

FRISCO

All Aboard

FRISCO

Volume 12

1999

Number 1



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Timetables.....3

For the majority of rail travelers, trains and timetables were synonymous. The public timetable was a quick and convenient source of information for train schedules, accommodations, and services. This is the first in a four part series in which we will profile the public timetables issued by the Frisco. This installment features pre-1902 editions.

Mail Car10

The intriguing *Legend Of The Coon Skin*, is the subject of this installment of our **Mail Car** feature.

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The tenth in our regular series profiling selected pieces of Frisco company service equipment, this installment begins a four-part series on wreckers, work trains, and hoists.

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A unique three-way "diamond" crossing at Columbus, KS, is the subject this installment of our **Classic Frisco** photo feature!

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In the 1920's, Frisco Division Engineer D.E. Gelwix wrote a series of letters which he issued to his section foremen. Written as though from an old section foreman to his son, they carried with them a word of good advice clothed in the homely philosophy of a kindly old section foreman. We are proud to present periodic selections these letters as a new feature of the *All Aboard*.

About the Covers

FRONT: The Frisco's annual reports for 1973-1976 featured a series of paintings depicting the company as, "A carrier of diversified manufactured and agricultural commodities..." The cover of each issue of Volume 12 of our *All Aboard* will feature one of these unique paintings.

BACK: From 1866 through the late 1890's, Frisco timetables took on the appearance of nothing short of classic works of art. Additional examples are featured in **Timetables**, page three of this issue.



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Editor

Alan Schmitt

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Membership Secretary

Saundra Schmitt

MUSEUM ADDRESS

543 E. Commercial St.
Springfield, MO 65803-2945
866-SLSF
(866-7573)
E-mail
SLSFRRMUS@aol.com
Web Site
<http://www.frisco.org/frisco/frisco.html>

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For the majority of rail travelers, trains and timetables were synonymous. The public timetable was a quick and convenient source of information for train schedules, accommodations, and services. They also served as an excellent medium of advertising for both promoting the railroad and providing space for advertising by local businesses along the line.

In the early years, trains hardly knew the meaning of the word time. Their time of departure was often imponderable and their arrival a downright uncertainty. The advertising of train departures was tentative at best and first took the form of brief newspaper announcements. It is believed that the first such railroad timetable was printed in the *Baltimore American and Commercial Advertiser* newspaper on May 21, 1830. It announced that on May 24, "a brigade, or train of coaches, will leave the company's depot on Pratt-Street at 7 a.m., and 4 p.m., and will leave Ellicott's Mills at 9 a.m., 1 p.m., and 6 p.m." The brigade was one rail coach pulled by one horse!

A timetable was just that... a table listing the time the train arrived and departed. The early timetables resembled a handbill, usually printed on a single piece of paper, and often listing only one train. They were posted on the wall of the local hotel, tavern, depot, or any place that would be convenient for the public to see.

As the railroads grew and expanded, timetables began to take on a different appearance. The single sheet schedule was enlarged, printed on both sides, and folded into a pocket size leaflet. They would include the train scheduled on one side and

1886.

ST. LOUIS & SAN FRANCISCO RAILROAD

LOCAL TIME TABLES

OF

PASSENGER TRAINS

IN EFFECT

April 11th, 1886,

And Subject to Change.

C. W. ROGERS, JAMES DUN,
Vice-Pres't and Gen'l Manager, Ass't Gen'l Manager,
ST. LOUIS, MO.

St. Louis & San Francisco R'y (FROM ST. LOUIS.)

Distance.	STATIONS.	†Accom.	*Express.
0	St. Louis, Un. Depot, Leave	6.52 a.m.	9.22 p.m.
37	Pacific....."	8.35 "	11.00 "
42	Catawissa	8.46 "
44	Robertsburg.....	8.51 "
49	Moselle.....	9.06 "
55	St. Clair.....	9.22 "	11.46 p.m.
~		~	~

Example of early handbill type timetable

a map on the other, showing the particular railroad's routes, destinations, and connecting points with other carriers. It was also in these early timetables that advertising began to appear, both promoting the railroad's services and accommodations, and providing space for advertising by local businesses along the line. The 1871 Pacific/Atlantic & Pacific combination schedule and the 1880 Frisco timetables are excellent examples of this format.

Unless otherwise noted, the timetables featured in this article are from the collection of C.C. Roberts.

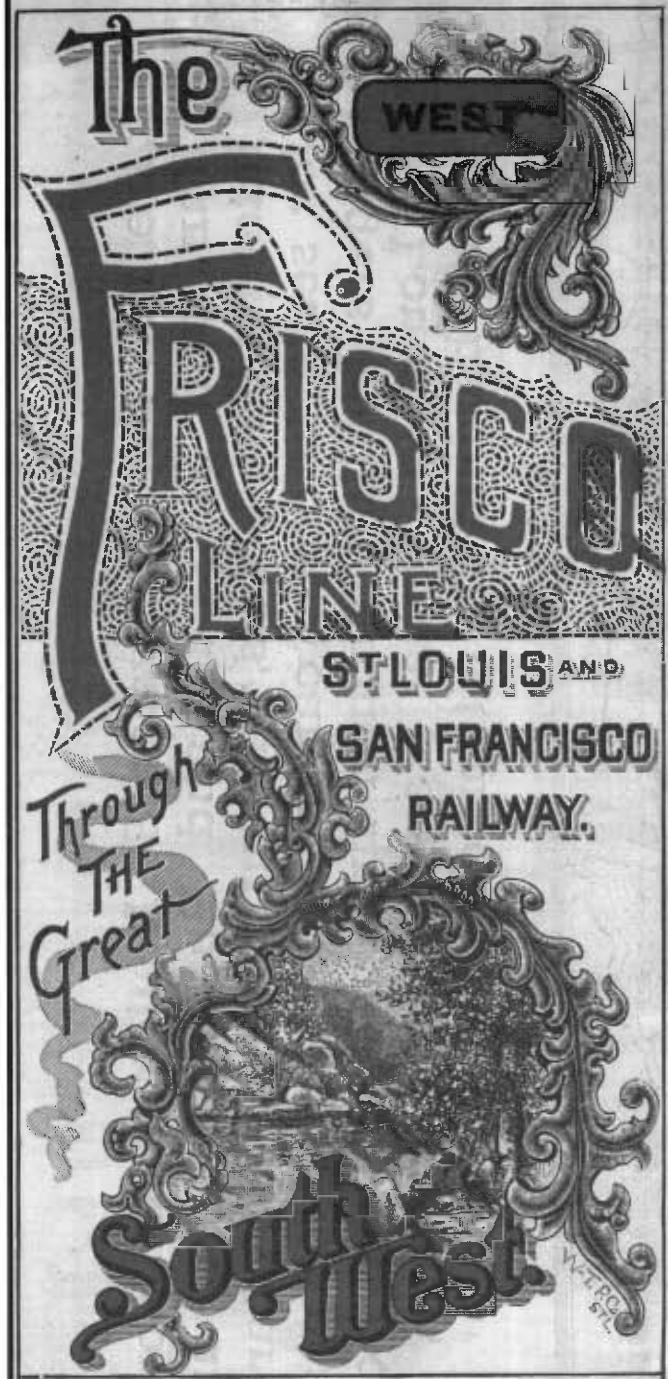
With the advent of Railroad Standard Time (the establishment nationwide of time zones) and a national telegraph system in place, timetables began to experience another significant change in the middle 1880's. Because the telegraph lines generally followed the rail line, trains were able to wire ahead their speed and progress to stations along the line. In addition, agents could wire the next station with the time of the train's actual departure and estimated arrival. Consequently, for the first time in rail travel history something resembling accurate scheduling and on time connections became a possibility. Thus, it became necessary to add more and more pages to timetables. Gradually they evolved into their standard four-by-nine format. The Frisco adopted this design in the summer of 1886.

