

<p>231.03051921.01</p>	<ul style="list-style-type: none"> • To: E.H. Simmons • From: D.W. Layton • “Was at Empire over the farm yesterday – grass is coming nicely. Mr. Long has made considerable progress in sowing, the stock are in good condition he has a small but efficient crew, is conducting the business economically, taking it all in all I saw nothing that could be criticized, he is certainly making good.”
<p>231.03061921.02</p>	<ul style="list-style-type: none"> • To: E.H. Simmons • From: W.J. Long • “Just for a matter of information, I presume you have noticed a charge of \$2.00 to the farm account at various times for postage, I asked what this was for, they told me it was the custom to charge each department up with postage, I asked them to discontinue this as to the farm, as I have always furnished my own stamps, and there is no reason for the farm to furnish postage for the other departments. I only mention this for the reason that you might think that I have been a little extravagant with postage. I have tried to eliminate all charges to the farm both large and small that it is possible to do so.”
<p>231.03111921.03</p>	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: W.J. Long • “The roads are getting in very good shape now, if you are coming out this way please bring those branding irons, and you can take back the Ford and your tires that are here.”
<p>231.03141921.04</p>	<ul style="list-style-type: none"> • To: M.E. Lane • From: E.H. Simmons • “Please note the attached copy of letter written me by Mr. Long at my request in regard to postage. Please outline to me just what your present instructions are on the charging of postage – make your letter unusually complete, covering all departments and all postage charges. Also, let me know whether you have those instructions in writing; also, who gave the instructions, and when.”
<p>231.03141921.05</p>	<ul style="list-style-type: none"> • To: W.J. Long • From: E.H. Simmons • “This is to answer and thank you for your letter of March 6th in regard to postage. I will take this up and feel very sure it can be adjusted.”
<p>231.03141921.06</p>	<ul style="list-style-type: none"> • To: J.N. Esselstyn

	<ul style="list-style-type: none"> • From: E.H. Simmons • “The loss on the farm this year is even greater than last year, although I do not consider this Mr. Long’s fault – it is largely the aftermath of Mr. Varney – yet, unless we can break even this year, I don’t see how we can afford to go on with the farm.”
231.03141921.07	<ul style="list-style-type: none"> • To: W.J. Long • From: E.H. Simmons • “Much obliged for your weekly report of March 6th. I want to get down to Kentucky as soon as I can, but as usual cannot make any promises. Business is very poor with us here and everybody is sticking to the job. I have just finished going over the farm figures for last year, and the loss is very heavy --- so heavy that I don’t know how long we can stand the strain, irrespective of our wishes, our preference, and our appreciation of you.”
231.03151921.08	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of the 14th enclosing correspondences regarding the postage charge against the Farm Department. In the course of time, there are several just such matters as this that I would like to take up with you, but at the present time I have not enough knowledge of them to make any suggestions.”
231.03161921.09	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “Attached I hand you as a matter of information copy of letter from Mr. Layton dated March 5th in regard to the farm. The loss for the farm last year was about \$18,000.00. How it can be this large I do not see as I have not had a chance to go over the figures but I am satisfied that they are correct.”
231.03171921.10	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of March 14th, with letter attached written by Mr. Long in regard to the charging of postage. I wish to state that it has been the customs of the business at this office ever since I came in charge of same, and was the instructions given me by Mr. J.B. Gray the former Book-Keeper. For each department namely Land, Farm, Tie and Store to buy each 100 stamps or \$2.00’s worth; and same to be used for

	<p>the correspondence from this office and when these were all used to buy a duplicate amount and charge as above which is \$2.00 to Land \$2.00 to farm and Ect. as to the departments.”</p>
231.03171921.11	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: M.E. Lane • “Attached you will note a copy of a letter that I have written Mr. Simmons in regard to the charging of Postage. You will probably have a letter from him in the next few days, dealing with the above named question, and I am sending you this copy that you may know just what information we have on the question at this office.”
231.03201921.12	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of the 16th regarding Empire Farm. I will try to have a talk with Mr. Long in the very near future. There are a number of things in connection with the farm that I could talk over with you in person, but it is very difficult always to convey the desired meaning by correspondence and I trust that anything that I may say in this letter, you will consider as confidential, at least for the present, or until you have more information on any point that may be new to you. I believe that you are right in assuming that the apparent loss in the farm account for the past year, is not due to the present management but is the final outcome of the past.”
231.03221921.13	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “Answering yours of March 20th, File 231. After reading your letter it looks to me as if it might be well to end up the Farm Department as far as Mr. Long is concerned. If this was done it would be a question of renting out the different parts of Empire Farm to different people, unless perhaps we might have someone like the present foreman take over certain parts of it – responsibility for the livestock and have it worked under your direction.”
231.03231921.14	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of the 22nd regarding Empire Farm. I do not think that

