. S. BLAGDEN. To these men are detailed the duties of operating their respective plants under the general supervision of Mr. LEDEBOER.

SALES - The Sales Department is under the supervision of W. S. ACUFF, Sales Director. ACUFF is responsible to WILLIAM C. SCOTT, Vice President in Charge of Finance and Sales, who has general supervision over the functions of the Sales Department.

ACCOUNTING AND PAYROLL - These departments are combined under the supervision of F. W. COCKER.

The chief engineers of this plant to a large extent supervise the electrical problems which arise in their own plants.

A maintenance gang is provided and has its own foremen, but these foremen work under the directions of the superintendents in charge of the various plants.

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It will be noted that this building although adjoining the main office building of the plant is isolated from any of the production units of Keasbey & Mattison Company and it can be entered without passing through any production areas or any other buildings.

There are no buildings of questionable character immediately adjoining the plant property. The nearest building which might be considered of such character is a taproom which is located on the east side of the Reading Railroad Company on the south side of Butler Avenue. At all times when observed by reporting agent during the day and during the night there was no evidence of any disorder at this taproom and the plant officials do not consider it to constitute any problem. The only building in any proximity to this taproom is the main office building and in order to reach this building by tunneling from the taproom it would be necessary to tunnel under the entire width of the right-of-way of the Reading Railroad Company. The walls of the main office building are constructed of stone and consequently would not become damaged by a combustible missile striking them from the outside. It is conceivable that an explosive missile might be hurled from the taproom to the east wall of the main office building and would of course if of sufficient explosive force result in the destruction of some of the offices on that side. The mail room is located on the east end of the second floor of the main office building, the remainer of the east end being occupied by filing rooms and miscellaneous offices. None of the more essential records of the plant and none of its more important administrative functions are performed in that portion of this building.

E - PRECAUTIONARY MEASURES AND PROTECTIVE DEVICES:

From the standpoint of production, the organizational divisions of this plant are as follows: Plant 1 manufactures asbestos-cement shingles and millboard and other asbestos-cement building materials. Plant 2 manufactures asbestos-cement moulded products used particularly in electric switchboxes and other electrical devices and also contains the unit which impregnates electrical panelling with asphalt. Plant 4 produces pharmaceutical magnesia, asbestos paper, asbestos cloth, magnesia asbestos, and heat insulation. Plant 5 produces rubberized asbestos cloth and packing products such as asbestos gaskets and other products of that nature. Plant 8 produces asbestos-cement pipe only. Plant 1 and 2 are under the supervision of E. J. BUZCKOWSKI whose background has been mentioned in another portion of this report.

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The only guard service provided at this plant is the service of the watchmen. Plants 1 and 2 have one watchman on duty in each plant during all hours of the day and night. These watchmen work on eight hour shifts. There is in addition one man designated as day gate man and watchman for these plants and his principal duties are to guard the Maple Street truck entrance to Plant #1. However, under the system present in force he has other duties of a general nature and is seldom on duty at that gate. Two extra watchmen for these plants are kept in reserve to take the place of any of the regular watchmen who for any reason may not be available for service. More detailed reference to these watchmen will be included in subsequent paragraphs.

Plants 4 and 5 are under the supervision of three watchmen who vary their shifts between the two plants. These watchmen also work on eight hour shifts and there are three watchmen continuously on duty in these plants. Plant #8 has one watchman on duty at all hours, eight hour shifts prevailing.

The following information is provided concerning the men employed as watchmen in the various plant units. It will be noted that complete information concerning these men is unavailable particularly in respect to their previous places of employment for the reasons as heretofore stated that complete personnel records were not maintained prior to 1936.

CLOCK NO.	NAME	DATE OF BIRTH	BIRTHPLACE	CITIZEN	NO. OF YEARS EMPLOYED
PLANT # 1					
2191	HOWARD H. KOCHER	1-20-27	U.S.A.	yes	6
2192	LUTHER P. FISHER	11-30-77	U.S.A.	yes	24
2197	HOWARD E. DOUGLASS	11-13-71	U.S.A.	yes	22
PLANT # 2					
2802	PETRO PASCERI	8-20-76	Italy	yes	20
2803	LUIGI FARZETTA	6-20-83	Italy	yes	20
2804	FRANK SPANO	5-29-98	Italy	?	15
PLANTS #1 and #2 day gate man:					
2926	THOMAS WILSON (negro)	9-7-89	U.S.A.	yes	20