From 1886 through the late 1890's, Frisco timetables took on the appearance of nothing short of classic works of art. In addition, they devoted a significant amount of space to promoting their fine equipment, luxurious accommodations, convenience, and safety.

Following release from Santa Fe control in 1896, the Frisco's public timetables took on a new appearance. In particular, there began to appear variations of what would become the most identifiable icon of the Frisco throughout its history... the "coonskin" logo (*see Legend Of The Coon Skin, page 10 of this issue*)



This classic 1886 Frisco timetable from the collection of Arthur D. Dubin.



1886, WOODWARD & TIERNAN PRINTING CO., 309 TO 315 N. THIRD STREET, ST. LOUIS.



WOODWARD & TIERNAN PRINTING CO., ENGRAVERS & ELECTROTYPEERS, ST. LOUIS.

From 1886 through the late 1890's, Frisco timetables took on the appearance of nothing short of classic works of art.

SUMMER, 1897.

FRISCO LINE

ST. LOUIS AND
SAN FRANCISCO
R.R.
THROUGH THE
WEST AND
SOUTHWEST

D. B. ROBINSON,
President,
ST. LOUIS, MO.

B. F. YOAKUM,
Vice-Pres't and Gen'l Manager,
ST. LOUIS, MO.

Following release from Santa Fe control in 1896, the Frisco's public timetables took on a new appearance. In particular, there began to appear variations of what would become the most identifiable icon of the Frisco throughout its history... the "coonskin" logo.

FRISCO LINE

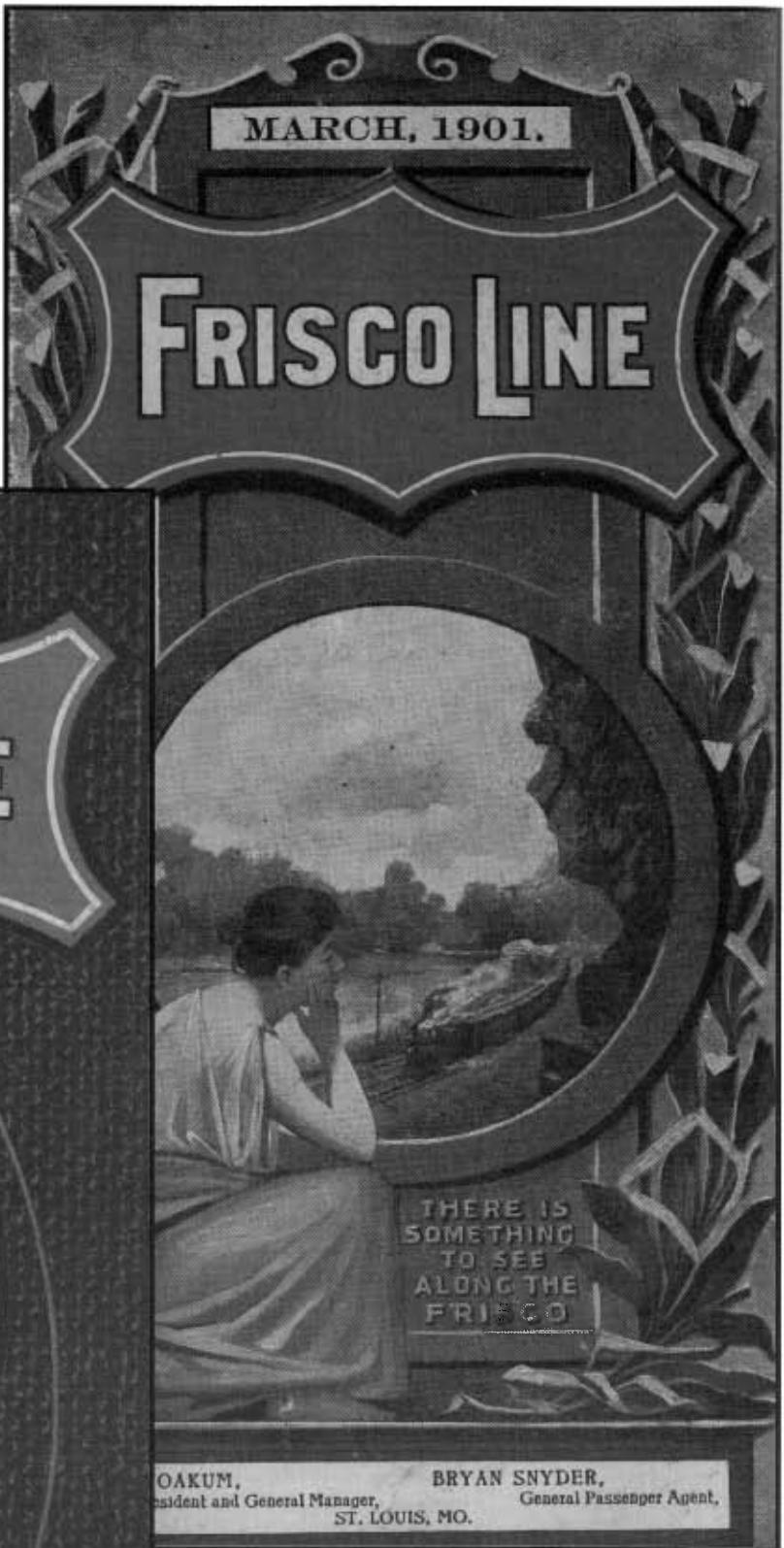
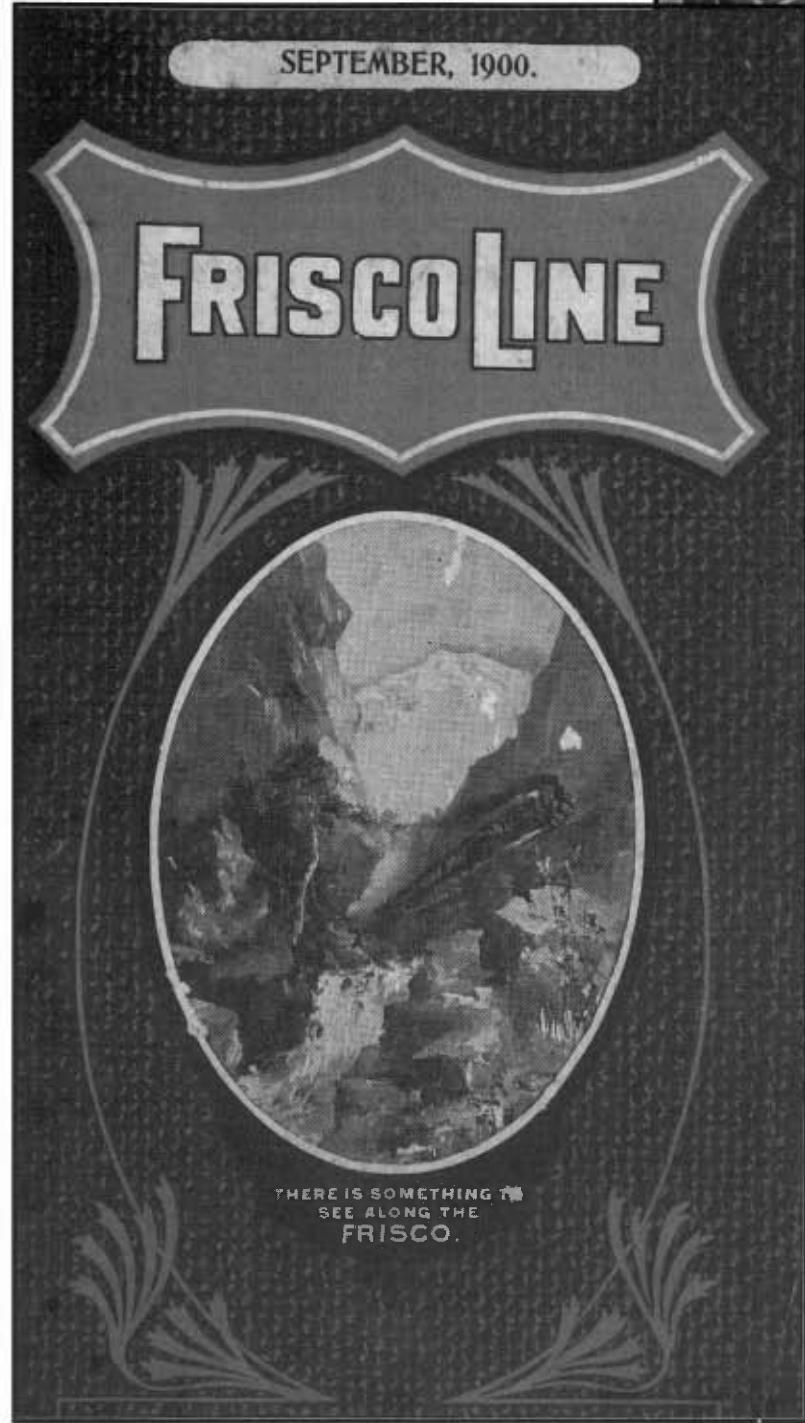
THROUGH
MISSOURI
KANSAS
ARKANSAS
INDIAN TER.
OKLAHOMA
TEXAS