	<p>just at this time it would be advisable to let Mr. Long go as I believe he has his plans made for sowing more grass some of the fields have been plowed and are ready to plant as soon as the weather will permit and I think he plans to put in some corn on the River.”</p>
231.03281921.15	<ul style="list-style-type: none"> • To: W.J. Long • From: E.H. Simmons • “This is to acknowledge receipt of your letter of March 24th in regard to cattle and hogs and giving me your weekly report, all of which seems to me to be O.K.” • Attached is the letter from W.J. Long that Simmons is in reply to
231.04091921.16	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “Mr. Long was here Wednesday on his way back from seeing his aged father. It would appear to me that Mr. Long is now very anxious to hold his job and seems to think that even at the low prices he can break even this year. I want to write him a letter but before doing so want to consult you as to just what you think of the possibility of breaking even this year and just what arrangements we could make for renting out part of the land...”
231.04111921.17	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of the 9th, regarding Empire Farm, its management, and as to whether, in my opinion, it can be made to break even for the present year. I have been to Empire Farm today and I believe Mr. Long was in the most optimistic frame of mind I have ever seen him in, by that, I do not mean that he possessed a superabundance of hot air, but he seemed to feel and act as though things were beginning came his way, that if market conditions did not get any worse, that he could make the farm self-supporting.”
231.05141921.18	<ul style="list-style-type: none"> • To: E.H. Simmons • From: W.J. Long • “The past week has been very favorable and we have made good progress. We have about ninety acres of corn planted, and if it does not rain I expect to cut the alfalfa this next week. I think I will ship the hogs the 21st if the market justifies it.”
231.05171921.19	<ul style="list-style-type: none"> • To: W.J. Long

	<ul style="list-style-type: none"> • From: E.H. Simmons • “Much obliged for yours of May 14th giving your weekly report.”
231.05171921.20	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “I have in mind writing to Mr. Long in regard to the farm situation and have him take less money for the present and then pay it back to him at the end of the year if the results justify it, but I don’t want to do this until you think that the farm has agressed sufficiently so that we could take care of it for the balance of the year, with hired help, should he not be willing to take this risk, I thought best to write and consult you first.”
231.05191921.21	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “Acknowledging receipt of your letter of the 17th regarding Mr. Long and Empire Farm. Yesterday, I was at the farm and store. At the farm things seem to be progressing in very good shape, they have not has as much rain during the past two weeks as we have had here, they were planting the field to corn which is at the turn of the road near the stable lots, they were also cutting the first crop of alfalfa. Mr. Long expects to take a shipment of hogs to Nashville next Sunday unless he is advised that you will be here on Monday or Tuesday.”
231.06151921.22	<ul style="list-style-type: none"> • To: W.J. Jones • From: E.H. Simmons • “As the conditions force us to vacate Mike Lane’s position as bookkeeper, the tie business having stopped, I have arranged to have Mr. McCawley take care of what little store business there is and I am going to ask you, along the lines of previous suggestions to cut expenses, to take care of records for the farm. I have asked Mr. Esselstyn to confer with you on this and give due consideration to your ideas but will hold Mr. Esselstyn entirely responsible and expect him to make the decisions.”
231.06151921.23	<ul style="list-style-type: none"> • To: W.J. long • From: E.H. Simmons • “In regard to the mowing machine, I did not make a written memorandum of this and it slipped my memory. You find out what you can get a mowing machine locally for, possibly some dealer will be

	glad to get rid of some of his overstock regardless of cost.”
231.06151921.24	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “See what you can buy a mowing machine for in Dawson Springs or Princeton or someplace where Mr. Long won’t be liable to ask and if you will give me the information I can compare it with prices here.”
231.06161921.25	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “I wrote Mr. Long in regard to taking a reduction in salary which he has accepted in a very proper spirit so that it is our present intention to go on with the farm, with the hope that we can break even in 1921.”
231.06191921.26	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “Replying to your letter of the 15th regarding the price of mowing machines. I had Joe Mitchell get the price for his father from the local hardware store and it is \$80.00 less 5% for cash. This is the price of either the Deering or Comet machines.”
231.06201921.27	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “Answering yours of June 19th, File 231. If you can get this Deering brand mowing machine (provided Mr. Long indicates that brand will be satisfactory) from the local hardware man for \$75.00 less 5% for cash, place the order and get it to Mr. Long as soon as possible. If he does not accept this price, then shop around locally and buy at the best price obtainable within a short time, because Mr. Long wants to use it in a short time.”
231.06201921.28	<ul style="list-style-type: none"> • To: W.J. Long • From: E.H. Simmons • “In regard to mowing machine, I have asked Mr. Esselstyn to purchase a Deering or McCormick mowing machine and send it to you as promptly as possible and at the same time do a little shopping around on price.”
231.06211921.29	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “As a further reply to your letter of the 15th regarding the price of a mower, will say that at Dawson Springs, the price is \$80.00”
231.06221921.30	<ul style="list-style-type: none"> • To: E.H. Simmons

