

*J. M. Odell,*  
President.

*W. R. Odell,*  
Treasurer.

*Odell Manufacturing Co.*  
*Cotton Manufacturers.*

*Concord, N. C.* Sept.-29-1894.

Gov. Elias Carr

Raleigh

N. C.,

My Dear Sir:-

I regret that I was unable to call and see you again before you left Concord, but a sick headache, the rain and other causes prevented.

I feel that I did not place Mr. Emery in a proper light before you in his capacity as a Superintendent. He has done more real good here in one years time, than any Superintendent they have ever had, in the general management of the affairs.

He has increased the production 1,926,035 yds. in six months, and has shown himself thoroughly capable in every respect.

He is undoubtedly the best man to control help I have ever known.

For a large part of the time that he was with the Worth Mfg Co., he sold the entire production, exhibiting a strong ability in this respect. He is strictly moral, upright, and in fact is a thorough christian gentleman. While born in Maine, he is as true to North Carolina, as any native Tar Heel, and I know from personal experience whereof I speak. He has said to me that he expected to die here.

He could give you good references, and when the proper time came, he could also give good reasons for a change of location.

If you are likely to need a book-keeper, or make a change in this respect, I should be glad to have an opportunity of filling the position, as I would make a change for satisfactory reasons which could



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be given when the occasion presented itself.

I can give you good references in Raleigh and elsewhere as to my ability and moral character. Please consider this letter as strictly confidential. I shall be very glad to hear from you at any time, and if I can assist you in any way, and at any time, I shall consider myself highly honored in serving you.

Assuring you of my high esteem, I am

Yours very truly

*H. M. Barrow*