TIME
TABLES
CORRECTED TO
December 1st,
1899

B. F. YOAKUM,
VICE PRES'T AND GEN'L MGR
ST. LOUIS, MO.

BRYAN SNYDER,
GENERAL PASSENGER AGENT
ST. LOUIS, MO.

By the turn of the century the country was growing up. Trains went everywhere and people rode them everywhere they went. The nation was experiencing relative stability and affluence. People began to allow themselves to think of the railroads and trains as not just practical means of transportation, but as a way to explore pleasurable and adventurous experiences. Consequently, timetables began to promote the picturesque land through which their trains ran and the exciting adventures awaiting the traveler along the way.



In 1900, the Frisco unveiled a new advertising campaign promoting, *There Is Something To See Along The Frisco*. A colorful series of booklets and pamphlets were distributed by the Passenger Department, a variety of promotional giveaway items were produced, and the public timetables took on a new more picturesque appearance.

JUNE, 1901.

FRISCO LINE

PENETRATES
MISSOURI
ARKANSAS
KANSAS
OKLAHOMA
TEXAS
INDIAN TERRITORY
THE
WEST AND SOUTHWEST

B. F. YOAKUM,
President and General Manager,
ST. LOUIS, MO.

BRYAN SNYDER,
General Passenger Agent

Although the promoting of Frisco land and pioneering opportunities would continue for many years to come, in 1901 the ornate and picturesque timetables of the past

JULY, 1902.

FRISCO SYSTEM

THROUGH THE
SOUTHEAST
AND THE
SOUTHWEST

were replaced with a new austere design that would become a relative standard format for over thirty years.

In our next issue, we will profile the timetable designs between 1902 and 1932.

WORLD'S FAIR, 1904
ST. LOUIS, U.S.A.

MAIL CAR



The **MAIL CAR** is a feature of the **ALL ABOARD** in which we attempt to answer some of the many questions that are submitted to our **FRISCO RESEARCH SERVICE**.

If you have a question about the equipment, facilities, or operation of the Frisco, please send them to the **RESEARCH SERVICE**. All requests are answered individually and selected questions will appear in the **MAIL CAR** feature.

QUESTION: At a recent family reunion, my grandfather was telling me about the Frisco corporate logo having something to do with a raccoon hide. Can you explain?

ANSWER: Yes! Please allow us to present...

The Legend Of The Coon Skin

In the late 1890's, Mr. George H. Nettleton, then Vice-President of the newly reorganized St. Louis and San Francisco Railroad Company was making an inspection tour of the system. His train pulled into the station at Neosho, MO, with his private car stopping in view of the west end of the depot on which was tacked a raccoon hide to dry.

When Mr. Nettleton saw the coon hide, he immediately summoned the local station



It was not long afterward that ink outlines of the tightly stretched coon hide began to appear on Frisco drawing boards in the General Office Drafting Room in St. Louis, but instead of hanging up and down, the hide was turned horizontally.



The words **FRISCOLINE** were inserted inside the coon skin outline and the Frisco's corporate trade mark was born.

