INTRODUCTION
Builders and Destroyers 1

CHAPTER ONE
The Life of the Town 11

CHAPTER TWO
Feeding the Mill 25

CHAPTER THREE Making Paper 36

CHAPTER FOUR
Prosperous Plant 51

CHAPTER FIVE Ratville, NH 63

Three Generations of Wemysses 75

CHAPTER SEVEN
Crown Prince 87

CHAPTER EIGHT
The Perfect Balance 100

CHAPTER NINE
The Dark Side 119

CHAPTER TEN
A Fateful Decision 130

CHAPTER ELEVEN End of an Era 149

CHAPTER TWELVE
The Worst Years 167

Contents

CHAPTER THIRTEEN
The Best Years 186

CHAPTER FOURTEEN

A Battle We Couldn't Win 202

CHAPTER FIFTEEN
Controllables and
Uncontrollables 218

CHAPTER SIXTEEN
F This 226

They Ruined This Town 237

The Day When Corporate America
Doesn't Run Us 247

ACKNOWLEDGMENTS 259

NOTES 263

INDEX 273