

firms that as a rule don't respect; 10% are ineffective on account of received too late or after shipments move and controlled by heavy loading of drays; 30% effective on competitive traffic. Our solicitation of this traffic is C. & E. I. thru' Saint Louis, altho' we are compelled to take some business at the Missouri River. Routing orders not respected where competitors have thru' package cars and can give better service. The percentage of effective advices varies in different parts of Chicago from 95% in a district of small shippers to 20% or 30% among the large concerns.

Isaac Benson.

On account of no T. F. A., can't get around to see shippers as often as would like to. In making various towns in the territory, always aim to see the big shippers first and then call on as many small shippers as possible. Travel five days a week as it is necessary to be in the office Saturday to clean up correspondence.

J. W. Kelley.

Milwaukee territory produces a great deal of freight for the Frisco. Have plenty of cars, but there is not much movement at this time. Working early and late and calling on new shippers when opportunity permits. By specializing on single cars we were able to make a good showing during April. T. F. A. working six days a week and producing good results.

W. T. McNamara.

Doing our best to keep the efficiency of the office up to the standard. Conditions below normal at the present time, but prospects bright for the future. Spending as much time in the territory as possible and T. F. A. out six days a week. In some towns shippers refuse to see T. F. A. on Saturday and have arranged to put him in smaller towns where he can see shippers.

J. M. Kirk.

We are specializing on LCL traffic. Have four daily package cars from Louisville to the Frisco at Saint Louis, which have been the means of controlling to us a considerable movement. Spend three days a week in Louisville and three days in the territory. One of the most effective means of solicitation has been in calling on the Local Agent and Bill Clerks. Get information as to who is shipping to our territory and what they are shipping. Shippers frequently inquire as to decisions of the Interstate Commerce Commission. Have had some trouble in securing furniture cars in the past and lost some business on this account. Shippers also inquire as to crop conditions along our line and think the idea to furnish outside men with a resume of monthly letters a good one.

W. B. Biddle.

This discussion has developed what we knew ourselves; our inability to reach the LCL shipper by direct solicitation. There is only one thing we can do and that is reach these people by some other method than direct solicitation and that was the theory on which we developed this plan of

asking you gentlemen for a list of all shippers in your territory who might have business to move via the Frisco. I am going to ask Mr. Gengenbach to tell you of the plan we have been following and what we have discovered in connection with it and the information we get will be sent to you to supplement your list. We are following this up regularly by going to Seventh Street Station and going over the LCL received from connecting lines, getting a list of the people shipping over our road which develops the fact that shippers we did not have on our list are shipping 4,000 and 5,000 pounds a week regularly via the Frisco.

E. F. LeFevre.

The Twin Cities and the territory to the Northwest in a few years will be the best producing territory in the United States. C. & E. I. recently got out a circular letter to shippers in this territory which has done considerable good. Do not have many LCL shippers. Shippers will not respect routing on railroad forms for the reason their business is so vast it would be an expense to them to attempt to match routing orders with customers orders, but if Frisco routing is shown on original orders it will be respected.

J. C. Sartelle, General Agent, Santa Fe Lines, St. Louis.

(Introduced by Mr. Biddle). It has always been my ambition to re-establish the former relations between the Santa Fe and Frisco and believe an arrangement of that kind will serve the interests of both companies better than any I know of. About a year ago we opened up the California route and with the cancellation of the H. & T. C. contract, we have made a satisfactory arrangement with the Santa Fe on Texas traffic.

Mr. Sartelle read a circular issued by Mr. Hershey outlining to Santa Fe people just what business they would solicit via the Frisco to Texas and Louisiana points and on which they would give us their undivided support. The instructions issued to my force here are in line with these instructions. We have a route to Texas with the Frisco and it is Frisco first, last and always. We are opening up a large territory to the Frisco in Texas. We are giving up revenue by entering into this arrangement, but we figure we will get enough business between us to offset the loss of revenue thru' the Missouri River gateway. We have had some delays, but the shippers in Saint Louis have been kind to us and want to give us time to work out this new arrangement. We have kept competition with the Cotton Belt to Texas, but so far as the Santa Fe is concerned, we will put our shoulder to the wheel and work with you tooth and toe-nail.

D. H. Hillman.

What attention is being paid to inbound freight on which the Frisco can get a haul? Our solicitor puts in more time soliciting inbound freight than outbound.

D. F. McDonough.

There is a large movement of California business from the south and shippers have been asked not to route on account of

some low rates which will be in effect during September via the Canal. (Mr. Reilly.) Not over 25% of the traffic can be sent thru' the canal. No definite rates in effect. Conditions in the territory favorable except pig iron and don't know when the market will open up. Handling a good share of pipe from the Birmingham district.

