

HISTORICAL DATA OF THE
AMERICAN RAILWAY DEVELOPMENT ASSOCIATION

1906 - 1930

HISTORY OF THE
AMERICAN RAILWAY DEVELOPMENT ASSOCIATION

BY--George F. Weston, Industrial Commissioner
Erie Railroad, Midland Bank Building, Cleveland, Ohio

The AMERICAN RAILWAY DEVELOPMENT ASSOCIATION was born in Chicago in 1906. In the language of its first president, Mr. W. H. Manss - "It was a Child of the Times " - a sturdy scion of ambition and energy with a mission best identified in the language of Article II of its constitution, viz:

- (a) To foster the advancement of the industrial, agricultural, immigration, colonization, publicity, real estate, and other development activities of the railway companies of North America.
- (b) To bring about an interchange of ideas among its members.
- (c) To promote the efficiency and importance of Railway Development Work.

Its original membership was but a handful, but they were earnest men, devoted to their job and that job, as it has continued to be, was service. The best evidence that the pioneer members knew what they were doing is the fact that successively each year, excepting only the period of America's participation in the World War, its meetings have been markedly progressive in interest and in membership. Its officers in their various duties have displayed that same energy and initiative that in older branches of the business of rail transportation have made the railroads of North America the greatest in the world. Its various committees for specific activities have vied with each other to make each administration and each fiscal year a maximum period of productive activity - all to the end that the American Railway Industry

Association has become an established and important unit in the service of transportation.

Existing conditions and events leading up to the birth of an organization are as important historically as is the record of its activities. The conditions faced by Industrial men when the A.R.D.A. came into being can be no better portrayed than they have been by one of its charter members, and its first president, Mr. W. H. Manss then of the C. B. & Q. Railway. Incidentally he was not only the first president but he also served as such for two terms. Mr. Manss in describing the environment that existed in 1906, says:

"It was the day of the Hepburn Bill; drastic, cruelly regulatory, volcanic, and sweeping in its demands, and scattering in its claims. It was the expression of the recognized majority economic power for regulation, and it exercised all of its authority. Railroad men had just received the Bill, and the revolutionary methods it introduced into the railroad world. From strong initiative it submerged railroad officials into most abject regulatory submission by men largely unfamiliar with railroad practices, but strong in railroad theories. Theories prevailed, because this regulatory economic power was demanding, through its aspiring attorneys, a complete change in the existing railroad methods.

"Railroad officials, operating, traffic, legal, etc., were swamped with regulations; the Hepburn Bill was torn to pieces and applied to the railroad; old practices were scrutinized as to their fitness with the new demands; like all negative "thou shalt not" instructions, attention was centered upon limitations rather than upon the expansion program that had constructed and expanded railroad facilities in the United

States. The transition from positive individualistic action to the negative restraint under a Governmental Bureau left many a railroad official dizzy. The legal department became the center of railroad activities.

"American railroads differ from those of Europe in so far as the American Railroads were constructed to create traffic, populate the territory adjacent to its right-of-way, and build empires in the state it served. In Europe, on the other hand, railroads were constructed to take care of existing traffic and meet the needs of a crowded population and serving the existing empires.

"American railroads from the beginning were development organizations. It was the function of the Presidents and officers to cultivate as intensely as possible the territory served. Development work could not be assigned to any one department. It was the FUNCTION of the entire railroad. This was necessary if they were to create traffic and populate their territory.

"As increasing obligations were imposed upon the railroad Presidents, their finances became a part of his duties; and especially as the organization increased as to specialized departments, more and more the time of the Presidents was absorbed in executive matters, and they were confined to their offices or trips to the east to discuss with the railroad backers ways and means of maintaining and improving their roads. The hundreds of receiverships of railroads up to 1900 is a testimony of the mental and nervous strain placed upon these Presidents, and the obligation that was growing of centering their attention upon the internal affairs of the road rather than follow their predecessors in territorial development.

"With the exception of a few railroads, most of the land, obtained from the Government or States as land grants for construction and financial set-ups, was either sold or occupied by settlers. By 1900 the great tide of immigration had run its course. In 1890 most of the land in the so-called rain belt was no longer at the disposal of the Government for homesteading purposes. The center of manufacturing was far to the east of Pittsburgh. Agricultural population was still a potent factor. Wheat growing was steadily moving westward. Industry was commencing to sense foreign fields for the surplus. Labor problems rather than production problems, divorced from labor demands, was the great industrial bugaboo. National distribution at the expense of transportation charges was the thing striven for. With agriculture and lumber, and those other land problems engaging so much the tonnage and attention of railroad officers in the Middle West, industrial development was a hope rather than the striving after immediately. The South was awakening and realizing its potentialities. The Northwest was seeking farmers. The Malthusian theory still engaged the thought of men of means. Was population increasing to the point where we could not produce to meet the demands? Sounds strange in these days of surpluses, but it existed. Increased agricultural production, by the application of scientific methods, was just in the offing.

"That was the environment in 1906. A radical change of attitude of the Government towards the railroads, a fencing in of endeavors, a destruction of initiative regulations permeating even to cities and small communities, a compounding of restrictions, growing of complexity in railroad organizations, population, and agricultural problems, etc.

"These conditions affected the personnel of the railroad organizations, the objects to be attained, the assignment of duties, the specialization of definite pursuits, and the over-zealousness of not violating the Governmental regulations and meeting the arrogance of the many self-appointed bodies to harass the railroad man, which in this period of transition and adjustment was most trying.

"The railroad must be developed. The original concept of the American railroads still held. With the other officers' attention diverted to finance, better operating conditions, being in the Seller Market for traffic and thus to use his methods, conferences, hearings complaints almost an epidemic, some railroads determined to turn over this development problem to one or two men. Industrial or developer departments rarely consisted of more than three persons including the clerk.

"Some of these men were promoted from the ranks of the organization others were brought in from the outside. As a rule they received little instruction or much attention, not because they did not require supervision, but due to the fact that the officers were submerged in other matters, and this department newly created was thought to be a means of relieving a public demand and assuaging its feelings. Then, too, being new and taking the place heretofore assigned or assumed by other departments, the men in charge were not looked upon as really railroad men, but interlopers, creations of conditions.

"Only a few railroads had such a department, and as a rule these men were strong individualists, lone riders versed in the art of overcoming competition with personal programs requiring personal

attention. Fighting within and fighting without, they were battle scarred, branded, and ready for any conflict. Being developers, they possessed the attributes of the creators. They had initiative, aggressiveness, resourcefulness, analysis, economic training, acquaintanceship, personality, or what is called today "It".