It is interesting to note that the word **FRISCO** itself has an interesting origin. The **FR** is taken from San **F**rancisco, the **IS** from St. **LouIS**, and the **CO** for **C**o^mpany. Thus the St. Louis and San Francisco Railroad Company was symbolized.

Although the words inside its outline would change throughout the years, the coon skin logo remained as the corporate fingerprint of the company for over eighty years.



1896 - 1901



1910 - 1937



1901 - 1904



1938 - 1947



1905 - 1910

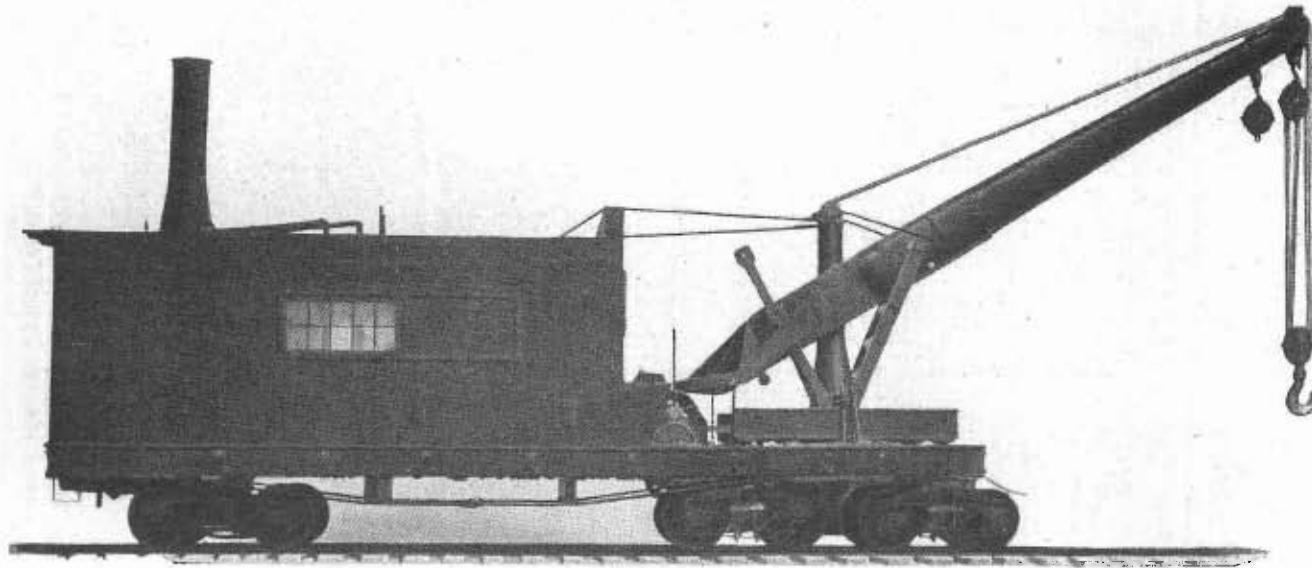


1947 - 1980

Editor's Note: The images used on this page were taken from a photo of the original coon skin. Prior to the 1980 BN merger, it hung in the General Office Building in St. Louis.



COMPANY SERVICE ROSTER



The world's first steam powered railway wrecking crane, built by Industrial Works in 1883. This type was similar to Frisco 99025, built in 1898, for the Kansas City, Ft. Scott, & Memphis Railroad as number 7. Photo courtesy of Industrial Brownhoist Corporation.

This is the tenth in our Company Service Roster feature in which we are profiling some of the most interesting, unique, and often underrated facets of Frisco equipment and operations: the Company Service Department... those men and machines that maintained the track, roadbed, right-of-way, bridges, structures, etc., all of which was essential to the successful operation of the railroad.

Wreckers Work Trains Hoists

Part One

One hundred-sixteen years ago adequate railway wrecking equipment was virtually nonexistent, other than what the individual railroads built to accommodate their specific needs. As the nation's rail

systems became larger and more trains were in operation the need for practical wrecking equipment became more apparent and urgent. Consequently, in 1883 the Industrial Works Co. of Bay City, MI, designed and built the world's first steam powered railway wrecking crane for service on the Chicago & Western Indiana Railroad. Their new steam wrecker was 40 ft. long, rode on three sets of four-wheel trucks, weighed 134,450 lbs., and had a lifting capacity of 30 tons.

According to our records, the first reference to wreckers on the Frisco appear in an 1885 roster. At that time two were in service, nos. 498 & 499. Three years later, the 1888 roster lists three units in service 497-498-499.

In 1904 when the Frisco reclassified and renumbered all its equipment, both owned

and acquired through consolidation of other lines, four steam wreckers were on the roster, as follows:

99025 Built by Industrial Works in November, 1889, for the Kansas City, Ft. Scott, & Memphis Railroad as unit number 7. It was one of Industrial's early 30 ton models.

99026 Built by Industrial Works in March, 1901, for the Frisco. Originally numbered 021, it had a lifting capacity of 40 tons.

99027 Built by Industrial Works in December, 1902. This 50 ton unit was first numbered SLSF 022.

99028 Built by Industrial Works in August, 1903, for the Frisco as 023, this unit had a lifting capacity of 60 tons.

Between 1907 and 1909, the company added four additional steam wreckers. Number 99029 was a 160 ton steam unit

acquired from the Colorado Southern, New Orleans, & Pacific Railroad, and three 100 ton wreckers, 99030-99031-99032, were purchased from Industrial Works. In 1913, 99033 and 99034 were added to the roster, both also 100 ton wreckers. In 1926, a 60 ton steam wrecker was purchased second hand from an unknown source for \$10,342.48 and assigned roster number 99023.

In December, 1949, the original 99025 wrecker was replaced with a new 250 ton diesel unit built by Industrial Brownhoist Co. In 1954, a 160 ton Bucyrus steam wrecker was acquired, assigned number 99024. In 1955 it was converted to diesel power.

That same year, 1955, two additional 250 ton diesel units were added to the fleet, nos. 99021 and 99022. According to a March 22, 1955 roster, the Frisco's fleet of wrecking cranes included fourteen units, as follows:

Capacity				
No.	(tons)	Power	Assigned	
99021	250	Diesel	Tulsa	
99022	250	Diesel	Springfield	
99023	60	Steam	Pensacola	
99024	100	Diesel	Ft. Scott	
99025	250	Diesel	Yale, TN	
99026	40	Steam	Kansas City	
99027	50	Steam	Enid, OK	
99028	60	Steam	Ok. City	
99029	160	Steam	Newburg	
99030	100	Steam	Sherman, TX	
99031	100	Steam	Shop for rep.	
99032	100	Steam	Ft. Smith, AR	
99033	100	Steam	Chaffee, MO	
99034	100	Steam	Amory, MS	

According to a June 15, 1955, roster, the 99026 Kansas City wrecker was removed from service, Number 99028 was reassigned from Oklahoma City to Kansas City, and number 99031 was assigned to service as the Oklahoma City wrecker.