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CLOCK NO.	NAME	DATE OF HIRE	BIRTHPLACE	CITIZEN	NO. OF YEARS EMPLOYED
PLANTS NOS. 1 and 2 extra watchmen:					
2149	[illegible]	5-10-72	U.S.A.	yes	40
2567	[illegible]	10-27-77	U.S.A.	yes	24
PLANTS NOS. 4 and 5					
259	A. McC[illegible]	4-9-21	U.S.A.	yes	12
260	A. FOX	11-28-60	U.S.A.	yes	50
261	J. SCHLATZ	5-19-71	U.S.A.	yes	42
262	H. E. FINNEY	12-7-92	USA	yes	15
263	E. CULLINSFOIS	11-22-91	Ireland	yes	19
264	J. FINNEY	10-30-73	U.S.A.	yes	22
265	T. [illegible]	1-6-88	U.S.A.	yes	4 (formerly employed by Bethlehem Steel Company)
266	[illegible]	9-3-67	USA	yes	59
268	[illegible]	11-15-82	U.S.A.	yes	30
1155	[illegible]	4-13-88	U.S.A.	yes	7
PLANT NO. 8					
3001	[illegible]	4-22-76	U.S.A.	yes	5
3002	[illegible]	10-10-82	U.S.A.	yes	15
3005	[illegible]	10-2-82	U.S.A.	yes	6
PLANT NO. 8 extra watchman:					
3006	[illegible]	9-20-21	U.S.A.	yes	5
3050	[illegible]	7-30-88	U.S.A.	yes	15

It will be noted that the majority of these watchmen are well advanced in years, the oldest having attained the age of sixty years. Consequently, a suggested recommendation is being set forth in that connection.

No particular requirements are made of those employed in watchmen service other than the usual requirements of sound health and good recommendations. The only equipment provided these watchmen is flashlights which appear to be in serviceable condition. They do not wear any uniforms at all.

The only protection provided at the plant entrances against trespassers is the station/ of watchmen during the day at the following entrances:

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1. Maple Street entrance, Plants 4 and 5.
2. Chestnut Street entrance, Plants 4 and 5.
3. At the main entrance to the buildings of the Plant #1 there is no watchman stationed but as heretofore mentioned that in order to pass through this entrance it is necessary for an individual to pass o several offices whose occupants are in good position to observe him and it is likewise necessary for him to pass by the receptionist's desk.

No identification system is provided by the plant officials for the employees. Each employee is admitted from the personal recollection of his face by guard at the gate.
4. As heretofore stated a guard is on duty at the employees entrance to the Plant #8 at the time when shifts change to ascertain that no trespassers enter with the employees. However, most of the employees wear a yellow button with the initials I.E.U. thereon. These letters stand for Independent Employees Union which is the labor union operating at this plant. This however is not considered as identification for the purpose of admitting an employee.

Plant regulations governing the admittance of visitors are as follows:

A visitor must first obtain permission from the executive offices in the main office building and the plant unit he is to visit is to be notified by the officials in the main office. At the plant unit office they are required to sign a register book and the plant representative or official responsible for their visit is required to sign his name opposite. The rules provide that visitors shall not be permitted to go through any of the plant buildings unless attended by a representative of the plant. At the time the visitor registers he is provided with a visitor's pass, a copy of which is included herewith as exhibit A12. It was observed however during the course of this survey that the above rules are not strictly adhered to and that visitors are admitted to the plants on the authority of almost anyone acting in a supervisory capacity without obtaining authority from the main office. It is felt that this situation can be greatly improved and a suggested recommendation is being set out in that regard.

Other visitors such as representatives of fire insurance, compensation insurance, or outsiders for service maintenance companies must be given a pass approved by the superintendent or the chief engineer of the particular plant unit they desire to visit and required to sign the

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plant register and to be approved by either the superintendent or chief engineer. The only individuals visiting the plant who are not required to sign the register book are Government inspectors, Railroad inspectors, and Railroad Agents. During the course of this survey reporting agent made clear to the officials of the plant that he desired to conform with general plant regulations concerning visitors and signed the plant register whenever he entered any plant unit.

The Canteen Company maintains merchandise vending machines throughout the plant grounds. They are passed through the entrance without pass by the gatemen when they appear with refills for their vending machines but are required to sign the register book on each occasion. This system is likewise being made the subject of a suggested recommendation.

This plant does not employ any undercover operatives and there is no private detective agency working there.

The plant officials have never detected any incident they considered as indicative of sabotage or attempted sabotage. However, just prior to the beginning of this survey a fire broke out in Building 44 on Chart 2 which is used as a storehouse for asbestos fiber and for scrap paper which is used in the process of making asbestos paper. Scrap paper is purchased in bales by Keasbey & Mattison Company from HARRY MATUSO, 103-105 East Sharpnack Street, Germantown, Pa., who is a dealer in industrial waste paper. This fire broke out in a bale of paper recently delivered by MATUSO on July 12, 1940. The Philadelphia Record gave an account of another fire which broke out on July 20, 1940 in the buildings occupied by MATUSO at the above address. The coincidence of the second fire was noted by one of the plant officials and was called to the attention of the President, Mr. MUEHLECK, who reported it to the Agent, inasmuch as instant survey was being conducted at the time this item appeared in print. Very little damage was done by the fire at Keasbey & Mattison Company as it was extinguished promptly. However, inasmuch as there appears to be a possibility that such waste paper may oftentimes contain incendiary matter, a suggested recommendation for its handling is being set out.