"They were both individuals and individualistic. But development of one railroad affected in a way all the other railroads. There was an inter-relationship and an independence that was seeking recognition. Independence was demanding too large a price for its continuation. Industries were asking for the service of all the railroads in a community. Agriculture was seeking diversification, markets, and state programs. Mining was not territorial, and the interests of the communities must be presented in a more comprehensive manner than the selfish demands of anyone. The Commercial Clubs were born in 1902. They became a public factor and influenced unity of interests, including the railroads in their communities. Rival industrial men sat at the same conferences, ate and spoke at the same annual meeting visited the same interests. Diversification was leading to a gross misunderstanding. Old railroad practices were being discarded, and the David Harum dictum "do it first" was growing in practice.

"So these men talked together, asked the why of estrangement, realized that they were strong in prosperous times, but rather weak in times of adversity, understood that they were appointments for the interim, that they were taking the places of other men who regarded the industrial or agricultural achievements as factors for promotion as outsiders in a military system such as the railroad, they knew the

the crucifixion was not confined to Jerusalem. They felt the influence of railroad politics, and untrained in the methods of their superior officers, as a rule, if not persona non grata, at any rate were misunderstood, looked down, and conceived of as an orphan.

"So it was self preservation, better understanding, closer cooperation, independence, with the desire for better territorial development that was the Father and the Mother of the then Railroad Industrial Organization.

"The old constitution and by-laws were short, indefinite, and far from binding. It was just a getting together for mutual protection, understanding, and co-operation. It was a Child of the Times.

"There were several luncheons held. One meeting in my office, in the old Burlington Building, brought out the fact that if we were to get anywhere we must call the industrial men together and see what they thought about it.

"Bob Wilson, then Assistant Industrial Commissioner of the Santa Railroad, volunteered to send a letter to all the industrial men known, and ask them to come to Chicago and meet us at the old Stratford Hotel, Michigan Boulevard and Jackson Boulevard. Bob got some refusals, some sarcastic letters, and some queries; but we had a fine turn-out representing some of the ablest men in the game.

"All wanted to know what it was all about, what could be done. Here is where J. C. Clair functioned. He was superheated with the thought of getting together, and did a fine piece of propaganda work, as only Clair could do it.

"We had arranged a program. In the morning we talked over things, looked into each other's hearts, and found a bond of affection. In the afternoon we were able to obtain Professor McLaughlin of the University of Chicago. His keen analysis of economic conditions, the future of the railroads, the financial problem, forecasting his work in effecting the Federal Reserve Board, the political atmosphere, the need of development, in a way, showed us the possibilities of getting together and outlined our functions as being more or less the economists for our separate needs.

"As we sat around that parlor of the Stratford Hotel discussing this vision, Professor McLaughlin had painted for us, a number tried to make a motion for effecting a permanent organization. It was unanimous. Mr. J. C. Clair was elected Vice-President, Robert Wilson Secretary-Treasurer, and I was made President. Motion prevailed to meet again next year, and called for an interchange of ideas during the year.

"That evening we had a dinner, made famous by that Hotel years before, at \$1.50 per plate. Everyone had an opportunity to talk and used it. We began to understand each other, and having washed our windows, saw what they stood for. We adjourned to meet one year from then. A one day session in which, among other things, we settled the side track argument, and those other matters which seem to still concern annual programs.

"A year later we met again in Chicago. The same officers were re-elected, and the program carried out, with new members added, and a force given the organization that has met in fulfillment today."

Those attending the first meeting described by Mr. Manss, and the railroads they represented, included:

Mr. Wesley Merritt	A.T. & S.F. Ry.
Mr. W. W. Wood	B. & O. R.R.
Mr. H.A. MOYER	D. & H. R.R.
Mr. Luis Jackson	Erie Railroad
Mr. Frank Anderson	Frisco Lines
Mr. W. H. Manss	C. B. & Q. R.R.
Mr. George Bonnell	C. & N. R.R.
Mr. J. C. Clair	Illinois Central R.R.,
Mr. G. A. Park	L. & N. R.R.
Mr. D. E. King	Missouri Pacific
Mr. L. L. Lawrence	N. O. M. & C. R.R.
Mr. F. H. LaBaume	Norfolk & Western Ry.,
Mr. C. W. Mott	Northern Pacific Ry.
Mr. Charles S. Chase	Southern Railway
Mr. S. B. Knight	Wabash Railroad
Mr. W. H. Killen	Wisconsin Central R.R.
Mr. E. J. Dowie	L. S. & M. Ry.

Officers elected at the organization meeting were:

President, W. H. Manss	C. B. & Q. R.R.
Vice President, H. A. Moyer ..	D. & H. Railroad
Secretary, R. E. Wilson	A. T. & S. F. Ry.
Treasurer, D. E. King	Missouri Pacific Ry.

The second annual meeting was held at St. Louis, Missouri, January, 1908, when the following officers were elected:

President, J. C. Clair	Illinois Central R.R.
Vice-President, Austin Gallagher.	Western Maryland Ry.
Secretary, R. E. Wilson	A. T. & S. F. Ry.
Treasurer, H. A. Treudley	B. & O. Railroad.

The third annual meeting was held in Cincinnati, Ohio, May 1909, when the following officers were elected:

President, R. E. Wilson	A. T. & S. F. Ry.
Vice President, C. J. Hupp	Michigan Central R.R.
Secretary, Guy L. Stewart	ST. L. & S. W. Ry.
Treasurer, L. L. Lawrence	N. O. M. & C. Ry.

Ensuing meetings have been as follows:

<u>YEAR</u>	<u>CITY</u>	<u>STATE</u>
1910	Memphis	Tennessee
1911	Detroit	Michigan
1912	Kansas City	Missouri
1913	Nashville	Tennessee
1914	St. Louis	Missouri
1915	St. Paul	Minnesota
1916	New Orleans	Louisiana
1917	Louisville	Kentucky
1918-19	- (Period of World War)	
1920	Cincinnati	Ohio
1921	New York	New York
1922	Denver	Colorado
1923	St. Louis	Missouri
1924	Savannah	Georgia
1925	San Antonio	Texas
1926	Vancouver	British Columbia
1927	Detroit	Michigan
1928	Miami	Florida
1929	Houston	Texas
1930	Duluth	Minnesota
1931	Philadelphia	Pennsylvania
1932	Louisville	Kentucky

Two years - 1918 and 1919 - are conspicuous by their absence from the otherwise unbroken chain of annual meetings. These two years,

however, were by no means idle ones for its members. On the contrary they were periods in which the specialized training they had received made the A.R.D.A. men outstanding assets of America and her Allies in the strenuous task of winning a war.

Every branch of the combat service had among its personnel, men from the development departments of the rail lines, and many of these made the supreme sacrifice. Those who could not take an active part as members of the armed force found a no less important duty awaiting their trained abilities to provide for those who had gone to France.