*This view of SLSF 99030 was taken at Springfield, MO, on July, 1971.
E. Stoll photo*



Dr. Mike Condren took this photo of SLSF 99033 at Springfield, MO, on February 15, 1970.



SLSF 99023 was in service at Pensacola, FL, on April 14, 1951, when this photo was taken.



Its July, 1954, and newly built SL-SF 99022 is awaiting shipment at Industrial Brownhoist yards, Bay City, MI.



SL-SF 99022, the Springfield wrecker, is working a derailment at Billings, MO. Date of photo unknown

Three years later, 1958, missing from the roster are 99023, 99027, and 99031. In addition there was a notation that 99028 was assigned to Springfield for use on the High Line. The April 7, 1958 roster listed the following units in service:

99021	Tulsa
99022	Springfield
99024	Kansas City
99025	Tennessee Yard
99029	St. Louis
99030	Mobile, AL
99032	Ft. Smith
99033	Enid
99034	Amory, MS

NOTE: The 1958 roster also lists an otherwise unknown BC-209 wrecker, converted from a steam derrick.

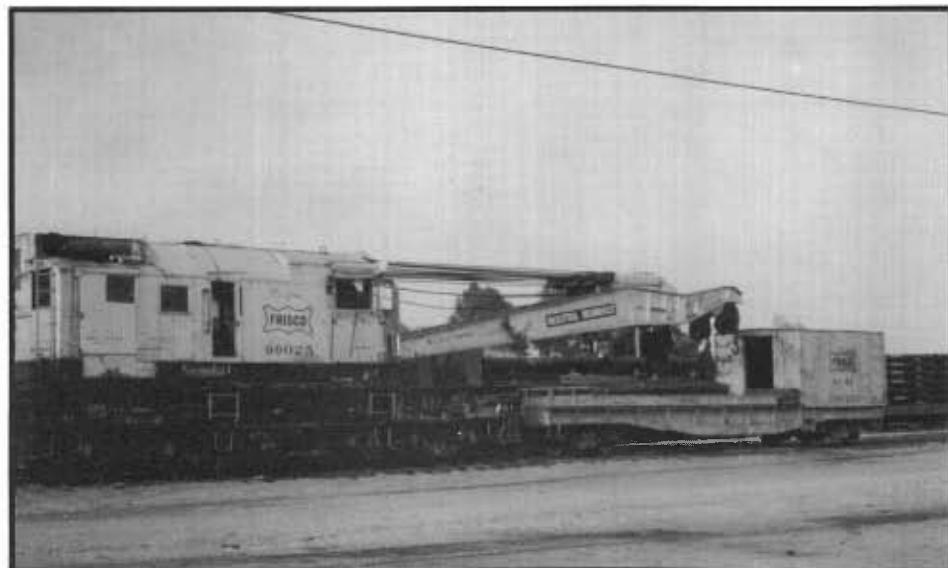
From 1958 to 1963, the above ten units provided wrecking service for the Frisco. It was also during this time period that most of the units were repainted in the standard company service silver gray paint scheme. In 1964, 99029 was converted to diesel operation and in 1965, 99034 was removed from service. In 1969, BC-209 was converted to diesel. In 1971, 99030 was removed from service and BC-209 was renumbered 99020. It is interesting to note that following diesclization and renumbering, 99020 was reassigned for duty as a bridge crane.

In 1973, 99033 was retired, in 1975, 99029 and 99032 were removed from service, and by merger with the Burlington Northern in 1980, only 99021 and 99025 were still on the roster. ☐

Editor's Note: In the next installment of our Company Service Roster feature, we will take a look at the work trains that were assigned to each wrecker.



BC-209, in service at Springfield, MO, on May 9, 1969. A. Johnson photo



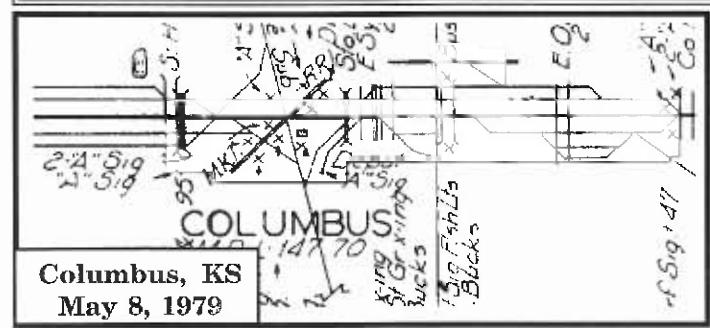
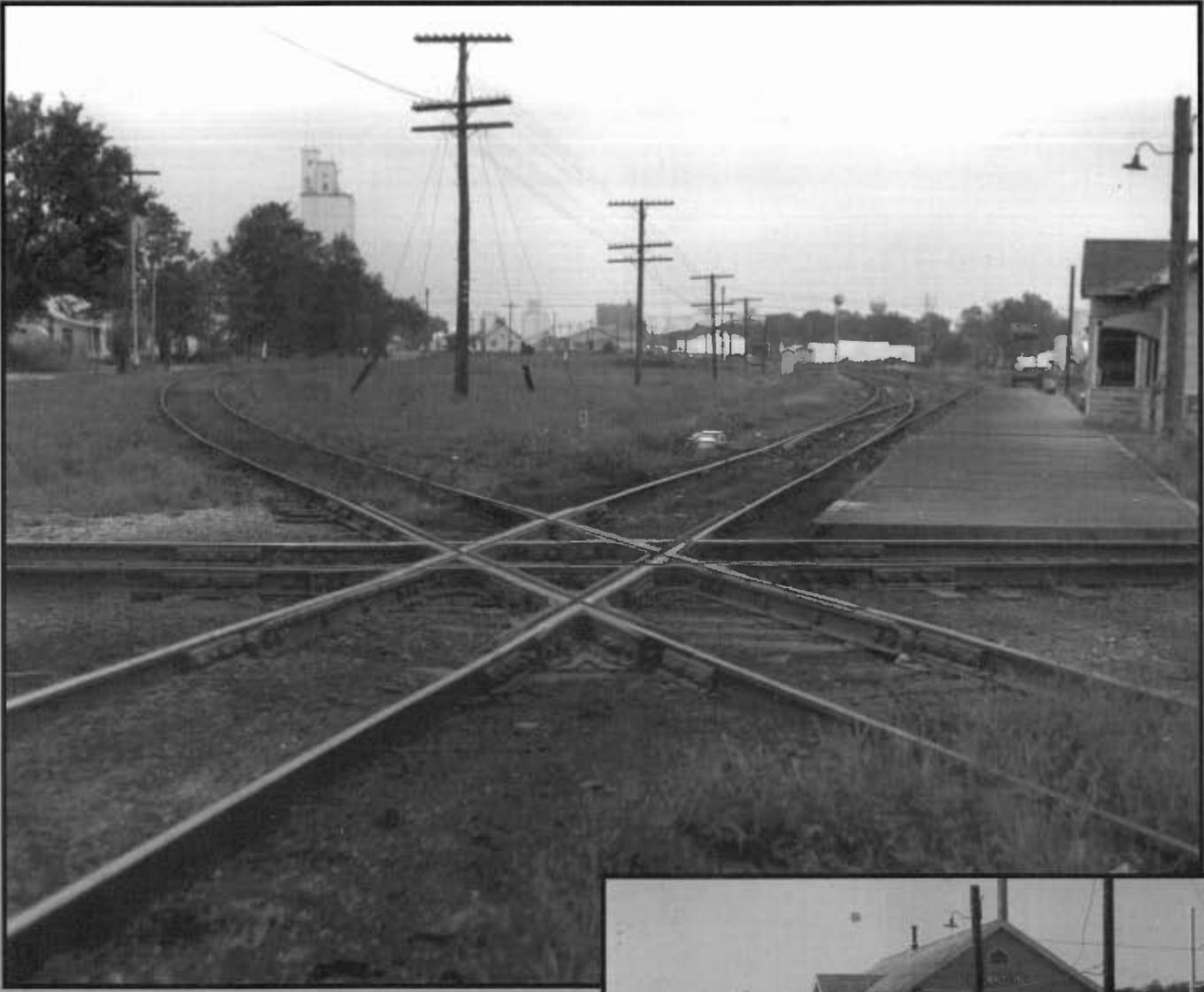
SLSF 99021 and 99025 were the remaining two wreckers on the Frisco roster at merger with the Burlington Northern in 1980.