C. A. Redden.

Am new in the territory and not very familiar with conditions. Have water competition on inbound business. Have no thru' package cars via Frisco, but C. & E. I. has car from Chicago. L. & N. and Seaboard have three day service to Jacksonville. Expect to have about 15,000 boxes of oranges next year.

E. F. Edgecomb.

No grain moving in, but outbound movement fairly good. Indications are from July on we will not be able to furnish enough equipment to handle the business. Have about 3,000 customers in the city with five solicitors making about 2,500 calls a month, leaving about 500 which we cannot see in a month. Agents on the Northern Division are very active and send us many advice letters.

R. E. Buchanan.

Business in the Memphis territory is very good, altho' we are not getting much lumber on account of not having transit. Making about 15 calls a day. Handling considerable merchandise from St. Louis and Chicago and our service is very good.

F. J. Lawler.

We are getting good results and reaching the shippers. All routing orders are placed personally. T. F. A. on the road six days a week.

F. P. Jeffries.

There are no two soliciting conditions alike and no two territories alike and therefore there can be no set rule for solicitation. Evansville furniture moves largely to Texas and competition is keen for the movement beyond Saint Louis. Equipment controls most of this furniture and vehicle shipments.

S. M. Wallace.

Everything running nicely, claims in good shape; merchandise cars from Saint Louis running on schedule with few exceptions. Grain people are lined up nicely and the Santa Fe give us their undivided support and we work very closely with them. Believe we should put on a package car to Waco as the best we can do now is fifth morning. Think we could work up a nice business to Waco with a thru' car. The Cotton Belt solicit on the S. A. & A. P. and the M. K. & T. have men on the S. A. & A. P. soliciting freight at exclusive points. LCL business on the S. A. & A. P. is being tied to the M. K. & T. Of the grain movement from the vicinity of Waco and Temple we handled 250 cars thru' New Orleans and about the same number thru' Memphis.

W. C. Lewis.

Everything in the territory in good

shape. Merchandise cars have been off schedule, but we are improving the service.

J. T. Brooks.

I represent the only outside agency in Texas off the line. Information as to movement of cars coming from other agencies by mail is of very little use. Outlook for the future very bright. Believe we should solicit the line of the S. A. & A. P.

C. E. Wynne, Jr.

Believe we should receive telegraphic information on cars sold, as when the information comes to us by mail it reaches us after the Cotton Belt man has gotten in and secured the business. Santa Fe are very friendly and we have up proposition of handling pointers direct with the Santa Fe agents.

F. C. Reilly.

Matter of telegraphing information will be left to our men and when necessary wire information is all right. It will be up to you to decide whether or not telegraphic information is necessary.

W. C. Smith.

We get out of Springfield in seven different directions and handle about 90% of the outbound business. Have as high as 1900 local shipments in one day. Inbound LCL shipments are routed largely by the Traffic Bureau who send out routing twice a year, 90% of the merchandise originating in C. & E. I. territory moves C. & E. I.

A. H. Stevens.

I represent a territory which is an Empire in itself. Eight magnificent states. We do not realize the opportunities we have in that part of the middle west. It is growing and growing rapidly. We recently handled 500 tons to Idaho via C. & E. I. Frisco and Union Pacific. We handled over 100 cars going to that part of the west for the Phoenix Construction Co. Have 600 tons marked up for the copper mines at Miami. Crop prospects never better. Colorado, Utah, Idaho and Montana will have 100% crops and the question is, where will the railroads get the equipment to handle. Frisco is handling more tonnage into the Denver territory than any other foreign line represented in Denver. We have the support of the Rock Island; co-operation of the Union Pacific on east-bound business and our relations with the Santa Fe are most pleasant. Seaboard business is very good and Central Savannah business is steadily growing.

F. D. Armstrong.

One of our largest patrons does not pay attention to routing orders, assigning their shipments by tonnage and territory. Cypress lumber is controlled by instructions sent with order and any instructions following original order are not observed. LCL business not very heavy, but that which moves west is controlled to the L. C. and Frisco. Coffee is controlled by consignee. We are handling considerable to Kansas City and St. Joseph.

D. L. Ewing.

I have visited a good many agents and superintendents during the past few months and think we will eventually get the agents educated up to the point where they will see that routing is placed on the original LCL order. Merchandise at Kansas City is considerably off, but other lines are showing similar decreases. Agents are all trying to get C. & E. I. routing on merchandise from our territory.

F. C. Reilly.

Chas. Hall is sending out a circular letter as to what is to move from the west and I know each of you will give attention and try to control business to the Frisco-Santa Fe. The Waynoka route has been a winner with us and we expect to make it more so.