Of the activities of the American Railway Development Association during the World War period, no one perhaps is better qualified to speak than is Mr. J. L. Edwards, Vice President of the Atlanta, Birmingham & Coast Railroad. Mr. Edwards during the war was in charge of Agricultural Development Work for the Railroad Administration, and of this work he writes as follows:

"Late in the Spring of 1918, the Railroad Administration at Washington, under the Director General William G. McAdoo, began to take active and direct control of the railroad operation. One of the first things they did was to stop all "competitive efforts" of the individual carriers. This cut out immediately all activities in soliciting freight and passenger traffic. Included in these general instructions were competitive efforts for location of new industries. In that way the Industrial Departments of the railroads were practically abolished.

"In making these changes, the idea got abroad in many quarters that all kinds of development work were to be discontinued. As it was no

desired to stop the agricultural development work, there was created in July 1918, the Agricultural Section of the Division of Traffic, with headquarters at Washington, for the purpose of "giving attention to transportation needs of agricultural interests and their encouragement. The plan of organization contemplated that the Agricultural Departments of the different railroads should function under the general direction of the Agricultural Section at Washington.

"There ensued a number of meetings at convenient points, with the agricultural representatives. The program which we worked out in our various meetings and conferences was along broad lines, varied according to the conditions existing in the different sections and on the different roads.

"The War was about reaching its climax in the summer and autumn months of 1918. The whole United States was joining in such a gigantic military effort as the world had never known. It had come to be recognized that the men in the front line trenches needed the support of every industry and individual at home. In those times the agricultural men of the railroads were of immense service in creating and fostering the right sort of public feeling. They were in close personal touch with many different people throughout the country. They had the relationships and the ability to make themselves felt most forcefully in organizing and conducting meetings of all sorts, keeping up the morale of the agricultural and small town population, and doing so many things which have aptly been described as "holding things together

"They were particularly useful in war work in another direction. The question of food supply during the fighting and afterwards was a

live one. Our organizations were able to help no little in the effort of the Food Administration and other authorities to get the farmers to grow food crops.

"In the general program, co-operation was stressed as the foundation of our work. First, co-operation with each other; second, with all agricultural agencies of the Federal Government, States, and Counties, especially the county agents; and then broadly, co-operating with everyone who was trying intelligently to help towards better farming.

"Under the head of increased profitable farm production was advocated rotation of crops; growing of livestock, and soil improving legume. A good deal of new work was done in greater use of limestone. There were several demonstration trains operated, such as dairy special, stump pulling and land clearing demonstration, orchard demonstration trains. There was a good deal of work toward improved marketing, and several livestock campaigns. In other words, in spite of the extraordinary conditions, the functions of the existing agricultural departments of the railroads were fostered to the greatest extent practicable. Several roads without agricultural departments established them during Federal operation.

"After the Armistice, to be exact, on January 1, 1919, a wide campaign of newspapers and magazine advertising was begun by the Agricultural Section to develop ~~inquiries~~ inquiries from prospective homeseekers. Appropriate notices were carried in the passenger schedule folders of all the railroads, inviting inquiries to "The Homeseekers' Bureau" at Washington, or to the railroads direct. About 55,000 inquiries were received at Washington, and a larger number received by the agricultural agents direct.

"For use in that connection, there were prepared, through state group committees, booklets for 29 states where fresh advertising matter was thought necessary. This work was so well done that it attracted most favorable attention from everybody interested in the subject. Several communities, and some of the state organizations, but permission had re-prints made for circulation in their own work.

"We endeavored as far as practicable to check up the practical concrete benefit of development work to the revenues of the railroads. This was considered of primary importance. At the same time, the large good flowing from this work in the way of helping farmers make greater profits, and in creating an intelligent and friendly public opinion was apparent to all who were in contact with what was going on."

The world conflict over and the railroads returned to private management, the need of a specialized development department was apparent to the executives of every rail line.

The firm foundation laid by the men who in 1906 met in the old Stratford Hotel, and the substantial structure built thereon by those who came after, gave executives a dependable organization to take from their harassed shoulders a vitally important task in the rehabilitation of the war-worn roads.

To give proper credit to all, who by their efforts and self-sacrifice, have made the A.R.D.A. the substantial organization that it is today, would be to mention not alone the officers, but the individual members whose names have been recorded by succeeding secretaries.

Space does not permit a complete roster, but to the following list of presidents, recorded with the years they served as such, and through them to their associate officers and committees, as well as to the members over whom they presided, is given the credit that is justly

The PRESIDENTS OF THE AMERICAN RAILWAY DEVELOPMENT ASSOCIATION from its inception, have been as follows:

<u>YEAR</u>	<u>NAME</u>	<u>RAILROAD</u>
1906-08	W. H. Manss	C. B. & Q.
1908-09	J. C. Clair	I. C.
1909-10	H. E. Wilson	A. T. & S. F.
1910-11	M. V. Richards	Southern
1911-12	D. E. King	Mo. P.
1912-13	E. J. Dowie	L. S. & M. S.
1913-14	W. W. Wood	B. & D.
1914-15	F. H. LaBaume	N. & W.
1915-16	John C. Emig	Big Four
1916-17	L. J. Bricker	N. P.
1917-18	R. W. Cooke	Pa. Lines
1918-19	(No Meetings)	
1920-21	H. O. Hartzell	B. & O.
1921-22	George E. Bates	D. & H.
1922-23	J. P. Lamson	C. B. & Q. R.R.
1923-24	U. F. Fox	N. P.
1924-25	J. F. Jackson	C. of Ga.
1925-26	A. Leckie	K. C. S.
1926-27	W. H. Hill	N. Y. C.
1927-28	A. L. Moorshead	Erie
1928-29	H. W. Byerly	N. P.
1929-30	M. C. Burton	A. T. & S. F.
1930-31	Russell G. East	Pa Lines

HISTORY OF OUR ASSOCIATION

(We now have so many new members, it seems proper to include this record of the history of our association.)