This rare set of, circa. early 1950's, photos shows 99024 and 99025 working a wreck outside Marshfield, MO. The gentleman in the hat and tie is Sanford P. Enslen, who retired from the Frisco in 1958 as General Car Foreman. The bottom two photos give us a "cab view" of the operation.



Classic Frisco

The date was September 14, 1973, when Frisco Folk Walt Evans took this photo of a classic three-way crossing located at Columbus, KS. The view is south with the Frisco depot and platform to the far right. The track from the upper right to lower left of the photo was the Frisco's Kansas City to Tulsa line. The track from the upper left to lower right was the Katy's, and the track crossing in the middle was the Frisco's line between Wichita, KS and Pierce City, MO.



DOWN AT THE DEPOT

A recent review of our **All Aboard** index has revealed that over the past twelve years we have profiled fifty-eight individual Frisco depots in our *Down At The Depot* series. It has been one of our most popular features of the **All Aboard** and one that over the years has generated a number of questions. In particular, many of our members and readers have inquired regarding the Frisco's use of standard plans for their depot construction.

With that in mind, we have decided to devote the next few issues of our Down At The Depot series to examining Frisco depot construction, both those that were built according to standard plans and those that were unique to themselves.

In the early days of rail travel there were no depots. Most railroads were more interested in laying track and running revenue producing trains than they were in providing for the comfort and



The arrival of the train was both a practical occurrence and an entertaining event that few residents wanted to miss, as witnessed by this photo taken at Cedar Gap, MO, circa. 1909

convenience of their passengers. The early railroads first relied on a local hotel or saloon to serve as their arrival and departure points, a practice left over from the era of stage coach travel.

By the early 1840's, however, construction of railroad depots was a common practice and their style and architecture were as varied as

the many travelers who passed through their doors. Some were simple while others were architectural marvels, a show place for the railroads.

As rail travel increased, so did the importance of the train station. It was the site of many welcomes and farewells between relatives, friends, and even strangers wishing each other a safe journey.

The local depot often served as the site of the local "spit & whittle" club and provided the citizens of many small communities with their only outside contact with the world.

The arrival of the train was both a practical occurrence and an entertaining event that few residents wanted to miss. The train usually brought the latest in world and national news, the local mail, merchandise of all sorts, and a continuous parade of strange, mysterious, yet always interesting rail travelers.



The local depot often served as the site of the local "spit & whittle" club. Seligman, MO, circa. 1910

The young boys in the community would usually greet the arrival of the train far down the tracks and they would run alongside the locomotive, taking in all its majesty while dreaming about some day controlling the throttles themselves.

The depot served as the communications center for the town because it was often the site of the local telegraph office, and the depot clock was generally considered as the official time in the community.

While the early history of depots on the Frisco has been lost or forgotten, there is evidence of their existence. A January 1, 1868 roster of equipment and facilities on the Southwest Pacific Railroad, an early predecessor of the Frisco, lists two passenger coaches, four baggage & express cars, and ten stations along its route.

The oldest Frisco depot on record was on that Southwest Pacific line, built in 1868, at Pacific, MO., the point where the Southwest route branched off from the original tracks of the Pacific Railroad. Throughout its tenure of service, the Pacific station was operated jointly by the Frisco and the Missouri Pacific.

In March, 1903, when the *Official List of Officers, Stations, Agents, etc.* was issued by the Frisco System, 786 stations were included, many of which had some type of depot. Needless to say, with that many stations on their line, the size, style, and architectural design of the depots were as varied as the names, locations, and personalities of the communities as they served.

In 1916, when the Frisco



The oldest Frisco depot of record was built at Pacific, MO, in 1868.

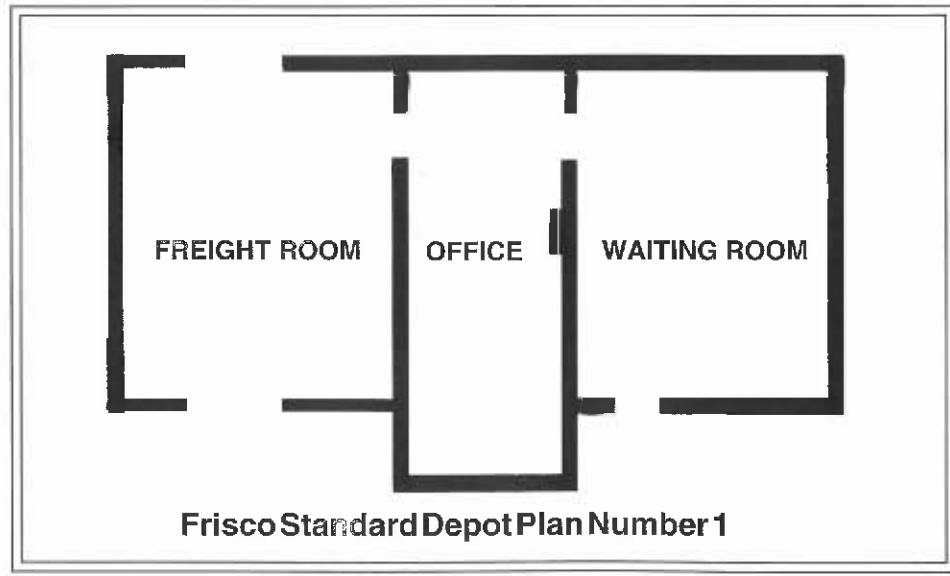
experienced its first major reorganization, 143 different railroads had been absorbed into the Frisco System, each with their own distinctive approach to depot design.