G. F. MacGregor.

We have made special solicitation of lumber from off Rock Island short lines in Arkansas and Louisiana during the past six months. Today pine lumber is off 30% and hardwood about 50%, but during the past few months when lumber business was normal, we showed heavy increases in lumber movement. Inbound business into towns on these short lines has been increased. Some Traveling Freight Agents form a habit of calling on only a regular list of patrons, instead of calling on new people. We are endeavoring to overcome this in the Southwest and make new acquaintances and friends, 50% of our business to the C. & E. I. is Rock Island lumber thru' Chaffee and we must overcome the advantage of Illinois Central divisions by harder solicitation on these lines.

W. B. Biddle.

How do you handle a man who refuses to deal with you or your traveling men?

G. F. MacGregor.

One of our patrons had a claim against the N. O. T. & M. which had been declined and he would not give the Frisco any business in or out of Memphis. I endeavored to find out his habits and where he spent his time out of the office and made it a point to see him every day when he came down town. Fortunately one Sunday I met him and his wife and had a talk with them. On Monday the Solicitor went out to see him and he said some very nice things about me and gave the Solicitor a car for Augusta. He is now giving us 50% of his business. Some solicitors make the statement they cannot get business on account of claims. We endeavor to get the papers and go to the man and show him why the claim was turned down. In other cases we find we are able to pay the claim as the clerk handling did not give it the consideration that the head of the department would.

S. S. Butler.

The first thing I want to do is to impress on our representatives that we have a regular railroad. We have spent a great deal of money and are rendering first-class service. The fast freight from New Orleans to Houston during the month of April averaged 25% ahead of time. This

train makes third morning delivery in north Texas which is not surpassed by any line. We want our Southeastern men to help us out on business thru' New Orleans and can assure you you are perfectly safe in routing any business thru' New Orleans via the N. O. T. & M.

E. S. Stephens.

This is one of the best meetings I have ever attended. We hope to have all representatives in Chicago later on in the year and at that time we will possibly follow up what we have started here.

H. C. Conley.

There is a great deal of difference between soliciting conditions on the line in that part of the country where the towns are small and solicitation must be thru' the smaller towns and smaller shippers, and the territory represented by you gentlemen, controlling big centers like New York, Chicago, Detroit, etc. If we were to go out in our territory and find one man with as much business to move as one of the big manufacturing concerns, we would fall dead.

Do not believe we can pay too close attention to the question of LCL solicitation. Package freight from the Seaboard territory is very heavy. While certain houses have been arbitrary about accepting routing orders, believe we are getting away from that and the big concerns are coming to recognize the wishes of the customer who buys their goods. We are urging the country buyers to route their shipments at the time they make their purchases.

Whenever we have an aggressive, intelligent agent, we do not have claim troubles, because he gets behind them and cleans them up. When anyone complains to us of claims we get the papers and go into them thoroughly. We encourage agents and T. F. A. to hunt for the man who has a grievance and endeavor to remove it. The loyalty of Frisco men helps to make loyal friends out of our patrons. We are getting bigger results from our efforts in the way of solicitation west of the river than any other line.

E. Gengenbach.

LCL traffic is probably the hardest traffic to solicit, in fact the greater part of it cannot be solicited at all. It is more a matter of instruction than solicitation. We must build up the reputation of the railroad.

The work we are doing is largely a matter of study. We have not proceeded far enough to reach any results. We started in C. F. A. territory with a merchandise chart, showing the time it takes to get merchandise from a jobbing point. Following the distribution of this chart in C. F. A. the average weight of merchandise cars run up from 11,000 to 13,000 pounds. This LCL movement properly worked out is a great foundation for carload traffic. We find that the man who gives us LCL shipments during the week, gives us a carload at the end of the week. We have now a list of some 8,000 or 9,000 shippers in C. F. A. and 10,000 shippers in Seaboard territory and we are putting the lists in alphabetical order and will be able to

show whether each man has given us any business or not. We find many shippers shipping freight over our Seventh Street platform who are not on the list and who we do not know.

J. H. Doughty.

I am thoroughly impressed with LCL business and have always liked to solicit this traffic. When a man becomes Traffic Manager of a large concern he sometimes overlooks the small man such as the Commercial or General Agent and wants to deal with officials. The Solicitor is the friend of the little fellow. It is the Solicitor who helps the shipper. Don't believe you can gauge the value of a Solicitor or Commercial Agent by the opinion you get from a Traffic Manager.

W. B. Biddle.

The only thought I had in mind was the general opinion is current today among solicitors that the gentlemen to whom they report and to whom they are responsible for results, expect them to see the Traffic Managers as often as possible. I wanted to find out how often it was necessary to call on these gentlemen, having in mind that no railroad is able to put enough men in the field to see all shippers of freight. My thought was a study of that situation would enable you to make up your mind whether you should go to see Mr. Brown once a week or make less frequent trips.

E. F. Tillman.

Too much stress cannot be placed on the work of and co-operation of the Local Agent. I might be able to say considerable more if some member of the Operating Department were present.