On the occasion of a banquet held by the Trade Journal Association of Chicago in 1906, at which were present a number of gentlemen representing the Industrial Departments of certain railroads, among whom were Mr. Luis Jackson, of the Erie Railroad; Mr. W. H. Manss, of the C. B. & Q. R.R.; Mr. George Bonnell, of the C. & N. W. Ry.; Mr. Wesley Merritt, of the A. T. & S. F. Ry.; and Mr. John C. Clair, of the Illinois Central Railroad; it was suggested by Mr. Clair in the course of an address he was making that the railroad men present, representing industrial departments, organize an association of their own. As a result of this suggestion a few days later several of the gentlemen who had been present at the banquet of the Trade Journal Association met at the Chicago Athletic Club to talk over the situation, at which time it was decided to call a meeting on October 17, 1906, for organization. At the charter meeting there were seventeen railroads represented, as follows:

Atchison, Topeka & Santa Fe Railway	Mr. Wesley Merritt
Baltimore & Ohio Railroad	Mr. W. W. Wood
Delaware & Hudson Railroad	Mr. H. A. Moyer
Erie Railroad	Mr. Luis Jackson
Frisco Lines	Mr. Frank Anderson
Chicago, Burlington & Quincy Railway	Mr. W. H. Manss
Chicago & North Western Railway	Mr. George Bonnell
Illinois Central Railroad	Mr. J. C. Clair
Louisville & Nashville Railroad	Mr. G. A. Park
Missouri Pacific Railway	Mr. D. E. King
N. O. M. & C. Railroad	Mr. L. L. Lawrence
Norfolk & Western Railway	Mr. F. H. LaBaume
Northern Pacific Railway	Mr. C. W. Mott
Southern Railway	Mr. Charles S. Chase
Wabash Railroad	Mr. S. B. Knight
Wisconsin Central Railroad.....	Mr. W. H. Killen
L. S. & M. S. Railway	Mr. E. J. Dowie

Mr. J. L. Edwards, Vice President
Atlanta, Birmingham & Coast R.
Atlanta, Georgia.

Late in the spring of 1918, the Railroad Administration at Washington, under the Director General William G. McAdoo, began to take active and direct control of the railroad operation. One of the first things they did was to stop all "competitive efforts" of the individual carriers. This cut out immediately all activities in soliciting freight and passenger traffic. Included in these general instructions were competitive efforts for location of new industries. In that way the Industrial Departments of the railroads were practically abolished.

In making these changes, the idea got abroad in many quarters that all kinds of development work were to be discontinued. As it was not desired to stop the agricultural development work, there was created in July 1918, the Agricultural Section of the Division of Traffic, with headquarters at Washington, for the purpose of "giving attention to the transportation needs of agricultural interests and their encouragement. The plan of organization contemplated that the Agricultural Departments of the different railroads should function under the general direction of the Agricultural Section at Washington.

There ensued a number of meetings at convenient points, with the agricultural representatives. The program which we worked out in our various meetings and conferences was along broad lines, varied according to the conditions existing in the different sections and on the different roads.

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recognized that the men in the front line trenches needed the support of every industry and individual at home. In those times the agricultural men of the railroads were of immense service in creating and offering the right sort of public feeling. They were in close personal touch with many different people throughout the country. They had the relationships and the ability to make themselves felt most forcefully in organizing and conducting meetings of all sorts, keeping up the morale of the agricultural and small town population, and doing so many things which have aptly been described as "holding things together".

They were particularly useful in war work in another direction. The question of food supply during the fighting and afterwards was a live one. Our organizations were able to help no little in the efforts of Food Administration and other authorities to get the farmers to grow food crops.

In the general program, co-operation was stressed as the foundation of our work. First, co-operation with each other; second, with all agricultural agencies of the Federal Government, the States and Counties, especially the county agents; then broadly, co-operating with everyone who was trying intelligently to help toward better farming.

Under the head of increased profitable farm production was advocated rotation of crops; growing of livestock, and soil improving lectures. A good deal of new work was done in greater use of limestone. There were several demonstration trains operated, such as dairy speckle stump pulling and land clearing demonstration, orchard demonstration trains. There was a good deal of work toward improved marketing, and several livestock campaigns. In other words, in spite of the extraordinary conditions, the functions of the existing agricultural

departments of the railroads were fostered to the greatest extent practicable. Several roads without agricultural departments established them during Federal operation.

After the Armistice, to be exact on January 1, 1919, a wide campaign of newspaper and magazine advertising was begun by the Agricultural Section to develop inquiries from prospective homeseekers. Appropriate notices were carried in the passenger schedule folders of all the railroads, inviting inquiries to "The Homeseekers' Bureau" at Washington, or to the railroads direct. About 55,000 inquiries were received at Washington, and a large number received by the agricultural agents direct.

For use in that connection, there were prepared, through State or group committees, booklets for 29 states where fresh advertising material was thought necessary. This work was so well done that it attracted most favorable attention from everybody interested in the subject. Several communities, and some of the state organizations, by permission had re-prints made for circulation in their own work.

We endeavored as far as practicable to check up the practical concrete benefit of development work to the revenues of the railroads. This was considered of primary importance. At the same time, the larger good flowing from this work in the way of helping the farmers make greater profits, and in creating an intelligent and friendly public opinion was apparent to all who were in contact with what was going on.

The Manager of the Agricultural Section was J. L. Edwards, of Atlanta, Georgia, who had been for a number of years Traffic Manager

of the Atlanta, Birmingham & Coast Railway. J. F. Jarrell of Topeka, Kansas, was Assistant Manager. Prior to that time he had been connected with the Agricultural Department of the Santa Fe Route, as Editor of "THE EARTH".

A special mention ought to be recorded in this article of the great interest and thorough co-operation on the part of the late Mr. Edward Chambers, Director of the Division of Traffic, in the whole subject of agricultural development. Although he was burdened with tremendous and exacting responsibilities, he was always ready to give attention to our affairs. We were most fortunate in having his counsel and direction.

UNION PACIFIC SYSTEM

1416 Dodge Street
Omaha, Nebraska

December 31, 1930

File 109-2

Mr. Arthur W. Large,
General Agricultural Agent,
Rock Island Lines,
721 LaSalle Street Station,
Chicago, Ill.

Dear Mr. Large:

Your letter of December 19, 1930, was received during my absence from the city, and I am about to leave on another trip, and will not be able to compile anything, along the lines suggested by you, for some time.

You are quite correct in your statement that the members of the A.R.D. (particularly those engaged in agricultural work) were very active during the World War, and did a great deal to encourage food products and to obtain for the Federal Government much data and information that was of value.

One of the important things, at the beginning of the war, was obtaining the number, location, trackage, storage capacity, etc., of each warehouse located along our System lines.

Another was the running of what we called our Preparedness Special Tr through a portion of our territory in which it was believed it would do the most good, for the great cause for the success of which we were all working.

Another prominent feature was the marketing of perishable products from our territory, and which marked the beginning of the expansion of the Idaho potato business from 4000 carloads per year, to something over 20,000 - the work begun during the war, and continuing for the next ten years, or more.

Other perishable products, such as head lettuce, celery, etc., were given expanded markets, due to the necessity of finding them during the war period.

The raising of livestock was encouraged in every way, and in fact there was hardly any activity along agricultural, horticultural, and livestock lines, that was not entered into heartily and pursued vigorously during the war period.