However, when one begins to closely examine current historical, technical, and photographic records, there emerges a number of distinctive design categories of depots on the Frisco.

The most common cat-

-egory of Frisco depots were those built according to standard plans. Over the years, the architectural department developed as many as nine different designs that were based on five basic plans.

Standard Plan number 1 represented the most common depot design on the Frisco. It was a combination station (freight & passenger) with a basic floor plan including a freight room and waiting room,



Frisco Standard Depot Plan Number 1

divided in the middle by the agents office. The building was frame construction with 2" x 6" walls, an open end gable roof design, with boards & batten siding. The depot at Strafford, MO is a good example of Standard Plan number 1.

Early in its operation, the Frisco adopted a gray with white trim and green roof color scheme for its standard plans.

While a standard plan, service requirements and community needs would often dictate a variety of modifications. The Belton, MO, depot had the freight room to the left of the agents bay while the station at Cache, OK, was reversed.

Some of the number 1 depots were small, such as the one at Conway, MO, and some were a larger version like the depot at Crocker, MO.

Another variation was the placement of the agents bay. The station at Niangua, MO, had it located in the middle while it was offset to one end at Steele, MO. Apparently the Steele station handled a large volume of express shipments which required a larger than standard freight room.

Where local laws dictated, all Frisco depot plans were modified for segregated waiting rooms, such as the station at Turrell, AR.

One interesting exterior modification of number one depots was the roof end design as shown on the Verona, MO, depot.

EDITOR'S NOTE:

In the next issue of our **Down At The Depot** feature we will take a look at examples of stations built according to standard plans 2-5.



Strafford, MO., April 10, 1948. A. Johnson photo



Belton, MO., April 16, 1957. Howard Killam photo





Some of the number one depots were small, such as the one at Conway, MO.

March 13, 1955
A. Johnson photo

One common variation in the number one depots was the placement of the agents bay. The station at Niangua had it located in the middle.

Niangua, MO
August 25, 1958



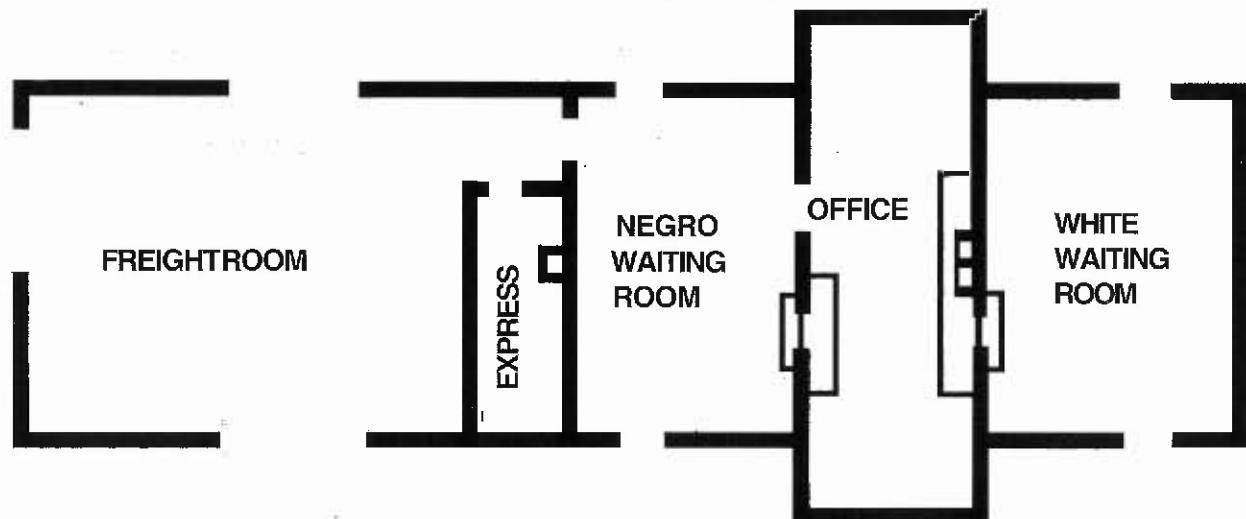
Some of the number one depots were large, such as the one at Crocker, MO. This 1978 photo from the H.D. Connor collection

One common variation in the number one depots was the placement of the agents bay. The station at Steele had it located offset to one end. This 1966 photo from the H.D. Connor collection





*An interesting exterior modification of a number one depot was
the roof end design on the Verona, MO station.
July 24, 1949. A. Johnson photo*



Frisco Standard Depot Plan Number 1 ~ Turrell, Arkansas



Turrell, AR., 1966. H.D. Connor collection

Letters From An Old Section Foreman To His Son

EDITOR'S NOTE: In the 1920's, Mr. D.E. Gelwix, who at the time was Division Engineer on the Eastern Division of the Frisco, wrote a series of letters which he issued to his section foremen.

These letters were written as though from an old section foreman to his son. They carried with them a word of good advice clothed in the homely philosophy of a kindly section foreman who had served his company well, had reared and educated a family, and had proved himself a good and useful citizen. The following is the first letter in the series.

Dear Son:

I was sure mighty proud to learn that you had been appointed foreman on Section R33. I am glad to see you get a promotion and I like to feel that the raising I have given you has helped make you ready for a foreman's job at a time when it is pretty hard to find material from which good foremen may be made.

If you don't mind listening to a little advice from your old Dad, I can tell you a few things that will be a powerful lot of help to you now and in the years to come. You have heard me say a good deal of



This rare 1898 photo shows the Frisco section gang and family that were assigned to Birch Tree, MO. Photo courtesy of the West Plains Gazette.

what I am going to tell you but it will mean more to you now, because now I am talking about your job instead of mine or the other fellow's.

I remember a good many years ago one of those Chatauquas came to town and I went to one of the lectures because the Agent and I got a free ticket. The subject of the lecture was "Think Well of Your Job." I didn't understand much that the lecturer said, but I have never forgotten his text. It put me to thinking about my own job, and the more I think of it the better I am pleased with it.