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The official mail room of KEASLEY & MATTISON COMPANY is located on the second floor of the main office building at the east end. No special precautions are taken to guard this room from sabotage or espionage other than to keep the building locked when employees are not working in it.

No special precautions are taken to protect the receiving and loading platforms of the plant from espionage or sabotage. Inasmuch as the products now being manufactured for the Government by this plant are not of a complicated nature so far as their construction is concerned the problem of espionage is not considered by the plant officials to be of primary importance. Plant #1 has a railway loading platform at the northeast corner of building #3 Chart #3 and there is a truck loading platform at the north end of this building. These platforms are pictured in photographs Nos. 34 and 35 respectively. From a previous description of the fences of this plant it will be noted that these platforms are unprotected by fence along the railway side of the premises of this plant.

There is a loading platform on the east side of building #1 Chart #4. This side of that plant area is protected by fence although as heretofore set out the fence protection of this plant is not complete as there are several means by which trespassers can obtain access to the plant premises. There is in addition a door on the west side of building #6 on Chart #4 which is sometimes used for truck shipments and deliveries. This door is protected by substantial steel mesh grating as will be noted from reference to photograph #7 in which this door is seen in the right foreground.

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There is an open platform for rail shipments located along the east side of buildings nos. 22 and 23 of Chart no. 2. This platform is sometimes used also for truck shipments. No special protection is afforded this platform and as heretofore been stated the fence protection of plants 4 and 5 is entirely incomplete and inadequate. There is in addition another platform at the south end of buildings nos. 40 and 41 of chart no. 2 but these buildings are mostly used for the purpose of storing materials brought into the plant and not for shipping purposes. No special protection is afforded this platform.

The truck shipping platform of plant no. 8 is located along the north end of building #5 Chart #5 as heretofore been stated that platform is afforded complete protection in the form of a substantial steel mesh fence which entirely surrounds the stacking yard and northern end of that building. There is in addition an open platform for rail shipments on the west side of the same building, this platform being pictured in photograph #36. This platform is exposed and has no fence protecting it.

KEASBEY & MATTISON COMPANY presently have two warehouses located at 2750 West 35th Street, Chicago, Illinois and at 55 Pope Park Highway, Hartford, Connecticut. These warehouses are principally used for storing building material for distribution to the various distributors in those areas. Material produced for the Government is not stored in these warehouses except in cases in which the sales are made through the distributors. Ordinarily the products manufactured for the Government are accepted upon their delivery by common carrier at the point where the Government expects to use such materials. In the case of building materials their most common use is in the construction of Government buildings particularly army camps and are delivered to the Government at the site of the camp or at the nearest railway terminal thereto. Products being manufactured for the navy department are delivered to the Government at the particular shipyard at which they are to be used. Electric products are delivered by KEASBEY & MATTISON COMPANY to the electrical company holding the Government contract and are not delivered directly to the Governmental agency.

This plant has no waterfront and consequently has no wharf.

KEASBEY & MATTISON COMPANY follow the policy of having as few copies of Government blueprints and specifications as possible on the theory

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that the fewer copies they have the less chance there is of unauthorized access being gained to any of them. The offices of the superintendents of the various plant units are equipped with metal fire resistant filing cabinets provided with locks and keys. Any blueprints or specifications maintained in the various plant units are stored in these cabinets. In the event it is necessary to make a copy of the blueprint the plant maintains facilities of its own for doing this work and it is not necessary for such documents to leave the plant premises in order to be copied. The principal files are maintained on the third floor of the main office building and are of similar type to those just described. No record is kept of the confidential blueprints and specifications received nor is any chargeout system for them. Consequently, a suggested recommendation is being set out in that regard. At the present time this plant is not engaged in any construction of any articles from confidential blueprints or specifications and for that reason no spot checks were made to ascertain if all plans could be accounted for.

Keys to the main office building are in the possession of MR. [illegible]CK, MR. [illegible]ROER, and MR. SCOTT whose backgrounds have already been referred to and a key to the main door of this building is in the possession of a watchman. All the information available on the watchmen employed in Plants 4 and 5 who vary their shifts and all of whom are from time to time in possession of this key has heretofore been set out. The combinations to the plant safes and vaults are in the possession of F. W. [illegible]ER, secretary and treasurer, whose background has previously been set out. [illegible]ER as heretofore stated has been employed by the KEASBEY & MATTISON COMPANY for approximately seven or eight years and consequently the problem of changing the combinations upon the change of the individual occupying that official capacity has not arisen since the present individual has been engaged in the management of this plant.