With best wishes for a happy and prosperous 1931, I am

Yours sincerely,
(s) R. A. Smith,
Supervisor of Agriculture

T H E S T E V E N S
Michigan Blvd. & 7th to 8th Sts.
Chicago, Illinois

December 11, 1930

Mr. Arthur W. Large,
General Agricultural Agent,
Rock Island Lines,
Chicago, Illinois.

Dear Mr. Large:

Your letter of the 8th asking me for such comments on the early days of the now known American Railway Development Association is a challenge to memory that must go back 24 years. I take it that you have written to Ed Dowie, J. C. Clair, Wesley Merritt (if he is still living), and many others that may be living.

My memory of the matter is that there was neither a father nor a mother of the then Industrial Commissioners Organization. This was a child of the spirit of the times, and in this Ed Dowie agrees. There are two methods of approach in writing a history; one from the viewpoint of a strong outstanding individual, the other what is known as the Zeit Geist. Our Organization had too many strong, individualistic, personal characters to make it possible to organize on an individualistic basis.

This can be readily grasped when you recall that these men as a rule were the pioneers in the game. Pioneers are strong, individualistic self opinionated men. They are set apart and going through what the must; they were individual thinkers, instantaneous actors, and doers rather than consultants. To this add the environment around 1906. It was the day of the Hepburn Bill; drastic, cruelly regulatory, volcanic and sweeping in its demands, and scattering in its claims. It was the expression of the recognized majority economic power for regulation, and it exercised all of its authority.

Railroad men had just received the Bill, and the revolutionary method it introduced into the railroad world. From strong initiative it submerged railroad officials into most abject regulatory submission by men largely unfamiliar with railroad practices, but strong in railroad theories. Theories prevailed, because this regulatory economic power was demanding, through its aspiring attorneys, a complete change in the existing railroad methods.

Railroad officials, operating, traffic, legal, etc., were swamped with regulations; the Hepburn Bill was torn to pieces and applied to the railroad; old practices were scrutinized as to their fitness with the new demands; like all negative "thou shalt not" instructions, attention was centered upon limitations rather than upon the expansion program that had constructed and expanded railroad facilities in the United States. The transition from positive individualistic action to the negative restraint under a Governmental Bureau left many a

railroad official dizzy. The legal department became the center of railroad activities, and destruction succeeded construction. Law is not as a rule constructive, especially when it is class legislation, as was the Hepburn Bill, based on the majority economic regulatory power.

American Railroads differ from those of Europe, in so far as the American railroads were constructed to create traffic, populate the territory adjacent to its right-of-way, and build empires in the state it served. In Europe, on the other hand, railroads were constructed to take care of existing traffic and meet the needs of a crowded population and serve the existing empires. Such radical opposites of aims and purposes does not permit of comparisons.

American railroads from the beginning were development organizations. It was the function of the Presidents and officers to cultivate as intensely as possible the territory served. Development work could not be assigned to any one department. It was the function of the entire railroad. This was necessary if they were to create traffic and populate their territory.

An increasing obligations were imposed upon the railroad Presidents, finances became a part of his duties; and especially as the organization increased to specialized departments, more and more the time of the presidents was absorbed in executive matters, and they were confined to their offices or trips to the East to discuss with the railroad backers ways and means of maintaining and improving their roads. The hundreds of receiverships of railroads up to 1900 is a testimony of the mental and nervous strain placed upon these presidents, and the obligation that was growing of centering their attention upon the internal affairs of the road rather than follow their predecessors in territorial development.

With the exception of a few railroads, most of the land, obtained from the Government or States as land grants for construction and financial set-ups, was either sold or occupied by settlers. By 1900 the great tide of immigration had run its course. In 1890 most of the land in the so-called rain belt was no longer at the disposal of the Government for homesteading purposes. The center of manufacturing was far to the east of Pittsburgh. Agricultural population was still a potent factor. Wheat growing was steadily moving westward. Industry was commencing to sense foreign fields for the surplus. Labor problems rather than production problems, divorced from labor demands, was the great industrial bugaboo. National distribution at the expense of transportation charges was the thing striven for. With agriculture and lumber, and those other land problems engaging so much the tonnage and attention of railroad officers in the Middle West, industrial development was a hope rather than the striving after immediately. The South was awakening and realizing its potentialities. The Northwest was seeking farmers. The Malthusian theory still engaged the thought of men of means. Was population increasing to the point where we could not produce to meet the demands? Sounds strange in these days of surplus

but it existed. Increased agricultural production, by the application of scientific methods, was just in the offing.

That was the environment in 1906. A radical change of attitude of the Government towards the railroads, a fencing in of endeavors, a destruction of initiative regulations permeating even to cities and small communities, a compounding of restrictions, growing of complexities in railroad organizations, population, and agricultural problems, etc.

These conditions effected the personnel of the railroad organizations the objects to be attained, the assignment of duties, the specialization of definite pursuits, and the over-zealousness of not violating the Governmental regulations and meeting the arrogance of the many self-appointed bodies to harass the railroad man, which in this period of transition and adjustment was most trying.

The railroad must be developed. The original concept of the American railroads still held. With the other officers' attentions diverted to finance, better operating conditions, being in the Sellers Market for traffic and thus to use his methods, conferences, hearings, complaints almost an epidemic, some railroads determined to turn over this development problem to one or two men. Industrial or development departments rarely consisted of more than three persons, including the clerk.

Some of these men were promoted from the ranks of the organization, others were brought in from the outside. As a rule they received little instructions or much attention, not because they did not require supervision, but due to the fact that the officers were submerged in other matters, and this department newly created was thought to be a means of relieving a public demand and assuaging its feelings. Then, too, being new and taking the place heretofore assigned or assumed by other departments, the men in charge were not looked upon as really railroad men, but interlopers, creations of conditions.

Only a few railroads had such a department, and as a rule these men were strong individualists, lone riders versed in the art of overcoming competition, with personal programs requiring personal attention. Fighting within and fighting without, they were battle scarred, branded, and ready for any conflict. Being developers they possessed the attributes of the creators. They had initiatives, aggressiveness, resourcefulness, analysis, economic training, acquaintanceship, personality, or what is called today "It".

They were both individuals and individualistic. But development of one railroad affected in a way all the other railroads. There was an inter-relationship and an independence that was seeking recognition. Independence was demanding too large a price for its continuation. Industries were asking for the service of all the railroads in a community. Agriculture was seeking diversification, markets, and

state programs. Mining was not territorial, and the interests of the communities must be presented in a more comprehensive manner than the selfish demands of any one. The Commercial Clubs were born in 1902. They became a public factor and influenced unity of interests, including the railroads in their communities. Rival industrial men sat at the same conferences, ate and spoke at the same annual meetings, visited the same interests. Diversification was leading to a gross misunderstanding. Old railroad practices were being discarded, and the David Harum dictum "do it first" was growing in practice.