	<ul style="list-style-type: none"> • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of the 20th regarding the purchase of a mowing machine. The best price I can get here in Kuttawa is \$75.00 net but as I am going to Dawson and Madisonville in the morning, if it does not rain, I will look around there for a price to use against the Kuttawa price.”
231.06231921.31	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: W.J. Long • “I did not receive my letter which you had a copy of till yesterday, I will expect you to ship the mower up on the first boat, I guess you will be out again in a few days, as there is some other matters I wish to take up with you, which I could not very well do when someone was along.”
231.06241921.32	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “Yesterday I inquired the price of Mowing machines at Princeton and Madisonville and at both places they are \$80.00, the same as at Dawson. The local price of \$75.00 net is the best that we can do and Mr. Jones claims that the machines cost him delivered here \$74.00. This morning I have placed the order to be shipped on the next boat, either Saturday or Sunday.”
231.06241921.33	<ul style="list-style-type: none"> • To: W.J. Long • From: J.N. Esselstyn • “Your letter received. I cannot get Mr. Jones to make a price less than \$75.00 for the machine, as he claims they cost him \$75.00 delivered here at Kuttawa. Have placed the order this morning and it will go up on the next boat which may not be until Monday.”
231.06281921.34	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “Complying with your request of June 24th, enclosed you will find check for \$75.00, payable to G.E. Jones to cover the cost of the mowing machine.”
231.06291921.35	<ul style="list-style-type: none"> • To: W.J. Jones • From: J.N. Esselstyn • “I have received a check from St. Louis for \$75.00 to pay for the mowing machine, so have sent the receipted invoice to St. Louis. Have asked Mr. Jones to send his bill for the hay forks to Hematite.”

231.06301921.36	<ul style="list-style-type: none"> • To: E.H. Simmons • From: J.N. Esselstyn • “This is to acknowledge receipt of your letter of the 28th enclosing check for \$75.00 in payment of the Mowing machine for the Farm.”
231.08271921.37	<ul style="list-style-type: none"> • To: W.J. Long • From: E.H. Simmons • “Answering your letter of August 21st, you go ahead and sow grass.”
231.10211921.38	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: E.H. Simmons • “I note quite a good payroll for the farm for the month of September, all of which I assume is necessary and there is no doubt harvesting, filling the sale and all of these things which are absolutely necessary at this time of the year. As we are running extremely low on finances I would like to have you give me your estimate of what you will have to pay out for farm expenses, especially labor (other than your own salary) for the month of October, also November and December.”
231.11201921.39	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: W.J. Long • “We have had considerable rain the past week, I guess we have done all of the fall plowing we will be able to do, we finished husking corn some days ago, our corn averaged about 25bu. Per acre about as I expected our time will now be devoted to feeding, taking care of the stock, making some fence post to repair some fence and hauling out manure.”
231.12191922.40	<ul style="list-style-type: none"> • To: C.B. Vick • From: W.J. Long • “Please give me the names of the men that used the log wagon and the number of days each one used, also give me your estimate of the number of pounds of tobacco and its value that was produced on Empire Farm as I will need it for my inventory, thanking you for the information.”
231.12221922.41	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: C.B. Vick • “Before find the amount of barn and at by Company.” • Handwritten letter
231.04051923.42	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: Empire Farm

	<ul style="list-style-type: none"> • Empty envelope
231.04051923.43	<ul style="list-style-type: none"> • Log of three items. • Scrap of paper has "Wallington Bros" written on it
231.04241924.44	<ul style="list-style-type: none"> • To: W.J. Long • From: J.N. Esselstyn • "Yesterday, I looked up the McCoy corners, the extreme westerly corner is at the corner of his fence. The angle corner in the line is about 150 feet easterly from the Empire Farm fence where it leaves Mr. McCoy's fence line, the corner is about one foot from Mr. McCoy's fence, on the Company's side of the fence in order to make this corner easily located, I put up a stake about 4 feet long at the corner and leaned a small tree top against the fence."
231.07151924.45	<ul style="list-style-type: none"> • To: J.N. Esselstyn • From: W.J. Long • "We have the fence line cleared, and would be glad to have you run the line as soon as it is convenient."
231.07161924.46	<ul style="list-style-type: none"> • To: W.J. Long • From: J.N. Esselstyn • "Today at the store Mr. McCawley told me the McCoy fence line was out and you were ready for the line. My plan is to do this work next Tuesday, the 22nd."