The boiler house of KEASBEY and MATTISON COMPANY which is pictured in photograph #1 is of brick construction and is in sound condition. The building is composed of one principal floor which is at a considerable distance above the ground being approached by iron steps pictured in photograph #2 and has one basement and one sub-basement. Ordinarily, the doors to the boiler house are not kept locked but entrance to this building is restricted to employees working therein

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and to officials of the plant. The eight boilers located in this building are equipped with automatic coal stokers and are arranged in a single line running the entire length of the main floor. Ashes are removed by trucks which pass through the basement. Ashes are ordinarily disposed of by being placed on the various dumps on the plant yard. They are removed daily as they accumulate. Private trucks are permitted to enter from time to time for the purpose of obtaining ashes and are permitted to drive into the basement of the boiler house. This procedure is being made the subject of a suggested recommendation. There are many unprotected windows in the boiler house and they are not equipped with shatter-proof glass; as previously stated it would presently be possible for an explosive missle to be hurled over the stone wall east of the power house and through one of these windows. It is felt however that the suggested recommendation set out in regard to topping this stone wall with iron fences will afford the windows more protection and will obviate the necessity of providing expensive individual window protection. The floors throughout the boiler house are constructed of concrete and the building appears to be fireproof.

The power house which is designated as building #19 on Chart #2 is pictured in photograph #5. This building consists of one story and a basement and is of stone construction with a concrete floor and is accordingly fireproof. It is a restricted area and no other individuals other than employees working in this building and plant officials are permitted within it. It is entered by three doors, one being in the west wall, one in the south wall, and one which is protected by a gate of iron bars in the east wall. These doors ordinarily stand open but there is an individual on duty in this building at all times. The steam tunnel from the boiler house enters the basement of the power house on the northside as will be noted from Chart #2. Also located in the power house are two 1500 gallon per minute electrical pumps for use on the firemains.

The transmission of power throughout the various units of the plant has heretofore been discussed. It might be added however that with the exception of the power lines approaching plant #3 from the point where they pass underground near the main sub-station, this point being pictured in photograph #4, all power from the various plants is

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transmitted by lines and poles above ground. All of these lines however with the exception of that portion of the line extending from the main sub-station to plant #5 are within an area readily visible to the watchman and any guard who may later be placed on duty. It is felt that the power lines from the main sub-station to plant #5 are vulnerable and readily accessible to a saboteur and these lines are being made the subject of a suggested recommendation. However in the event that they should be destroyed by a saboteur they could be replaced in a short time since the KEASBEY & MATTISON COMPANY maintains a permanent electrical maintainance crew skilled in making such repairs and replacements.

The plant officials do not feel that they have any areas where confidential machinery or apparatus is in operation or under assembly. None of the machinery of this plant is of a particularly confidential nature and most machinery is of a type readily available from machine shops and forge shops. The destruction of the large press located in Plant #1 would seriously crimp the operations of this unit inasmuch as such presses can not be purchased openly on the market and must be constructed according to specifications although there is no secret principal or no confidential construction connected with the building of such a press. As stated in an earlier passage in this report this press is of sturdy construction and not easily damaged. The officials were asked if it would be possible to sabotage this press by inserting some hard or metallic substance into the plastic mass of the material which goes into this machine but the officials stated that such an occurrence would very probably result in no damage to the press. As it has also been heretofore stated the principal pieces of machinery used in this plant in addition to the press are the machines used in picking up the asbestos-cement, extracting a part of the water from it, and running it out in plastic sheets which are later introduced into the press. These machines are not of complicated construction, parts are replacable and extra parts are maintained in stock. The complete destruction of these machines would result in only a temporarily delay as they could readily be replaced.

The only equipment in Plant #2 which could be destroyed with considerable damage resulting to the plant operations would be the asphalt impregnating department. Large storage tanks are maintained in this department where asbestos cement millboard, previously saturated with asphalt, is kept under pressure and at a constant high temperature, the heat being supplied by hot oil which is heated in an adjacent room and which circulates through these tanks. These tanks are regularly inspected

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under Pennsylvania law and are maintained in a safe condition. The officials of the KEASBEY & MATTISON COMPANY were unable to suggest any means which might be used for the sabotage of this department with the exception of the use of some explosive device. It is consequently not considered to be a vulnerable plant division. The other machinery in use in plant #2 is composed largely of electric saws, electric sanding machines, and moulds for the production of electrical switch attachments. If any of this machinery should be destroyed it could be readily replaced on the open market with the exception of the dies used and the moulding presses. These dies must necessarily be built according to specifications but KEASBEY & MATTISON COMPANY maintain a machine shop and produce their own dies.