So these men talked together, asked the why of estrangement, realized that they were strong in prosperous times, but rather weak in times of adversity, understood that they were appointments for the interim, that they were taking the places of other men who regarded the industrial or agricultural achievements as factors for promotion; as outsiders in a military system such as the railroad, they knew that the crucifixion was not confined to Jerusalem. They felt the influence of railroad politics, and untrained in the methods of their superior officers, as a rule, if not persona non grata, at any rate were misunderstood, looked down, and conceived of as an orphan.

So it was self-preservation, better understanding, closer co-operation, independence, with the desire for better territorial development that was the Father and Mother, the conceiver and deliverer of the than Railroad Industrial Organization.

The old constitution and by-laws were short, indefinite, and far from binding. It was just a getting together for mutual protection, understanding, and co-operation. It was a Child of the Times. The Zeit Geist demanded and created.

There were several luncheons held. One meeting in my office, in the old Burlington Building, brought out the fact that if we were to get anywhere we must call the industrial men together, and see what they thought about it.

Bob Wilson, then Assistant Industrial Commissioner of the Santa Fe Railroad, volunteered to send a letter to all the industrial men known and ask them to come to Chicago and meet us at the old Stratford Hotel, then located at the corner of Michigan Boulevard and Jackson Boulevard. The building has been torn down and the land is occupied by the Straus Building. Bob got some refusals, some sarcastic letters, and some queries, but we had a fine turn-out, representing some of the ablest men in the game. Old warriors like Louis Jackson Richards representative, Anderson, Wood, Dowie, Lawrence, Bonnell, LaBaume, Merrit, Wilson, Clair, etc.

All wanted to know what it was all about, what could be done. Here is where Clair functioned. He was superheated with the thought of getting together, and did a fine piece of propaganda work, as only Clair could do it.

We had arranged a program. In the morning we talked over things, looked into each other's hearts, and found a bond of affection. In the afternoon we were fortunately able to obtain Professor McLaughlin of the University of Chicago. Few of us will ever forget his keen analysis of economic conditions, the future of the railroads, the financial problem, forecasting his work in effecting the Federal Reserve Board, the political atmosphere, the need of development, etc. His talk, in a way, showed us the possibilities of getting together, and outlined our function as being more or less the economists for our separate needs.

As we sat around that parlor of the Stratford Hotel, discussing the vision Professor McLaughlin had painted for us, a number tried to make a motion for effecting a permanent organization. It was unanimous. J. C. Clair was elected Vice President, Robert Wilson Secretary and Treasurer, and I was made President. Motion prevailed to meet again next year, and called for an interchange of ideas during the year.

That evening we had a dinner, made famous by that Hotel years before at \$1.50 per plate. Mr. Davis, then in the Investment Banking Business but the first Industrial Agent under Mr. Ripley, Gave us a most inspiring talk. Every one had an opportunity to talk and used it. We began to understand each other, and having washed our windows, saw what they stood for. We adjourned to meet one year from then. A one day session in which, among other things, we settled the side track argument, and those other matters which seem to still concern your programs.

A year later we met again in Chicago. The same officers were re-elected, and the program carried out, with new members added, and a force given the organization that has met its fulfillment today.

One year later, the organization met in St. Louis, and Mr. J. C. Clair was elected President.

I suppose that you have the data since then. I have gone into the details because it seems that something should be said about the causes back of the organization and why it has met its present growth and attainment.

With kindest regards, I am

Yours sincerely,
(s) W. H. Manss.

CENTRAL OF GEORGIA RAILWAY COMPANY
Agricultural Department

Savannah, Georgia

November 17, 1930

File T-21

Mr. Arthur W. Large,
General Agri. Agent,
Rock Island Lines,
Chicago, Ill.

Dear Mr. Large:

Your letter of the 12th, enclosing copy of your list of Presidents of the A.R.D.A., as furnished by Mr. Bates, reached the office in my absence.

Today I checked it over, and am obliged to advise there must be some mistake about George Bates furnishing this list. It shows him as presiding at the 1921 meeting. He was elected at that meeting and presided at the 1922 meeting in Denver. In fact, I think your list is all wrong above 1924, which shows John Fox. He should have presided at the 1924 meeting in Savannah, but had left railroad service. You show John Lamson as presiding at two annual meetings, which is not correct. He was elected at the 1922 meeting in Denver, and presided at the 1923 meeting in St. Louis.

In fact, I have checked against the list I sent you with my letter of October 24th, and am willing to bet on its accuracy from the 1910 meeting down. I have found copies of printed proceedings of the meetings which show that Richards was elected at the 1910 meeting in Memphis, should have served at Detroit in 1911, but was absent and Dan King, as Vice President, presided. Dan was elected at Detroit and presided at Kansas City. Bowie was elected at Kansas City and presided at Nashville. Wood was elected at Nashville and presided at St. Louis. LaBaume was elected at St. Louis and presided at St. Paul. Emig was elected at St. Paul and presided at New Orleans. Bricker was elected at New Orleans and presided at Louisville. Cooke was elected at Louisville and presided at the November semi-annual meeting, the last before Government control.

Yours truly,
(s) J. F. Jackson,
General Agricultural Agent.

c.c. George E. Bates.

CENTRAL OF GEORGIA RAILWAY COMPANY
Agricultural Department

Savannah, Georgia

November 6, 1930.

File T-21.

Mr. Arthur W. Large,
General Agri. Agent,
Rock Island Lines,
Chicago, Ill.

Dear Mr. Large:

I should have complimented you on the last A.R.D.A. News. I found it very interesting, and while I read it through I was a little busy and sent it on to file. Now I have dug it out again because of a conversation with Mr. J. M. Mallory, our General Industrial Agent, in which we discussed your article on the history of the A.R.D.A. You understand that Mr. Mallory was Industrial Agent for the Central of Georgia seven years before I started my work 20 years ago, and while he was not present at the Chicago Banquet in 1906, he did attend the St. Louis and Cincinnati meetings, and it was at his suggestion that I attended my first meeting in Memphis 20 years ago.

I understand you have the original volume of Proceedings up to and including the New York meeting of 1920, and in that I had bound copies of Proceedings of all the early meetings I could locate, and I think it contained the data used by you in the current issue of the News, and by me in the Proceedings of the New York meeting.