W. B. Biddle.

I have been connected with three of the largest railroads in the western country and have had to do with the direction of solicitation; I have always been interested in that connection. I have helped to organize the Traffic Departments of the Santa Fe, Rock Island and Frisco and want to say, the only object in calling these meetings is to help you seek out for yourself new ideas and new methods. The soliciting department of the Frisco is the strongest in the United States today in my judgment and it is simply the method you are pursuing in this work. I know it is not as good as we can make it and that is our idea to keep after it.

E. S. Stephens.

Would it be good practice to adopt at Chicago, St. Louis, Kansas City, system of notifying shippers on postal cards, all cars forwarded to connecting lines?

This question was discussed and it was decided to hold it over until next meeting.

All representatives attending this conference were: W. B. Biddle, J. A. Middleton, F. C. Reilly, D. L. Ewing, G. F. Macgregor, H. C. Conley, E. Gengenbach, J. H. Doughty, S. S. Butler, W. C. Preston, E. S. Stephens, J. C. Sartelle, W. C. Connor, Jr., C. S. Hall, J. W. Kelley, J. M. Kirk, C. A. Forrent, E. F. Tillman, F. J. Lawlor, W. C. Smith, Isaac Benson, H. C. Conley, C. C. Lewis, A. H. Stevens, R. B. Merrick, J. T. Brooks, W. T. McNamara, S. M. Wallace, C. E. Wynne, Jr., R. E. Buchanan, E. F. LeFaire, C. A. Redden, E. F. Edgcomb, O. M. Conley, D. H. Hillman, F. D. Armstrong, D. F. McDonough, F. P. Jeffries, E. Imboden, J. A. Hawkins.

Connie Mack?

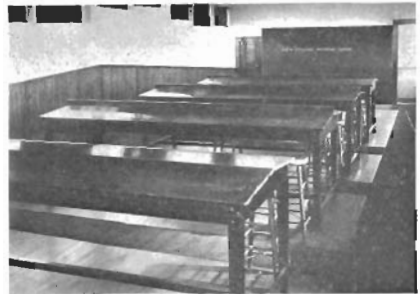
"Mack" the sheep loader of Menard, Texas, on the Fort Worth and Rio Grande Division, has the reputa-



tion hard to beat. His record is one car every five minutes. "Mack" is in the two year old class, and weighs seventy-five pounds.

A Requisition

To you Mr. Foreman a Jack I do send,
With his upper jaw broken for you to mend.
Don't be afraid, he is gentle and calm,
He has worked the devil out of many a good man.
If he tries to bite you, or tries to kick,
Just fix his old jaw and send him home quick.



Apprentice School Room, North Shops, Springfield, Mo.

Woman's Department

MRS. E. G. NEWLAND,



Augusta, Kansas, Editor

On waking he found himself on the green knoll whence he had first seen the old man of the glen. He rubbed his eyes—it was a bright, sunny morning. "Surely," thought Rip, "I have not slept here all night." He recalled the occurrences before he fell asleep... "Oh that flagon! that wicked flagon!" thought Rip, "what excuse shall I make to Dame Van Winkle."

We have all been amused by the misfortunes of Rip Van Winkle, and have laughed at the absurdity of the whole story. I wonder how many of us realize that we have some Rip Van Winkles on the Frisco. Some of our women and men too, are asleep, as they have been for years, as far as their duty is concerned, and the possibilities which life holds for them.

When Rip awoke from his long sleep, he was astonished at what he saw, and George Washington, Bunker Hill and Seventy-six were meaningless words to him.

We meet Frisco women every day who say they have never heard of the Safety League and some even say, "What is this Safety First? I don't know what it means." What wicked Flagon is causing this sleep which is more dangerous to them than was the sleep which made Rip Van Winkle an old man, which whitened his hair and stiffened his limbs? It is the sleep of ignorance or indifference and the awakening may find them widows, their children fatherless, and only when it is too late will they realize that they have been guilty of contributory negligence.

The flagon of pleasure seeking has dulled their sensibilities to everything

but dress, card parties and movies. Life, that most precious possession of man, the fleeting hours of which can never be regained, is being frittered away. The character which might be developed and made a blessing to the world is being dwarfed and weakened by idleness and selfishness.

The operators of the Frisco are striving to teach conservation and economy; to show us how to make the very best use of time and material. I wish I could awaken Frisco women to the possibilities this plan holds for them, if applied to their own lives. So much energy, so much intellect, so many golden hours are being wasted.

The foregoing does not apply to the largest number of Frisco women, I am very glad to say. For the most part they have been found faithful, earnest wives and mothers and a band of noble women. But it is possible even some of these may be asleep. They feel that because they are kept at home by the cares of the household and do not have time for calling, for lodge and church work, that they have no part in Safety First. On the contrary, they are the ones to whom Safety First is of vital importance, for they are more dependent on the bread-winner, more helpless by reason