None of the machinery in plants 4 and 5 is of a particularly complicated nature and none is easily susceptible to sabotage. All of this machinery could readily be replaced in the event of sabotage and many additional parts for such machinery are maintained on the plant premises or can be produced in the plant machine shop. MR. TRAVER, superintendent of plants 4 and 5, advised that in his opinion the air compressor in plant 4 which is used for storing and compressing the gas drawn off from the top of the dolomite kilns and for storing it before it is introduced into the solution in the process of extracting magnesia, is probably the most vulnerable point of that plant. A man is kept on duty at this air compressor at all times when the plant is operating and in the event of the destruction of the compressor now in use, two auxiliary compressors are maintained which could be placed in service. There is also/additional compressor in the boiler house which could be utilized for this purpose.

The only machinery in Plant #8 which could be destroyed with resultant serious disablement to the plant is the oil hydraulic motor previously referred to which is used to provide power for the asbestos-cement pipe making machines. Two of these machines are in operation in this plant, one being of three-feet and the other of six-feet capacity. These motors as heretofore stated are imported from Bologna, Italy where they are manufactured. The destruction of either of these motors would naturally be a serious calamity inasmuch as under present conditions it is extremely doubtful if new motors could be obtained. However, the plant officials have patterns made from which spare parts could be produced to replace parts which are likely to be broken through ordinary usage. As heretofore discussed the fence protection of this plant unit is inadequate and only one watchman is on duty during the hours when the plant is not operating. It is therefore apparent

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that in view of the difficulty of replacing these motors this plant should have additional protection and that problem is being treated in the suggested recommendations.

No explosive or inflammable materials are used or stored in Plant #1. Plant #2 utilizes some paint solvents which are both inflammable and explosive and are used in thinning the paint. These materials are stored in fifty gallon metal drums in a small shed in the plant yard adjoining building #4 on Chart #4. This shed is in the space immediately adjacent to the spot on Chart #4 where it is indicated that a 1000 gallon oil tank is buried. This shed is not maintained in a locked condition and inasmuch as these solvents afford an inflammable material which might be utilized by a saboteur a suggested recommendation for their storage is being set out. The fuel oil stored in the underground tank just mentioned is used for providing heat for the asphalt impregnating process and although inflammable is not considered to be explosive.

The only other plant unit where explosive or inflammable materials are used is Plant #5. It will be noted from Chart #2 that a space is indicated for the storage of China oil in steel barrels. The plant processes have been changed since the preparing of this chart and China oil is no longer used. Gasoline however is presently being used in this plant in the process of applying a rubberized material to asbestos cloth and is stored as indicated from this chart in a 10,000 gallon tank which is buried underground. This tank is maintained in a locked condition, key being in the custody of the foreman in charge of that plant unit and is taken into the plant in five gallon underwriters approved safety cans. No gasoline is permitted to stay inside the buildings when production is not going on. Naptha is also used in the buildings of this plant and is stored above ground in fifty gallon drums. It is likewise taken into the plant buildings in five gallon underwriters approved safety cans and is not permitted to stay indoors when the plant is not in operation. Inasmuch as this material is highly explosive and inflammable and is presently accessible to any saboteur who might enter the plant area, a suggested recommendation for its storage is likewise being set out.

KEASBEY & MATTISON COMPANY have a positive rule excluding all cameras from the premises with the exception of those used for official purposes. This rule applies to all buildings in yard area maintained by this company and is strictly enforced.

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No alcholic beverages are sold on the premises. None is permitted to be brought in and employees are not allowed to go to work under the influence of intoxicants.

The storage and stock rooms maintained by KEASBEY & MATTISON COMPANY are all well kept in an orderly condition. The materials stored therein are not combustible or inflammable and are in fact due to the nature of the plant's production of a heat resistant and non-inflammable nature. It was nowhere noted that combustible materials in unnecessary amounts appeared to create a fire hazard within any of the plant buildings. Packing and shipping rooms are sprinklered and appear to be properly guarded from fire hazard. The storage of combustibles within the plant yard has heretofore been discussed. The only large tanks in which such materials are stored are underground.

The plant buildings where production operations are in progress are frequently policed for waste matter throughout the day and such waste is not permitted to accumulate on the floors. In building #1 oil is frequently spattered on the floors from the asbestos-cement shingles but fresh supplies of sawdust are maintained and are used to soak up this oil. This sawdust is swept up and is not permitted to remain within the plant buildings after becoming saturated with oil. Waste cans are emptied daily or more often when the occasion justifies such procedure.

Office waste baskets are emptied daily by the janitor and their contents are burned at a designated spot on the plant yard, this spot being located between buildings #30 and 44 on Chart #2.