Mr. Mallory and I are of the opinion that your best chance to get further data in regard to the early days of the Association would be from gentlemen who were present at the Chicago 1906 meeting. Your list of honorary members in the last Proceedings gives the addresses of Messrs John C. Clair, W. H. Manss, and W. W. Wood. Mr. Charles S. Chase, who was with the Southern Railroad in 1906, is now Industrial Agent for the Louisville & Nashville Railroad at Louisville, and is a member. Mr. E. J. Dowie, of the New York Central, is, of course, also a member.

Mr. Mallory tells me that prior to 1906, the Industrial, Immigration, and General Passenger Agents of lines south of the Ohio and Potomac, east of the Mississippi Rivers, had an organization the name of which I cannot now recall, which met two or three times, and the purpose of which was similar to that of our present Association; and he suspects that Mr. Clair, who made the original suggestion at Chicago and who was then with the Illinois Central, likely got his idea for a national organization from these meetings of representatives of the railroads in the South. I am certain Mr. Clair will be glad to give you his recollection of these matters.

Yours truly,
(s) J. F. Jackson,
General Agricultural Agent

Oct. 15, 1930.

PRESIDENTS OF THE AMERICAN RAILWAY DEVELOPMENT
ASSOCIATION, FROM ITS INCEPTION TO THE PRESENT

PRESIDENT AT ANNUAL MEETING DURING YEAR	TIME	NAME	RAILROAD
1906-07		W. H. Manss	C B & Q
1908		J. C. Clair	I C
1909		H. E. Wilson	A T & S F
1910		M. V. Richards	Sou. Ry.
1911		D. E. King	M O P
1912		E. J. Dowie	L S & M S NYC
1913		W. W. Wood	B & O
1914		F. H. La Baume	N & W
1915		John C. Emig	BIG 4
1916		L. J. Bricker	NOR PAC
1917		R. W. Cooke	PENNA LINES
1918-19		(No meetings)	
1920		H. O. Hartzell	B & O
1921		Geo. E. Bates	D & H
1922		J. B. Lamsan	C B & Q
1923		J. B. Lamsan	C B & Q
1924		J. F. Fox	NOR PAC
1925		J. F. Jackson	G OF GA.
1926		A. Leckie	K C S
1927		W. H. Hill	N Y C LINES
1928		A. L. Moorshead	ERIE
1929		H. W. Byerly	NOR PAC
1930		M. C. Burton	A T & S F
1931		Russell G. East	P R R

AMERICAN RAILWAY DEVELOPMENT ASSOCIATION
ANNUAL MEETINGS

YEAR	CITY	STATE	COUNTRY
1906	Chicago	Illinois	U.S.A.
1908	St. Louis	Missouri	U.S.A.
1909	Cincinnati	Ohio	U.S.A.
1910	Memphis	Tennessee	U.S.A.
1911	Detroit	Michigan	U.S.A.
1912	Kansas City	Missouri	U.S.A.
1913	Nashville	Tennessee	U.S.A.
1914	St. Louis	Missouri	U.S.A.
1915	St. Paul	Minnesota	U.S.A.
1916	New Orleans	Louisiana	U.S.A.
1917	Louisville	Kentucky	U.S.A.
1920	Cincinnati	Ohio	U.S.A.
1921	New York	New York	U.S.A.
1922	Denver	Colorado	U.S.A.
1923	St. Louis	Missouri	U.S.A.
1924	Savannah	Georgia	U.S.A.
1925	San Antonio	Texas	U.S.A.
1926	Vancouver	British Columbia	Canada
1927	Detroit	Michigan	U.S.A.
1928	Miami	Florida	U.S.A.
1929	Houston	Texas	U.S.A.
1930	Duluth	Minnesota	U.S.A.

THE BALTIMORE & OHIO RAILROAD COMPANY
Commercial Development Department
Baltimore, Maryland
October 31, 1930

Mr. Arthur W. Large,
General Agricultural Agent,
Rock Island Lines,
Chicago, Ill.

Dear Mr. Large:

I have noted with interest correspondence passing between yourself and our good friend Jackson of the Central of Georgia Railroad, which apparently has to do with your efforts to compile information concerning the history of the American Railway Development Association. Not having been written directly on the subject, I am of course not fully posted as to the character of correspondence you and Mr. Jackson have had, but have deduced that the collecting of information to compile a history of the organization is your aim.

In the list attached to Mr. Jackson's letter to you of October 24th, I note there is no mention made of meeting being held in Cincinnati, Ohio, June 1920, at which meeting the writer happened to preside. This was a meeting to re-organize the Association after return of the railroads from Federal control, I presiding in my official capacity as First Vice President, in view of the fact that Mr. Ralph W. Cook of the Pennsylvania Railroad, who had been elected President at the 1917 meeting, was no longer eligible, having been transferred to a department not engaged in development work.

I am of the opinion that you probably have not seen a copy of the proceedings of our New York meeting held in May 1921, which gives quite a little history of our Association, together with list of officers as they were appointed from year to year, and I am accordingly sending you herewith my copy of this publication as well as copy of the proceedings of the meeting held at Louisville, May 1917, which maybe of some service to you. However, as I value these copies and as probably there are but few of them now in existence, I would ask particularly that you return same to me at an early date when they have served your purpose.

With kind regards, I am

Very truly yours,
(s) H. O. Hartzell,
Executive Asst. to V. P.

C.C. J. F. Jackson
G. E. Bates
M. C. Burton

NAME OF PRESIDENT	RAILROAD REPRESENTED	ELECTED AT ANNUAL MEETING	Presided at ANNUAL MEETING HELD AT
W. H. Manss	C. B. & Q.	1906	1908 - St. Louis
John C. Clair	I. C.	1908	1909 - Cincinnati
R. E. Wilson	A. T. & S.F.	1909	1910 - Memphis
M. V. Richards	Southern	1910	@ 1911 - Detroit
D. E. King	Mo. P.	1911	1912 - Kansas City
E. J. Dowie	L.S. & M.S.	1912	1913 - Nashville
W. W. Wood	B. & O.	1913	1914 - St. Louis
F. H. LaBaume	N. & W.	1914	1915 - St. Paul
John G. Emig	Big Four	1915	1916 - New Orleans
L. J. Bricker	N. P.	1916	1917 - Louisville
R. W. Cooke	Pennsylvania	1917	✓
Government Control	-- 1918-1919 --	No meetings	
H. O. Hartzell	B. & O.	1920	✓ 1921 - New York
George E. Bates	D. & H.	1921	1922 - Denver
J. B. Lanson	C. B. & Q.	1922	1923 - St. Louis
J. F. Fox	N. P.	1923	# 1924 - Savannah
J. F. Jackson	G. of G.	1924	1925 - San Antonio
A. Leckie	K. C. S.	1925	1926 - Vancouver
W. H. Hill	N. Y. C.	1926	1927 - Detroit
A. L. Moorshead	Erie	1927	1928 - Miami
H. W. Byerly	N. P.	1928	1929 - Houston
M. G. Burton	A. T. & S.F.	1929	1930 - Duluth
Russell G. East	Pennsylvania	1930	

@ Absent at Detroit meeting, and Vice-President King presided.