A good many people, including a lot of section foremen themselves, think that a foreman's job isn't much, but I figure, after watching the thing for nearly forty years, that the job is just about as big as you try to make it. Some folks wouldn't be satisfied to be General Manager for over two weeks - they would begin by that time to think that their talents were being wasted. They would think that they ought to

be Vice President, and they would try to figure out how the Vice President should run his job rather than to tend to their own business.

I have never known a lot of section foremen that wanted to be Roadmaster. A fellow does a good job sometime and gets some compliments on it and the thing immediately goes to his head. Then he starts to scheming as to how he can attract attention and pull wires, and the first thing you know there is a politician running his section instead of a foreman. I like to see men ambitious - I don't think it hurts a section foreman to have an idea that there is something better ahead of him some place. But always remember, Son, that the best way to prepare yourself for the next job ahead of you is to do today's work the very best way you know how.

I have had a lot of foremen argue with me that we ought to be paid more. I usually agree with them because I know they would not understand if I tried to tell them

what I am going to tell you. I can look back forty years and recall the boys I grew up with in the old home town and not find one of them that is as well off today as I am. A lot of them have made bigger money than I have, at times, and some of them have lived in better homes and worn better clothes. But their prosperity has not stayed with them. One of my old school-mates was elected to a County office and wore a white vest and later ran for the legislature; but he never acquired the habit of working - dodged around from this to that for a number of years and finally died a few years ago, a public charge.

I have gone thru three panics since I started running a section, and you know enough about what that means to realize that a man should be mighty well pleased with a job that keeps his children fed when others go hungry.

Don't misunderstand me to say that I will not accept more money for my work when the company sees fit to offer it; however, I am not going to forget that the company has enabled me to raise you children and educate you and give you and your mother a home, and that today I command a reasonable amount of respect in our community, largely as a result of my connection with the company. These things are all worth a lot to me, even if I cannot take them to the bank and deposit them to my credit.

You should think well of your job Son, not only because it is a good job for you, but because of its importance to the company which is depending on you to take care of a

of its interests. You and the Agent are the only representatives our company has in your town. The folks down there judge our railroad by the kind of section foreman it has, a whole lot more than they do by how much business it is doing or how much money it is spending for improvements.

You can do more than everyone else on the railroad towards keeping the good will of the folks along your section. You should keep your eyes open for things that are liable to bring about complaints and fix them wherever you can, calling the attention of the Roadmaster to the things that you cannot fix. When a man comes to you with a complaint, remember that your conduct will not only have a whole lot to do with his friendship for you in the future, but also his friendship for our company.

Don't ever make any promises you do not intend to keep or that you are not certain that you will be able to keep. Your word should be your bond, even to the extent of your making it good where conditions arise over which you have no control. When, occasionally, someone comes to you asking that the company do something out of reason, don't argue. Sympathize with him in a way that will not compromise the company; most generally people with a grievance get about all the relief they need when they confide in someone else and get a little sympathy.

When you are loafing around the Post Office or the grocery store, don't ever overlook a chance to say a good word for the company. I don't mean by this for you to go to

extremes either in the statements you make or in talking too often. When the cracker box statesmen get to discussing the heartless corporations, a word now and then from you about some of the good things your company is doing will do a lot towards keeping down the wild talk that usually comes from ignorance. Men are pretty much like sheep anyway, and the fellow that knows his business and has the gumption to stand up for his ideas is always the leader.

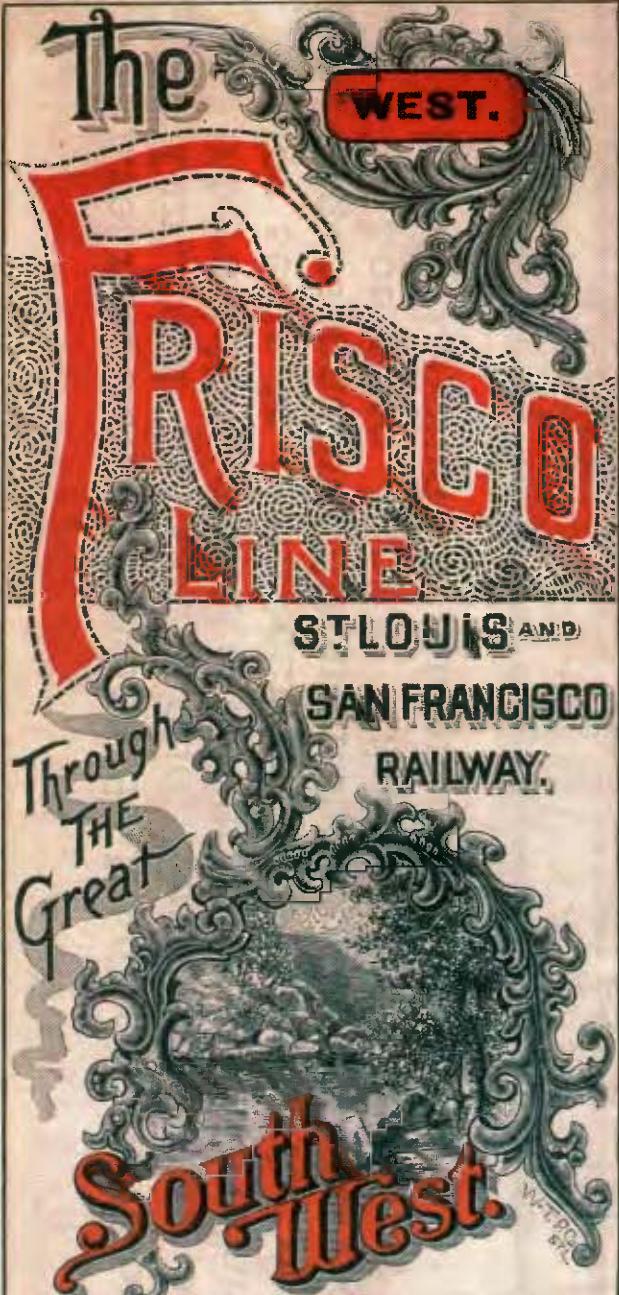
I was up at Division headquarters last month to a little meeting of the foremen, and I heard our Superintendent say that most generally a section foreman did not realize how important a man he was for the railroad and that the majority of the foremen did not take their job seriously enough. He didn't mean by that, that you are of much importance and that you should go around with your head up and your chest out inviting people to look at you - what he meant was that the foreman of Section R33 was an important man because of his being largely responsible for the railroad's interest from Mile Post R527 to Mile Post R539.

Well, Son, that is about all for this time. I didn't figure to preach when I started out, but I can't help wanting you to get started off right and have the benefit of some of the things I have learned without the hard knocks that I got learning them.

Write soon.

Dad

...to be continued



H. L. MORRILL,
General Manager, ST. LOUIS.



D. WISHART,
General Passenger Agent, ST. LOUIS.