Openflame lights were not noted near combustible material. Neither was it noted that woodwork or other combustible material was too near steam pipes, boilers, flues, furnaces thereby creating a possible fire hazard.

Hot ashes are removed from the boiler house in dump trucks operated by the plant and are disposed of as heretofore stated at designated places within the yard area designated for that purpose. Some ashes, as has been mentioned, are given away to outsiders.

The roof coverings of the plant buildings appear to be in sound condition. Inspections are made of stoves, furnaces, pipes, chimneys, and flues by the fire insurance carriers every three months and were reported to be in satisfactory condition at the time of the last inspection

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which was in June 1940. The fire insurance of plants #1 and #2 is carried by Improved Risk Mutuals and insurance of Plants #4, #5, and #8 is carried by Associated Factory Mutuals Insurance Company which concern also carries the insurance of the main office building. The inspections referred to as taking place every three months are not limited to the items mentioned but such inspections are general and cover the entire plants.

Smoking is prohibited in all of the units of Keasbey & Mattison Company. Fireproof washrooms are provided in which the employees are permitted to smoke and the plant officials state that they have had practically no trouble as result of enforcing the ruling against smoking.

The plant records are maintained in metal file cabinets and the more vital records in fireproof safes. Records are centralized in the main office building although each superintendent has his own office in which such records are maintained as they are necessary for his purposes. In such offices fireproof safes were not noted but it was noted that as a rule modern fire resistant steel cabinets are maintained.

Metal lockers with grilled fronts are provided for individual employees although these lockers are not sufficient to supply the needs of all employees throughout the entire plant. Such lockers are for clothing and personal property. Officials of the various plant units who act in a supervisory capacity, having plant papers in their possession are provided with lockers and in such instances metal fire resistant filing cabinets are provided. Tools used by individual employees are stored ordinarily in wooden cabinets on the walls provided for that purpose.

The storage and use of gasoline and other hazardous liquids and chemicals has been discussed in early passages of this report.

Electrical fixtures were observed to be in good condition, wires are maintained intact and when strung through buildings are provided with proper insulators. Electric fuses are maintained where needed and are replaced promptly whenever necessary.

It was noted that many firedoors are installed to separate various divisions of the plant and are located in conjunction with brick firewalls. They were at all times found to be in a condition to operate freely and were not obstructed. Some of these doors are automatic in their operation while others must be closed manually.

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One of the manual operated doors located in building #34 on Chart #2 is pictured in photograph #39. Other doors are of similar type.

The general condition and state of repair of windows, partitions, plastering, flooring, etc. was observed to be good. The floors through most of the buildings of plant #4 are constructed of wood and give evidence of having been in service for a great many years. However, at no point did they appear to be in a dangerous condition and it was evident that repairs are made whenever defects appear in the flooring.

No unprotected window openings considered to constitute a fire hazard were noted.

No combustible stocks are stored within the plant buildings and the only operations which might be considered hazardous from the standpoint of fire are those conducted in building #34 of Plant #5 which is the division in which a rubberized material is prepared and applied to asbestos cloth; and building #5 on Chart #4 where the products of that plant are sprayed with paint. Both of these buildings are isolated by fireproof walls and fireproof doors. In the latter mentioned buildings the firedoors are kept closed during such times as painting is going on. In both of these buildings the electric switch boxes are of vapor-proof construction and in both buildings industrial trucks are excluded to prevent the possibility of a spark being generated and igniting explosive fumes. In the spraying department the spraying operations are performed under a hood with an exhaust fan to draw off the fumes. In the rubberized asbestos cloth department some machinery is operated by belts. Copper drags are placed on these belts for the purpose of grounding any static electricity which might be generated to prevent the creation of an electric spark.

No unnecessary concealed spaces considered to create possible fire hazards were observed. Elevator and stair shafts are closed. No temporary partitions, enclosures, or containers of combustible construction considered to create a fire hazard were noted.

Fire pails, hose nozzles, and chemical extinguishers appear to be well placed in good condition, unobstructed, and at a height within reach of all employees. Valves in lines flowing water to steam pipes and sprinkler systems are maintained open and a check is made every three months by the various insurance companies carrying the plant fire insurance to determine that this situation prevails. In no place was it noted that the effectiveness of the sprinkler system was diminished by partitions, piles of material, etc. It was noted that such buildings

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as are maintained in a heated condition during the winter and the sprinkler systems of which are in no way exposed to freezing are of the wet type as a rule, but that in all buildings which are unheated and in all buildings where a portion of the sprinkler system is exposed, the dry system is employed.