✓ Mr. Cooke presided at semi-annual meeting in Chicago, November 1917; was later transferred to Traffic Department, and at the re-organization meeting after Government Control, at Cincinnati, June 16-18, 1920, Mr. H. O. Hartzell, as Vice-President, presided.

Mr. Fox presided at the semi-annual meeting in Chicago, December 1923, and afterwards resigned from railroad service, and at the Savannah 1924 meeting Vice-President J. F. Jackson presided.

CENTRAL OF GEORGIA RAILWAY COMPANY
Agricultural Department

Savannah, Georgia
October 24, 1930.

File T-21.

Mr. Arthur W. Large,
General Agricultural Agent,
Rock Island Lines,
Chicago, Ill.

Dear Mr. Large:

Referring to yours of the 20th to Mr. Bates:

First, for the information of Mr. Bates and the gentlemen to whom you have sent copies, who might get the impression I am at work on a voluminous history, I will repeat the statement in my last letter to you that I doubt the advisability of attempting to print any more of a historical record than the names of the officers of our Association, unless you thought it best to use the list of "Distinguished, prominent, and notable" gentlemen who had addressed our Association up to and including the New York 1921 meeting, as shown in the proceedings for that meeting, and add to them the names of those distinguished persons who have appeared at our meetings since.

As to Mr. R. E. Wilson, I understand he was elected at the Cincinnati meeting in 1909, and while he was present at the 1910 meeting in Memphis (the first I attended) and opened the meeting, he was not feeling well and called John Clair, the former President, to the Chair, and Mr. Clair presided during the rest of the meeting. It is my recollection that within a year or two Mr. Wilson either left the railroad service or was transferred to some other Department.

Referring to the list you give of the Presidents, while the list in the New York proceedings shows the officers elected at the annual meeting I note that in your list you had the column of years, "President at Annual Meeting During Year", and on that basis I think your dates are wrong down to the period of Government control; then you have John Lamson in for two years, and thereafter your list is correct if you intend to show the date of the meeting at which the President presided.

The possibility of confusion lies in the fact that at the close of each annual meeting we elect new officers who serve for the following year, and the man elected President presides at the next annual meeting. I am therefore enclosing a list of our Presidents, in which in different columns I am undertaking to show the year in which they were elected, and the year and place of the annual meeting at which they presided. I feel sure Mr. Bates has already advised you that he was elected at the 1921 meeting in New York, and presided at the Denver meeting in 1922.

I am, of course, sending copies of this list with the copies of this letter, and will ask Charlie Seagraves and George Bates to advise you if they can find any errors. I am also sending a copy to Harry Hartzell, asking that he check the list and advise you.

As to the breaks in terms, in the list, while I have mentioned that Mr. Wilson did not preside throughout the meeting, he was present and opened the meeting, and Mr. Clair was simply his substitute, and I am showing him as presiding. The next year Mr. Richards was absent, and Dan King, as Vice-President, presided.

During the period of Government control, Ralph Cook was transferred to the Traffic Department, and Harry Hartzell, as Vice President, presided at the meeting in Cincinnati, and was there elected President.

Mr. John Fox, of the Northern Pacific, presided at the Semi-Annual Meeting in Chicago, and thereafter resigned from the service, and as Vice President I had to preside at the Savannah meeting in 1924.

Hoping that this list, with the assistance of Messrs Bates, Seagraves and Hartzell, will get the record straight for you, I am

Yours truly,
(s) J. F. Jackson,
General Agricultural Agent.

c.c. G. E. Bates
M. C. Burton
C. L. Seagraves
W. H. Hill
H. O. Hartzell

CENTRAL OF GEORGIA RAILWAY COMPANY
Agricultural Department

Savannah, Georgia

October 15, 1930.

File T-21; T-60.

Mr. Arthur W. Large,
General Agricultural Agent,
Rock Island Lines,
Chicago, Illinois.

Dear Mr. Large:

Answering yours 14th, I agree that if there is precedent for it, it would be well to carry the historical record as part of the annual proceedings.

Answering your queries, must advise I cannot say as to the meeting in 1907. I did not join until the meeting in Memphis in 1910. However, it is my recollection, also that of Mr. J. M. Mallory, that the first meeting following that in October 1906, when the organization was perfected, was the one at St. Louis in January 1908, some 15 months later, where John Clair was elected President.

You are right that there were no meetings of our Association during the period of Government control. It was generally understood that when Mr. McAdoo took over the railroads and found some of them had agricultural departments, he was inclined to wipe us off the slate, but friendly Senators and Representatives at Washington stood up for us, told him that we were doing valuable work and should be left alone and the final result was that in some way some of the big boys of the Railroad Administration (Regional Director B. L. Winchell, I believe it was) came in contact with Mr. J. L. Edwards, then Traffic Manager for the Atlanta, Birmingham & Coast Railway; and as their Agricultural Agent had reported to Mr. Edwards and he was convinced of the value of the work, he defended railroad agricultural work so ably that he was appointed Manager, Agricultural Section of the Division of Traffic, U.S. Railroad Administration. Mr. Edwards called a meeting of the heads of agricultural development work for the railroads, at Atlanta September 19-20, 1918, and while I do not find anything in my file in writing to that effect, I think it was there we were told that our railroad development association must be discontinued; a partial organization was perfected for the South, and a Standing Committee for the South of the Agricultural Section, U.S. Railroad Administration was appointed, of which Mr. W. W. Croxton, General Passenger Agent of the Atlanta, Birmingham & Coast, was made Chairman. I know that as a member of that Standing Committee we had frequent meetings and at one time worked out the plan and issued some pamphlets for each of the southern states, advertising the glorious agricultural possibilities. I am not sure that any of the general meetings were held in the south, but know that Mr. Edwards held one or two organization meetings in other regions, and that in April 1919, there was

a meeting at Memphis which was attended by representatives of railroads from all over the United States, which was the nearest thing to one of our A.R.D.A. meetings to be held during the period of government control.

Harry Hartzell, of the Baltimore & Ohio, was Secretary; and Ralph Cook of the Pennsylvania was President of our organization when it disbanded; and I believe the day after government control ended, in the spring of 1920, they sent out a letter to all railroad development men suggesting a re-organization, and a meeting was held at Cincinnati in June of that year.

Hoping this gives the information desired, I am

Yours truly,
(s) J. F. Jackson,
General Agricultural Agent.