KEASBEY & MATTISON COMPANY has no organized fire brigade. The town of Ambler has a volunteer fire department, the fire station being located about two blocks from the KEASBEY & MATTISON Plant. A man is stationed at the firehouse at all times. In the event of fire anywhere within the town of Ambler, the location of the fire is reported to the boiler house of KEASBEY & MATTISON where a fire whistle is sounded. A code is used by which the number of blasts of the whistle indicates the portion of the town in which the fire is located. A large proportion of the members of this volunteer fire department are employees of KEASBEY & MATTISON COMPANY and are permitted to leave their duties to answer any fire alarms. These men are scattered indiscriminately throughout all plant units. In addition certain individuals have been designated in each plant unit and have been given certain duties and responsibilities in the event the plant breaks out in fire. These men are required to know the location of the various fire extinguishers and other equipment and to be used to handling it. A fire drill is held throughout the plant on the last Friday of every month for the purpose of training the employees to remove themselves from the buildings in the event of such an emergency. Such a fire drill was held during the course of the instant survey and it was noted that the employees emptied the various buildings rapidly and in an orderly manner. The time to clear the various buildings was not available with the exception of the main office building which was cleared in approximately one and one-half minutes.

The fire protection equipment maintained at the plant is described as follows: Hose Houses as noted on the various charts are scattered throughout the plant areas as needed. One of these hose houses is pictured in photograph #40. This particular house is situated near plant #5. Standard equipment in these houses consists of in some instances 500 and in some instances 1000 feet of cotton rubber lined two and one-half inch hose, maintained on wheels, fire axes, and fire hooks. This equipment appeared to be in good condition. Fire extinguishers are likewise placed throughout the various buildings. Fire extinguishers are located in the power house. A large fire

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extinguisher on a portable carriage is located in building #11 on Chart #4 but it is felt that this extinguisher does not provide adequate protection for the adjacent building #9 in which oil is heated for the impregnating process. Building #9 is provided with a sandpile and with a pressure sprinkler system which is turned on by means of lever. The protection of this building is being made the subject of a suggested recommendation.

Fire hydrants appear to be ample and well spaced throughout the plant grounds and buildings. It is felt that these are well illustrated from t e various charts provided with this report and in the interest of brevity will not be referred to in detail. These hydrants are tested every three months by the inspectors of the insurance companies in order to assure the fact that they are kept in good condition and the valves open.

The equipment of the hose houses has been heretofore discussed. It was noted that they are maintained unlocked, are free from rubbish, and are readily accessible from the various plant buildings. The hose was examined to determine the date of its last inspection and it was evident from this examination and from questioning of the officials that no regular schedule for the examination of fire hose is maintained as in some instances eighteen months had elapsed since the date of the last inspection. This condition is being made the subject of a suggested recommendation.

Fire alarms at the plant are transmitted in the following manner. The alarm is transmitted by telephone to the operator at the switchboard in the main office building advising her of the location of the fire. She then transmits the alarm to the boiler room where the whistle is sounded and to the fire station to advise the individual on duty as to the location of the fire. During the night when the switchboard operator is not on duty phones in each plant are plugged into the switchboard in such a manner that the alarm is transmitted to the operator in the main telephone office in Ambler. This operator then transmits the alarm to the plant boiler house where an employee is always on duty. The day and night telephones are readily accessible to plant guards and employees. All of the plant personnel is instructed as to the exits to be used in case of fire. The special instructions given certain designated employees concerning the location and use of fire protective apparatus has also been referred to. This plant was found to have adequate exits and fire escapes which were clearly indicated and free from obstruction.

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Some of the operations of this plant as heretofore stated cause the production of considerable dust particularly the pulverizing of asbestos fiber and the sawing of asbestos cement panelling and millboard. The men engaged in these operations are provided with and are required to wear respirators of an improved type and the areas where such dust is created are provided with vents for its removal. An inspection of this plant by the American Mutual Liability Insurance Company, which concern carries the liability insurance of this plant, on March 12 & 13, 1940 apparently found a condition in regard to the removal of such dust to be satisfactory inasmuch as no vents were recommended. In the course of reporting agents survey it was apparent that all such dust was adequately disposed of by vents and exhaust fans.

The date of the last fire drill was on July 25, 1940. The procedure followed in such drills does not include the manning of fire equipment and is limited to the emptying of the various buildings of the employees; as heretofore stated the time required to empty such buildings is not maintained although it was noted that the main office building was emptied in about one and one-half minutes.

Steam pipes, radiators, etc. were found to be free from combustible materials. Personally owned automobiles of the employees entering the plant are not provided with any means of identification. The machinery equipment of this plant appears to be kept in excellent shape and in good repair.

The water used by KEASBEY & MATTISON COMPANY in the processes of production is obtained principally from Wissahickon Creek which stream runs along the western and northwestern portion of the grounds of the plant. A 20,000,000 gall reservoir located on the west side of Maple Street adjacent to Plant #1 and indicated on Chart #3. A small reservoir located in the yard of Plant #1 on the one chart is fed from Rose Valley Creek and is connected to the principal reservoir by an eight inch overflow pipe. The large reservoir is filled from Wissahickon Creek by means of an electrically operated pump located on the west bank of the reservoir at a spot where a dam is erected across the creek. This dam is of concrete construction and is pictured in photograph #41. The pumping station is maintained in a locked pump house of asbestos cement construction and pictured in photographs #41 and 42. Water reaches plants #1 and 2 which use the greater part of the water used for mill purposes through a 24 inch terracotta main, which is connected with pumps located in the pump house of Plant #4 which is

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pictured in photograph #44. The intake of this main is located in the northeast corner of the reservoir and is indicated on chart #3 by the designation "single screens." There is a valve at this point by means of which the flow of the water can be controlled. This valve is seen in the background of photograph #11 and is kept in a locked condition. A second valve which likewise can be used to control the flow of water is located at the southeast corner of the employees parking lot adjacent to Plant #1 in a space appearing on chart #1 as alley under which terracotta main lies. This valve is housed by a low brick structure with a removable cover and is afforded no protection whatever with this exception. Inasmuch as the main itself is entirely exposed, when thiscover is removed, it is felt that this valve requires more protection and this matter is being made the subject of a suggested recommendation.

A 100,000 gallon water tank is situated on the premises of Plant #4 just west of building #19 on Chart #1 which building is the power house. A 50,000 gallon tank is located on the premises of Plant #8 at the southeast corner of building #5 chart #5. Drinking water for the plant is secured from the supply of the town of Ambler. There is in addition another water supply which can be available during emergencies, this being the water supply of the town of Fort Washington which maintains a 100,000,000 gallon reservoir at Broadaxe about one mile west of the KEASBEY & MATTISON COMPANY.

In addition to 24 inch main from the large reservoir heretofore referred to there is also a ten inch main from that reservoir to Plants 4 and 5 which has been used at times when the large main was being cleaned and is available for emergency use. Another creek runs across the south end of the KEASBEY & MATTISON premises near the sub-station adjacent to the Philadelphia Electric Lines and in times past pumps have been installed in this creek and an additional supply of water thus made available. It was ascertained from the officials of this plant that at times during the dryer seasons, WISSAHICKON Creek becomes quite low but the officials indicated that they had never been confronted with a serious problem in regard to maintainence of an adequate supply of water. It is entirely possible however that the sabotage of the dam on Wissahickon Creek and the sabotage of the large reservoir might seriously handicap the operations of the plant. Therefore, it is felt that additional guard service should be provided for these areas and this matter is being made the subject of a suggested recommendation.

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The pump house heretofore referred to which is used in connection with the mill water supply houses 2 electric pumps one of 1100 gallon per minute capacity and the other of a 500 per minute capacity and likewise a 2000 per minute steam pump. All of these pumps can be used at the same time and the water from the large reservoir can be forced by them into the firemains and made available for fire protection use. In addition two electric pumps of 1500 gallsons per minute capacity, each designed for fire protection use, are located in the power house. As heretofore been stated there is an individual on duty in the power house at all hours and this building is likewise a restricted area. No special precautions however are in force at the present time to protect the various sources of water supply from sabotage.

No outstanding hazards in the immediate vicinity of this plant were noted. No storm sewers were noted which afford a possible means of access to the plant.

The plant does not operate a cafeteria on the premises and no laboratory tests are made of the drinking water inas uch as such water is obtained from the supply of the town of Ambler which is periodically tested to determine its purity by the municipal authorities.

F - LABOR

KEASBEY & MATTISON COMPANY has had no labor trouble in recent years and there has never been any suspicion of foreign attempts to promote such difficulties. Union men are not excluded from the plant by order of the officials but at the present time the only union operating within the plant is the Independent Employees Union which has no national affiliations. None of the plant officials are employees of this union although all of the officials of the union are employees of the plant. Relations between this union and the plant officials have been extremely cordial and the officials are well satisfied with the situation which prevails. Reporting agent was advised during the course of this survey that about four years ago attempts were made by the C.I.O. to organize the labor in this plant and all of the employees cooperated to keep such organizers out. At that time extra guards were posted to prevent the entrance of any individual who might be attempting to disrupt labor relations in an hope that an opportunity might be afforded the C. I. O. to build up an organization. These efforts covdr only a relatively short period and have long since ceased.

The percentage of labor turnover at KEASBEY & MATTISON COMPANY is less that 5% per year, the principal reasons being general layoffs for lack of work and the resignation of a few employees from time to time for personal reasons. The labor turnover does not create a problem at the plant.

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